



Thriving Together: Greater Boston's Economic Roadmap 2025–2030

Metropolitan Area Planning Council
Economic Development Team

The Role of the Advisory Committee

Diverse Perspectives

- Ensures that diverse perspectives, including those of constituent-driven groups, TA providers, public sector and business leaders, are included in the process.

Responsibilities

- Oversees the development and implementation.
- Provides feedback on strategic goals and initiatives.

Collaboration

- Identifies opportunities to collaborate with one another in alignment with the goals.
- Where collaboration opportunities are identified, committee members will engage their own constituencies or communities to support the goals.

Strategy Selection Criteria

Aligns to Goal

Specificity

Has clear outcomes and measurable economic development impact. Is an economic development intervention, specifying what will be done and for whom.

Achievability (MAPC or Ecosystem Partner)

Is strategy realistic? MAPC or partner working on issue.

MAPC has context and relationships. Partners coordinate.

Regionally Relevant
Addresses regional priorities including economic resilience, equity, economic growth, climate resilience

Innovation

Adaptability to changing conditions.

Responsiveness to emerging opportunities and challenges.

Risk

Identification of risks. Can they be readily mitigated?

Timeline and Roles





Goal 1: Keeping the Region Competitive

Housing, Workforce, and Transportation Strategies to Strengthen the Economy



by Raul Gonzalez

Goal Overview

The goal aims to keep the region competitive. Focus on diverse employers and industries.

Reverse housing and transportation trends that price out and lead to longer commutes for more workers.

- 1** Reverse Housing Trends
Address rising housing costs that burden workers.
- 2** Improve Transit
Reduce commute times and costs.
- 3** Support Employers
Attract diverse businesses to the region.





Strategy 1: Expand Access to Higher Education

Provide subsidized tuition to reduce barriers. Ensure a skilled workforce and promote equity.



Reduce Barriers

Lower the financial burden of higher education.



Skilled Workforce

Develop a highly qualified labor pool.



Promote Equity

Ensure fair access to education for all.

Strategy 2: Increase Access to Certificate Programs

Increase access to certificate programs. Align programs with the Greater Boston Regional Workforce Blueprint.

Match regional employment needs and facilitate workforce entry.

Targeted Training

Develop programs to meet specific industry demands.

Workforce Blueprint

Align with regional employment strategies.

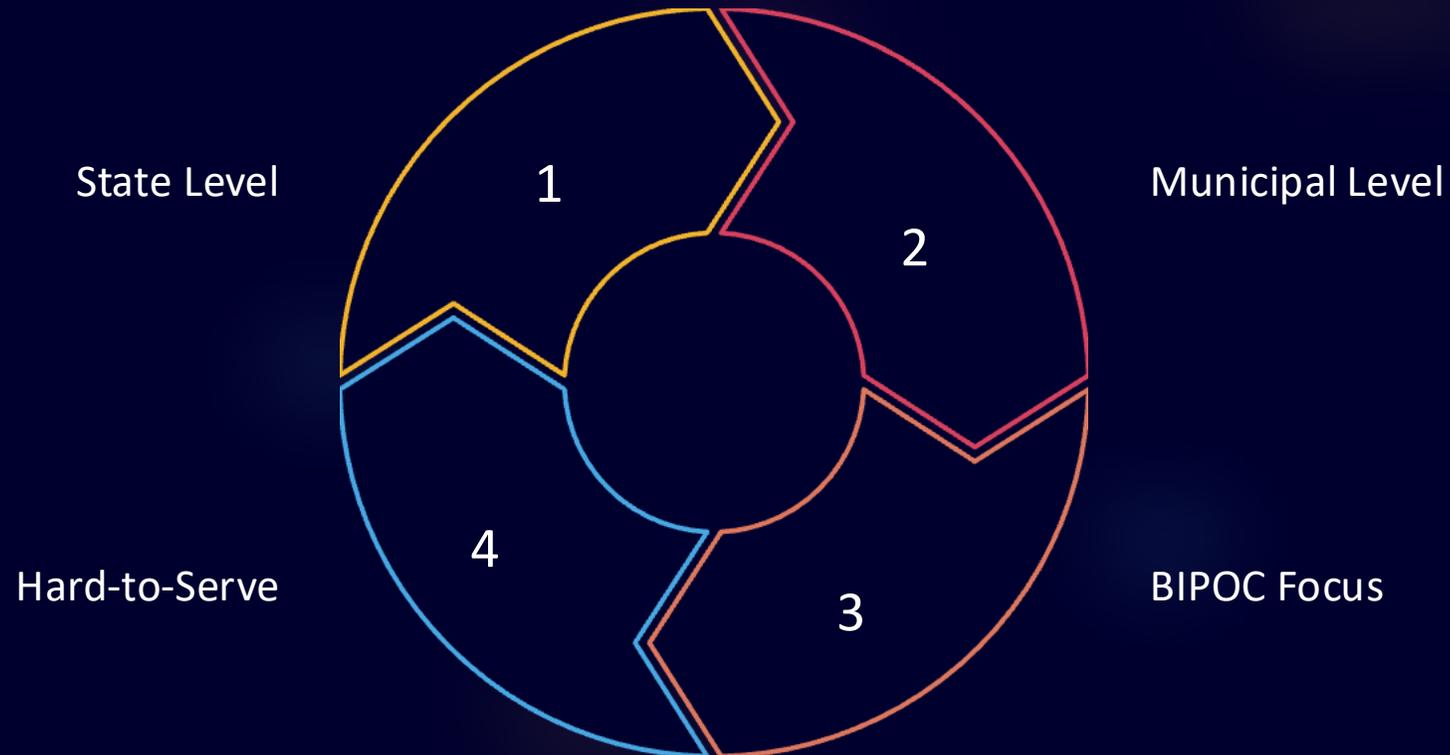
Entry Points

Facilitate entry into high-demand jobs.

Strategy 3: Expand Workforce Development Coordination

Coordination

Expand coordination of workforce development at state/municipal levels. Focus on BIPOC and hard-to-serve populations.



Strategy 4: Increase Funding for Childcare Providers

Increase funding for childcare providers to sustain operations.

Ensure pay equity for childcare workers.

Support childcare infrastructure to enhance workforce stability.



Funding Increase

Provide financial support to childcare providers.

Sustain Operations

Ensure the stability of childcare centers.

Pay Equity

Fair compensation for childcare workers.

Workforce Stability

Enable greater workforce participation.





Strategy 5: Increase State Funding for Affordable Housing

Increase state and local funding for affordable housing production. Support community land trusts (CLTs).

Lower total development costs (TDCs) and advance net-zero housing initiatives.

1

Affordable Housing

Increase housing options for all.

2

Community Land Trusts

Support community-led housing initiatives.

3

Lower Development Costs

Reduce the cost of building new housing.

4

Net-Zero Housing

Promote sustainable and energy-efficient homes.



Strategy 6: Expand Inclusionary Housing Policies

Expand inclusionary housing policies to ensure equitable development. Broaden policies to increase affordable housing supply.



Equitable Development

Ensure fair housing opportunities.



Policy Expansion

Broaden inclusionary housing rules.



Affordable Integration

Incorporate affordable units in new developments.

Strategy 7: Incentivize High-Density Housing Near Transit

Incentivize high-density housing and increased housing choice near transit.

Support affordability and workforce accessibility.



Strategy 8: Increase Family Childcare Centers' Access to Housing



Increase Family Childcare Centers' (FCC) access to housing.

Expand opportunities for FCC providers to secure affordable housing.

Affordable Housing

Availability of housing is a key ingredient to FCC establishment

Stable Operations

Provide access to childcare for families.

Retain Child Care Infrastructure

establishment and retention of FCC's helps to expand access to childcare



Strategy 9: Establish and expand low-income transit fare (T-Fare) rates to reduce transportation costs for workers.

Enhance transportation affordability, safety, and connectivity for residents to access jobs and services.

Address regional mobility needs to lower household and worker costs.

Improve regional employer competitiveness by easing worker commutes and accessibility

Fostering BIPOC and Women-Owned Business Growth

Foster the resilience, retention, and growth of BIPOC and Women-Owned businesses, legacy businesses, and creative economy entrepreneurs to reduce wealth disparities between BIPOC and White communities. Achieve parity in rates of ownership, closure, and expansion between businesses owned by BIPOC and their White peers.



RG by Raul Gonzalez

Our Goal

1 Foster Resilience

Support BIPOC and women-owned businesses to withstand economic challenges.

2 Ensure Retention

Keep valuable businesses within underrepresented communities.

3 Drive Growth

Create pathways for expansion and long-term success.

4 Reduce Disparities

Close the wealth gap between BIPOC and White communities.



Strategy 10: Expanding Municipal Procurement

Set Targets
Establish clear procurement goals

Adjust Approach
Refine based on outcomes



Streamline Process

Simplify bidding procedures

Provide Training

Offer bid preparation assistance

Track Progress

Monitor contract awards

Procurement Policy Enhancements

Current Challenges

- Complex application processes
- Limited awareness of opportunities
- High qualification barriers
- Payment timeline concerns

Policy Solutions

- Simplified certification process
- Targeted outreach programs
- Set-aside contracts
- Unbundling of contracts put out to bid

Strategy 11: BIPOC and Women Owners Acquiring Businesses from Retiring Owners



1

Identify Retiring Owners

Create database of established businesses with upcoming ownership transitions.

2

Match with Buyers

Connect BIPOC and women entrepreneurs with acquisition opportunities.

3

Provide Financing

Develop specialized loan products with favorable terms.

4

Support Transition

Offer technical assistance during ownership change process.

Retiring Business Owners Resources Needed

Gather Demographic Data

Gather demographic data to capture the extent and industries of retiring owners in the region.

Identifying Retiring Owners

Identify retiring business owners interested in selling. Facilitates connections with suitable buyers and ensures a smooth transition.

Transition Planning

Structured guidance for smooth handover of operations. Includes mentorship from previous owner during transition period.

Match with Buyers

Identify qualified buyers interested in acquiring businesses. Facilitates connections with retiring owners and ensures a smooth transition



Strategy 12: Leveraging the Business Front Door

Access Commonwealth Platform

Utilize the Business Front Door digital hub to connect entrepreneurs with available spaces.

Match to Properties

Identify commercial spaces aligned with business needs and financial capacity.

Secure Financing

Connect with specialized real estate lending programs for underrepresented entrepreneurs.

Support Ownership Transition

Provide technical assistance throughout the property acquisition process.



Real Estate Opportunities



Property Identification

Curated database of available commercial properties suitable for small businesses.



Acquisition Financing

Specialized loans with lower down payments and favorable interest rates.



Commercial Leasing Support

Commercial leasing can stabilize .



Long-term Stability

Building wealth through property appreciation and fixed occupancy costs.

Strategy 13: Peer-to-Peer Mentoring

1

Identify Leaders

Recruit established BIPOC and women business owners as mentors.

2

Match Participants

Connect mentors with emerging entrepreneurs from similar backgrounds.

3

Facilitate Exchange

Create structured programs for knowledge and experience sharing.

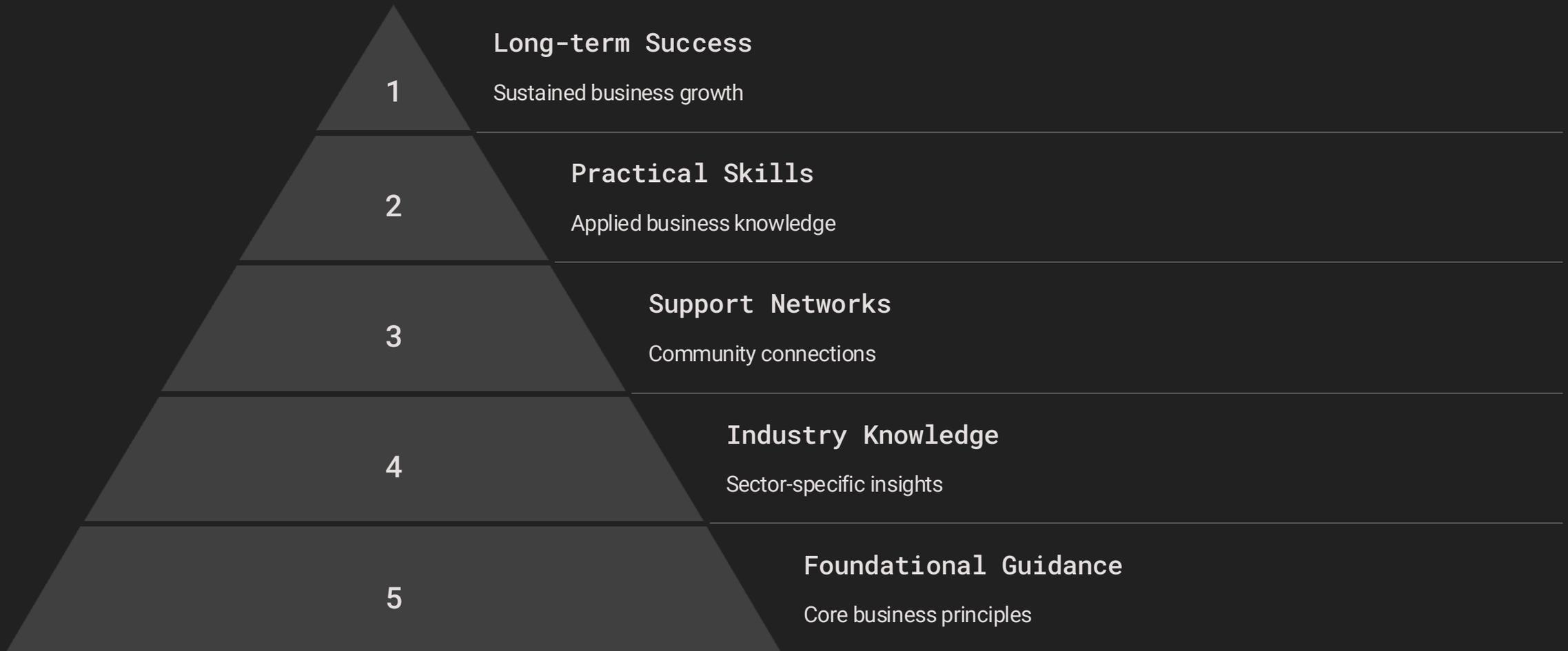
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Track Outcomes

Measure business improvements resulting from mentorship relationships.



Mentorship Program Components



Our mentorship programs build comprehensive support systems.
They address immediate needs while creating pathways for long-term business sustainability.

Goal 3: Building Infrastructure for Climate Resilience and Emerging Industries

Along with tracking and projecting the infrastructure needs and opportunities for the green economy and additional key industry sectors in the region, invest in climate-adaptive and -resilient infrastructure, fostering equitable participation in emerging industries, and integrating resources for climate- and resilience-focused infrastructure investments into regional planning.

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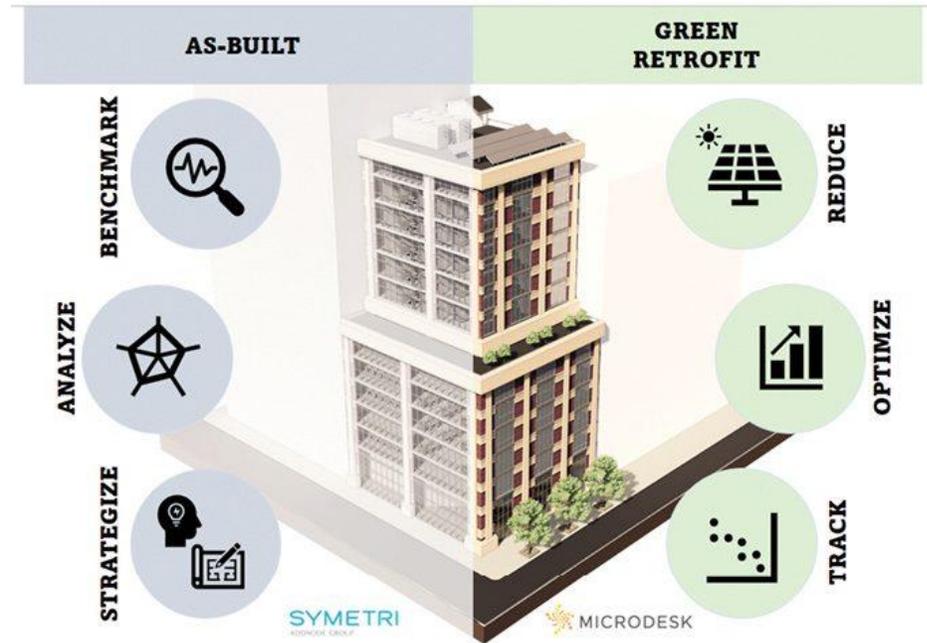


Strategy 14: Structured Framework

Establish a scorecard framework to identify infrastructure priorities in the region and secure dedicated funding for climate-adaptive infrastructure, including resilient wastewater and transportation systems for economically distressed communities, with a pipeline of shovel-ready projects for 2027 and beyond.



Infrastructure Assessment



1

Regional Assessment

Conduct a regional assessment to identify vulnerable infrastructure systems that require immediate attention or long-term planning.

2

Funding Roadmap Development

Collaborate with state and federal agencies to create a detailed funding roadmap that aligns that aligns with climate resilience goals and available resources.

3

Shovel-Ready Project Database

Establish a database of prioritized projects to be shovel-ready for 2027 and beyond, ensuring beyond, ensuring we can quickly capitalize on funding opportunities.

4

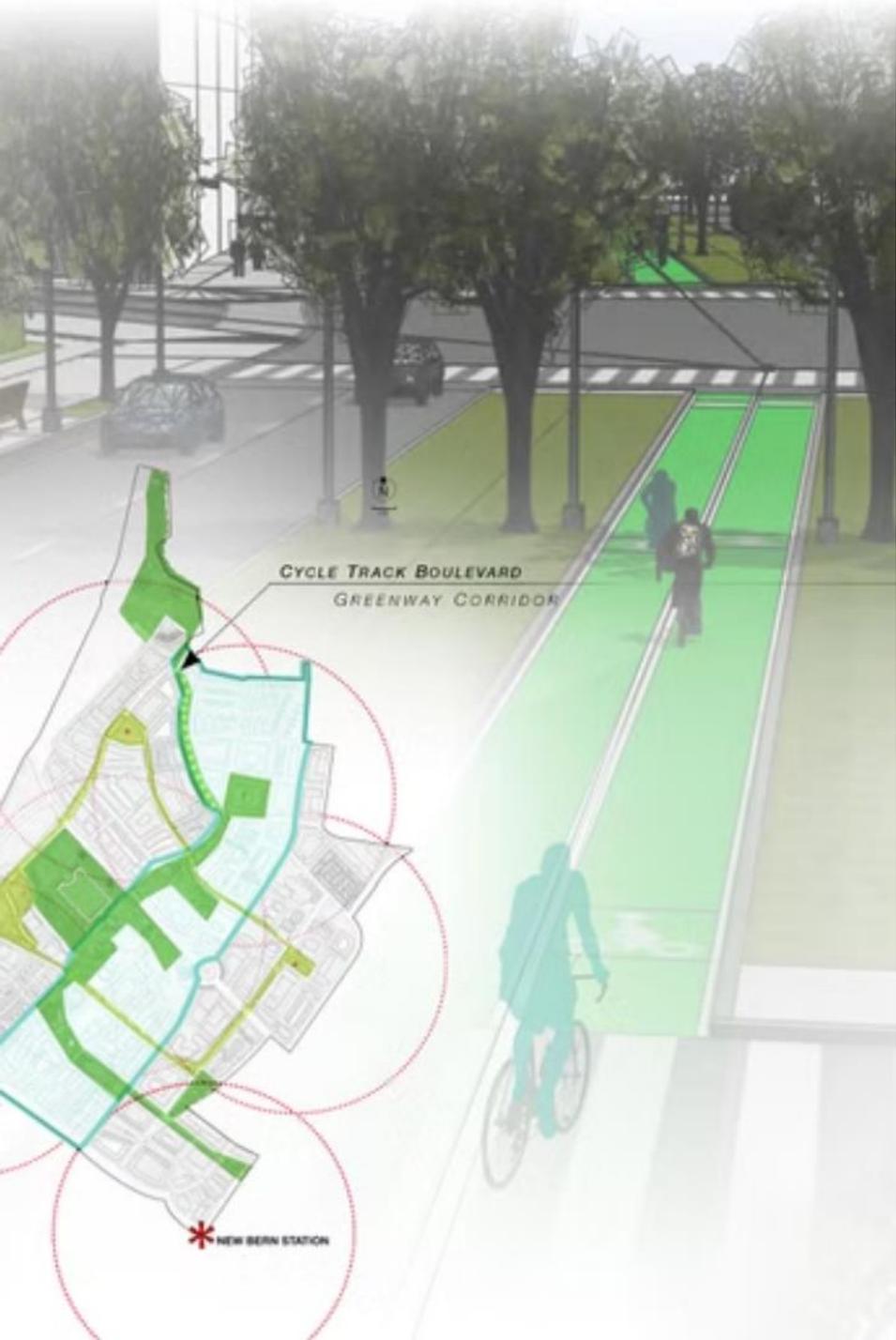
Stakeholder Collaboration

Work closely with municipalities, private sector entities, and advocacy groups to ensure broad ensure broad support and comprehensive planning.



Strategy 15: TOD Program

Establish a state-led incentive program for Transit-Oriented Development (TOD) planning and infrastructure investment, aligning with state policies to reduce auto emissions and greenhouse gases (GHGs) through transit-oriented growth management for sustainable, equitable development.



TOD Program

1

Design Financial Incentives

Work with policymakers to design effective TOD financial incentives that encourage developers to build near transit hubs and create walkable, mixed-use communities.

2

Provide Technical Assistance

Offer specialized technical assistance to municipalities working to integrate TOD strategies into their planning processes and zoning regulations.

3

Monitor Development Trends

Implement systems to track development trends and measure greenhouse gas reductions in reductions in TOD areas to demonstrate program effectiveness.

4

Engage Key Stakeholders

Actively engage transit agencies, developers, and local governments to ensure coordinated coordinated planning and implementation of TOD projects.



Strategy 16: Academy and Contract Unbundling

Establish a program modeled after Emerald Cities' Contractor Academy *and* unbundle large public works projects into smaller contract opportunities, expanding access for BIPOC businesses in construction-adjacent industries and creating a pipeline for clean energy workforce development.



Contractor Academy

Develop Unbundling Framework Framework

Create a framework for unbundling large large public works projects into smaller, smaller, more accessible contracts that that BIPOC-owned businesses can successfully bid on and complete.

Provide Training & Assistance Assistance

Deliver specialized training and technical technical assistance to minority-owned owned firms, focusing on bidding processes, project management, and and compliance requirements.

Adjust Procurement Policies

Work with public agencies to adjust procurement policies to encourage smaller contract opportunities and remove barriers that disadvantage smaller firms.

Create Job Pathways

Partner with clean energy sector stakeholders to create clear job pathways pathways and business opportunities for opportunities for BIPOC contractors and and workers.

Strategy 17: Policy Recommendations for Municipalities

Provide municipalities with a toolkit of policy recommendations and best practices for planning and implementing resilient physical and non-physical infrastructure, focusing on climate adaptation in economically distressed communities.



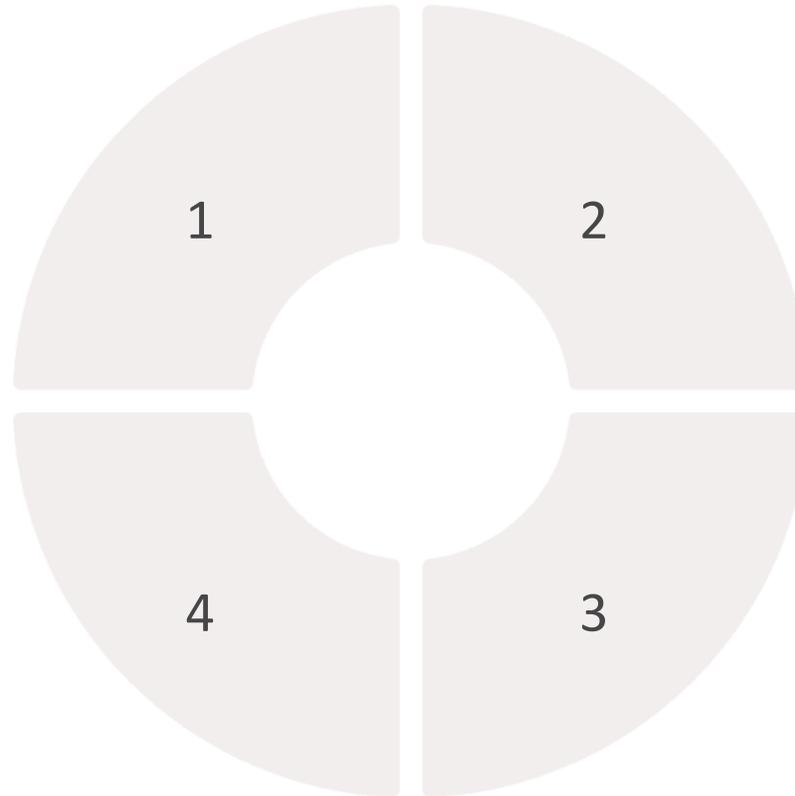
Policy Recommendations

Regional Policy Guide

Create a comprehensive regional policy guide for resilient infrastructure infrastructure planning that municipalities can adapt to their specific specific contexts and needs.

Funding Assistance

Provide direct assistance to municipalities municipalities in identifying and applying applying for grants and other funding funding opportunities for resilient infrastructure projects.



Climate Adaptation Workshops

Offer specialized workshops and ongoing support for municipalities implementing climate adaptation measures in their infrastructure planning.

Regional Planning Integration

Develop methods to embed resilience-resilience-focused infrastructure considerations into broader regional planning processes and documents.

Questions to Consider:

Which strategies are both impactful and realistic to implement within the next five years? Why?

Are there sufficient stakeholders across multiple sectors—including nonprofits, state, federal, and local government, and other institutions—to support this strategy?

Can you share examples of where this strategy has been done effectively, either in Massachusetts or in other states/regions?