



Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111
617.933.0700 | www.MAPC.org

Thursday, January 15, 2026
8:00-9:30 am
Via Zoom

Attendees

Ashland: Yolanda Greaves, Melissa Adams, Jasmin Farinacci
Framingham: Yvonne Johnson, Elsiana Zhaka, Sarkis Sarkisian
Holliston:
Marlborough: Katie Robey
Natick: Morgan Griffiths, Amanda Loomis
Sherborn: Marian Neutra
Southborough: Meme Luttrell, Sam Stivers
Wayland: Mary Antes, Robert Hummel
Wellesley: Colette Aufranc
Weston: Imai Aiu
Associate Members: Susan Nicholl (Senate President Spilka's Office); Jason Palitsch (495/MW Partnership), Ethan LaPointe (Boston MPO/CTPS)
MAPC Coordinators: Travis Pollack, Camille Jonlin
MAPC Staff: Angela Brown, Raul Gonzalez

Welcome & Call to Order, and Open Meeting Law Updates

- Quorum reached and Yolanda called the meeting to order at 8:04 AM

Approval of Voting Member List

- Motion to approve list of Voting Members of the MWRC (attached) was made by Colette Aufranc and seconded by Katie Robey. The motion carried with 11-0 with no abstentions.

Approval of November 2025 Minutes

- Colette requested that minutes be amended under Community Share for Wellesley to reflect the correct spelling of "DCAMM" and note that the proposed new development is controversial because the land is mostly forested.
- Motion to approve amended minutes was made by Colette Aufranc, seconded by Sam Stivers. The motion carried 10-0 with 2 abstentions.

Approval of Historic Preservation Training Program Proposal

- Camille - last meeting in November included a presentation on historic and community preservation by MAPC. We heard interest from the Collaborative in training by the National Association of Preservation Commissions (NAPC). MAPC prepared the proposal (attached) and submitted to the Collaborative for review.
- The training is under the Commission Assistance and Mentoring Program (CAMP), to help build strong local preservation programs and leaders. CAMP provides training to preservation-related boards and commissions of all types through presentations, hands-on exercises, group discussions, and more.
- Under this proposal, the Collaborative communities will participate in two virtual training sessions. Each session will be 60 minutes, held via Zoom. Each MWRC municipality can choose up to three

people to attend each session. Participants can be historical commission representatives, historic district commission representatives, planning staff, local officials, or others. Municipalities can send additional participants for \$25 each. A recording of all virtual training sessions will be available for on-demand viewing for 60 days.

- CAMP provides a menu of topic options for each training. The MWRC Executive Board recommends two MWRC training sessions: 1. Standards and Guidelines for Design Review; 2. Envisioning Infill Design Exercise. Can adjust topics.
- Budget from MWRC funds is \$2,500. Currently there is about \$35K of MWRC assessment funding available.
- Yolanda stated she was excited about the training.
- Marian – what is cost per town and how do munis pay? Camille - It's funded through Collaborative special assessment funds already collected. Up to 30 people can participate; 2 to 3 from each municipality. If others want to attend its \$25 each. Sarah Scott of MAPC will coordinate and do logistics.
- Motion to approve the program as proposed was made by Colette Aufranc, seconded by Mary Antes. The motion carried 13-0, none abstain.

Comprehensive Economic Development Strategy Presentation and Discussion

- Camille introduced two members of the MAPC Economic Development staff, Raul Gonzalez and Angela Brown to present the Greater Boston five-year Economic Development Plan. Presentation slides are attached.
- Raul – The plan is called “Thriving Together: Greater Boston’s Economic Roadmap”, which is a 5 - year economic development blueprint that includes climate and equity outcomes.
- The Plan included an advisory committee; Imai was part of the committee.
- The region’s strengths include education, innovative economy, climate leadership. Challenges include affordability and housing costs, racial wealth and opportunity gaps, climate vulnerability along coast, growing workforce skills mismatches.
- Vision: By 2030, Greater Boston will be a Thriving, Inclusive, Climate-Resilient Economy; and All residents, regardless of race, income, or geography, will have Access to Quality Jobs, Affordable Housing, Served by Resilient Infrastructure, Wealth-Building Opportunities.
- Plan Goals are 1. Make the Region Affordable and Accessible; 2. Support BIPOC- and Women-Owned Businesses; and 3. Invest in Resilient Infrastructure & Climate-Aligned Growth.
- Municipal roles in Plan implementation are
 - Lead directly in some strategies like business procurement, acquisition facilitation, leveraging the MA Business Front Door, and business peer mentorship.
 - Partner with state and regional actors to achieve other strategies like higher education subsidies, ESOL credentialing, childcare funding, workforce coordination, and transit-oriented development incentives.
 - Spearhead infrastructure and resilience work like shovel-ready projects, resilience toolkits, construction industry preparation for BIPOC businesses.
- Yolanda – is poll (results below) to help with actions/implementation? Information? Angela – it helps MAPC to know what is of interest or any concerns for municipalities for implementation.
- Yolanda – philosophical question is how do we change people’s shopping habits, when so much is now bought online, especially after COVID? Angela – MassINC has done direct polling of small businesses, show that many are not recovered to pre-pandemic levels of business; many are now selling online as a strategy to be competitive.
- Marian – living in small town, far from public transportation. Encouraging housing near transit is good, but can we expand transit as a strategy?. Also parking issues around T stations can be a

challenge, parking spots are filled by early morning. Angela – Last Mile/First Mile transit is a challenge; Strategy 15 and Strategy 9 – expanding transit try to address this.

- Sarkis – housing affordability is critical, the 80% AML is not working here. Rent costs are way too high. Can MAPC take the lead on this? It may require legislation. Everything starts with housing; if people can't afford to live here, they can't work here. Also immigration is a big challenge – 700 students are no longer in Framingham schools.
- Yolanda – suggest look at MW separately from Boston in addressing AML to address affordable housing needs.
- Morgan – would improving regional transit be part of this work and strategy? Angela/Raul – strategies 9, 14, 15 are ways to coordinate economic development and transportation.
- Travis – expanding transportation for economic security is a challenge. Have seen some RTA and COA services better coordinated. More grants to expand service, but expensive to expand transit in lower density areas.
- Katie – in Marlborough, tried to add in percentage of multifamily at 60%, developers said no, can't afford to build.
- Colette – Wellesley is in the midst of budget season, likely others are too. Needs are great, and we can't afford it all; we have to make difficult choices. Yolanda – agree, Ashland passed overrides to meet the needs but cannot do that every year.
- **Poll:** Top five strategies selected from the economic development strategy:
 1. Subsidize higher education for advancement to higher paid jobs for incumbent and underemployed workers.
 2. Coordinate workforce development and expand public/private workforce partnerships across state and municipal levels.
 3. Leverage the Business Front Door platform for businesses' real estate location and ownership opportunities.
 4. Increase funding for childcare provider operations and pay equity.
 5. Identify and develop a pipeline of high-impact, shovel-ready resilience projects.
- Did the strategies resonate overall?
 - Strongly: 1
 - Mostly: 4
 - Mixed - some do, some don't: 12
 - Do not resonate: 0
 - Unsure: 0

Community Share Prompt: What is one goal you hope to achieve in your community in 2026?

- Yolanda – First, welcome Elsiana! Elsiana – Framingham Planning Board Associate member 6 months. Also on HP Commission. Have been in Framingham 15 years.
- Robert/Wayland – improving process for permitting, staff turnover, do it more online, but takes time to improve.
- Imai/Weston – want to complete unified Master Plan. Working with Barrett.
- Colette/Wellesley – doing townwide capital planning process. Current need is \$400M in 10 years. Established committee to help with this.
- Sam/Southborough - \$100M school project was turned down; new Town meeting will try to address this. Update: Costco signed a lease, south of Rt 9 and I-495, north of the solar farm that's there. Needs AG approval for rezoning. Robert H – we are seeing housing on top of Costco in other states.
- Meme/Southborough – zoning amendments to prepare for Costco.

- Marian/ Sherborn – working on affordable housing development to get to 10% affordable housing in town. But requires water/sewer into town, appreciate IMA from Natick. Other agreements needed to build affordable housing.
- Morgan/Natick – review of complete streets prioritization plan in Town and better bike/ped opportunities.
- Amanda/Natick – comprehensive review of zoning bylaws; and affordable housing since many units are not being filled. Also Natick just got CPAs, so going after second year of review/approving projects.
- Katie/Marlborough – City budget in May; tax rates went up 8-12% on property taxes due to rates + revaluation. Approving housing projects are needed to reduce the burden on existing residents; but goal is to make sure that these new developments fit in and are well designed.
- Yvonne/Framingham – need to update Housing Production Plan (expires this year).
- Elsiana/Framingham – doing housing plan, plus renew Master Plan, and engage community and want to engage neighborhoods before working on MP.
- Jasmin/Ashland – need to do new Housing Production Plan, current one expires in May
- Yolanda/Ashland – budget and override; projects will be complete Route 126 redone, which took at least 13 years to design and approve.

Other Business Not Known at Time of Posting

- Susan Nichols, legislative update: Senate is discussing competing ideas on property taxes, especially in Boston. Municipal Empowerment Act also may come in this year, as well as Environmental Bond Bill in March. Please contact your legislators and can copy Susan. Also any questions, please send her way.
- MMA is next week – message Yolanda if going.
- Camille: We will likely change the February meeting date to Wednesday, February 25 at 8am. Most MWRC members can participate except Yolanda.
- Travis: Legislative breakfast will be held in Holliston, Friday, March 27 with SWAP subregion. Look for more information in an email soon.

Motion was made to adjourn the meeting by Robert Hummell, seconded by Katie Robey. Meeting was adjourned at 9:21 am.

Attachments:

- Comprehensive Economic Development Strategy Presentation to MWRC
- Historic Preservation Training Proposal
- List of MWRC Voting Members as of January 2026

Minutes compiled by Travis Pollack, MAPC

Minutes approved 02.25.2026

Thriving Together: Greater Boston's Economic Roadmap

Overview for MAPC Subregions

Presented by: MAPC Economic Development Team

This strategy will serve as our roadmap for inclusive, resilient, and sustainable economic growth across our 101 cities and towns through 2030.





Regional Context

The MAPC region encompasses **101 cities and towns**, representing nearly half of Massachusetts' population and a diverse economic landscape.

Regional Strengths

- World-class higher education ecosystem
- Robust innovation economy and research hubs
- Demonstrated climate leadership commitment

Key Challenges

- Escalating housing costs and affordability crisis
- Persistent racial wealth and opportunity gaps
- Climate vulnerabilities in coastal infrastructure
- Growing skills mismatch as demographics shift

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 of the Roadmap.
- Provides feedback on strategic goals and initiatives.

Collaboration

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

Advisory Committee Members

Organization	Member
Executive Office of Economic Development (EOED)	Marc Horne Sarah Stanton
Massachusetts Clean Energy Center (MassCEC)	Raija Vaisanen
Eastern Bank Foundation	Natalia Urtubey
Massachusetts Business Roundtable	JD Chesloff
Greater Roxbury Arts and Culture Center	Taneshia Nash Laird
Black Economic Council of Massachusetts (BECMA)	Nicole Obi
1199SEIU United Healthcare Workers East	Filaine Deronnette James Willmuth
MassHire Metro North Workforce Board	Chris Albrizio-Lee
Lawyers for Civil Rights (LCR)	Ivan Espinoza-Madrigal
La Colaborativa	Alex Train
City of Salem (municipal)	Tom Daniel
Town of Weston (municipal)	Imaikalani Aiu



What the Region Needs to Compete

- Permit and fund more homes near transit and major job centers, targeting about 185,000 new homes by 2030 so more residents can reach quality jobs without long or costly commutes.
- Pair new housing with accessible childcare, frequent transit, and workforce development services to lower cost burdens and open pathways into higher wage employment.
- Align infrastructure and site readiness funding with both housing production and opportunities for emerging and legacy industries to grow, especially in places where workers are currently stuck in low wage or unstable jobs.
- Modernize zoning to allow a mix of nonhazardous advanced manufacturing, artisanal production, and other quality job producing uses in more places, while preventing displacement of existing residents and small businesses.

What the Region Needs to Compete

- About 146,000 workers in the Boston-Cambridge MSA (including MetroWest municipalities) earn \$15 an hour or less, 2022
- Living wage for one adult is \$30.74 an hour, two adults both working with two children is \$39.65 per adult
- Job openings have exceeded job seekers, roughly two openings per unemployed person in recent years. Though this is projected to change (due to AI,) in recent years job openings exceeded job seekers, stymying industries' growth, particularly in some key sectors
- Sustained net domestic out-migration among working-age adults since 2019, international immigration is the only growth offset

Age group	Workers at \$15/hour or less
18 to 24	12,000
25 to 64	127,000
65 and over	7,000

Vision Statement

By 2030, Greater Boston will be a
Thriving, Inclusive,
Climate-Resilient Economy

All residents, regardless of race, income, or geography, will have:

Access to Quality Jobs

Affordable Housing

Served by Resilient Infrastructure

Wealth-Building Opportunities

Our Goals

1

Make the Region Affordable and Accessible

Strategic investments in workforce development programs, education pathways, and expanded childcare and transit access to connect residents with opportunities.

Initiatives to expand affordable housing production and housing choice, particularly in job-rich areas.

2

Support BIPOC- and Women-Owned Businesses

Develop business ownership transition strategies to build community wealth and preserve neighborhood businesses.

Refine policies and practices in procurement and mentorship initiatives to grow the capacity of underrepresented entrepreneurs.

3

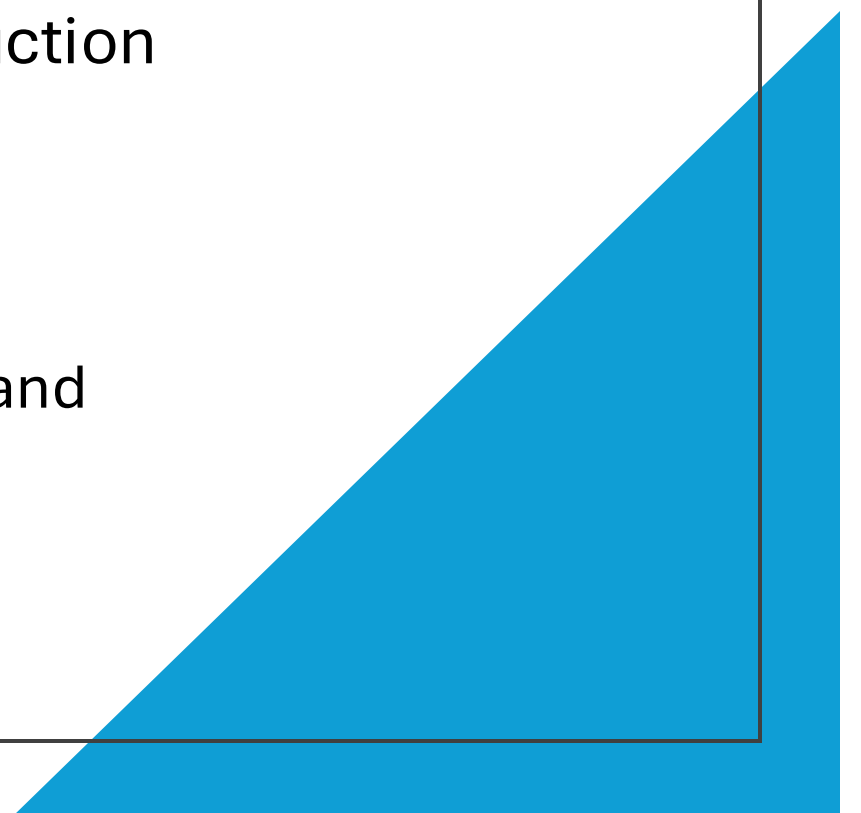
Invest in Resilient Infrastructure & Climate-Aligned Growth

Prioritize transit-oriented development and climate-ready infrastructure investments across the region.

Build pathways for clean energy firms and workforce development; support small contractors in bidding on resilient infrastructure projects.

Goal 1. Affordability and access for workers and employers

1. Expand access to higher education for incumbent and underemployed workers through subsidized tuition.
 2. Expand certificate and credential programs to meet regional workforce needs in high demand industries, including integrated English for Speakers of Other Languages instruction to support immigrant and multilingual workers.
 3. Expand coordination of workforce development at state and municipal levels, with a focus on BIPOC and other hard to serve populations.
 4. Increase funding for childcare providers to stabilize providers and provide livable wages to early educators.
- For today's purposes, strategies 5 through 9 are omitted



Goal 2. Resilience and retention of BIPOC- and women-owned and creative economy entrepreneurs. Reduce ownership disparities

Expand

Expand municipal procurement for underrepresented firms.

Enable

Assist BIPOC and women entrepreneurs and worker cooperatives acquiring businesses from retiring owners.

Use

Leverage the Business Front Door to connect entrepreneurs to commercial space.

Build

Build peer mentoring between established and emerging business leaders.

Goal 3. Climate ready infrastructure and new industries



Prioritize a pipeline of shovel ready resilience projects and identify corridors for cleantech retention.



Launch a model TOD planning program. Reduce auto emissions and greenhouse gases through transit-oriented growth.



Prepare BIPOC firms in construction-adjacent industries to enter field. Unbundle large public works projects into smaller contract opportunities.



Provide a municipal toolkit for climate adaptation projects

Municipal Roles in CEDS Implementation



Municipalities lead directly: business procurement, acquisition facilitation, Business Front Door leverage, peer mentorship.



Municipalities partner with state and regional actors: higher education subsidies, ESOL credentialing, childcare funding, workforce coordination, transit-oriented development incentives.



Municipalities spearhead infrastructure and resilience: shovel-ready projects, resilience toolkits, construction industry preparation for BIPOC businesses.

Regional progress depends on action at every level.



Strategy Check in – Poll

Do these strategies resonate with your community?

- Strongly resonate
- Somewhat resonate
- Do not resonate yet
- Unsure

Which two strategies would your community most likely pursue in the next few years?

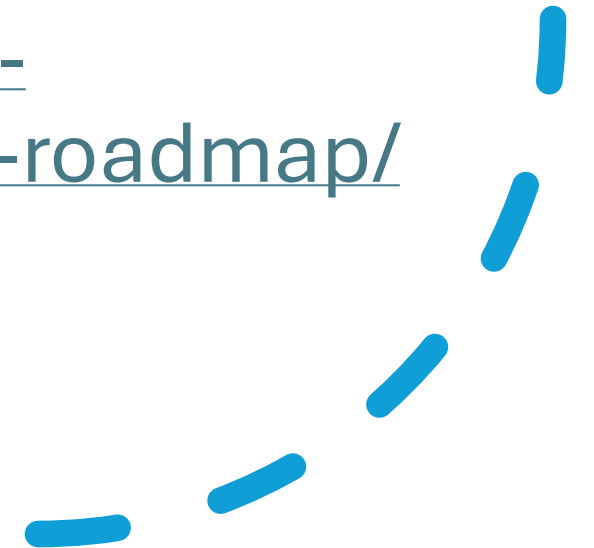
A large orange circle is positioned on the left side of the slide, partially cut off by the edge.

Thank You!

- Angela Brown – ABrown@MAPC.org
- Raul Gonzalez – RGonzalez@MAPC.org
- Camille Jonlin – CJonlin@MAPC.org
- Austin Knipper – AKnipper@MAPC.org

Learn More at

<https://www.mapc.org/resource-library/boston-region-economic-roadmap/>





MetroWest Historic Preservation Training Program

MWRC Funding Request	\$2,500; \$1,500 for NAPC training sessions and \$1,000 for MAPC staff coordination, attendance, and follow ups
Communities Involved	All 10 MWRC communities
Anticipated Deliverables	Deliver 2 trainings for MWRC community representatives, including staff, Select or Planning Board members, or local preservation commission members, to build knowledge and skills on historic preservation topics

The National Alliance of Preservation Commissions (NAPC) offers a signature training program, the Commission Assistance and Mentoring Program (CAMP), to help build strong local preservation programs and leaders. CAMP provides engaging and informative training to preservation-related boards and commissions of all types through presentations, hands-on exercises, group discussions, and more through this virtual training program.

The MetroWest Regional Collaborative communities will participate in two virtual training sessions. Each session will be 60 minutes, held via Zoom. Each MWRC municipality can choose up to three people to attend each session; these can be historical commission representatives, historic district commission representatives, planning staff, local officials, or anyone else who would find value in this professional development opportunity. Municipalities can send additional participants for \$25 each. A recording of all virtual training sessions will be available for on-demand viewing for 60 days.

CAMP provides a [menu of topic options](#) for each training. The MWRC Executive Board recommends these two session topics for the MWRC training sessions:

1. Standards and Guidelines for Design Review
2. Envisioning Infill Design Exercise

NAPC charges \$1,500 for 2 virtual sessions. MAPC will coordinate with NAPC and MWRC members to schedule and follow up on the sessions. These sessions will be scheduled after MWRC funding approval, to take place in 2026. Also after funding approval, MWRC members will determine who from their communities will attend each session.