

Metro Boston Consortium for Sustainable Communities



Three-Year Work Plan

May 24, 2011

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Program Summary

MetroFuture, Making a Greater Boston Region is a bold and achievable plan that embodies the federal Livability Principles. It is a regional blueprint for the sensible long-term growth and reinvestment in one of the country's oldest and most innovative metropolitan regions. Developed over five years with input from 5,000 individuals and organizations, MetroFuture stands as one of the country's best examples of regional planning. MetroFuture confronts long-lasting barriers to integration and opportunity to advance a more livable, sustainable, and prosperous region. By 2030, MetroFuture seeks to:

- **Provide more transportation choices** by focusing growth near transit, increasing the resources available to alternative modes, and improving the design and maintenance of transportation infrastructure.
- **Promote equitable and affordable housing** by emphasizing affordable housing options in segregated suburban neighborhoods; an increase in the production of smaller units in transportation efficient locations; and interventions to prevent displacement, foreclosures, and homelessness.
- **Enhance economic competitiveness** of the region, using education and workforce development to prepare residents for high-skill jobs; supporting small businesses and entrepreneurs; and reducing energy consumption and turning to renewable sources.
- **Support existing communities** using innovative zoning, financing, open space preservation, and public engagement techniques to reduce sprawl and revitalize town centers and urban neighborhoods.
- **Coordinate policies and leverage investment** through integrated land use and transportation planning policies; incentives for local, regional, and state plan consistency; and regulatory policies that promote natural resource conservation.
- **Value communities and neighborhoods** by recognizing the distinct needs of different community types in the region; and recommending investments in open space, healthy food systems, and public safety.

The plan was developed with extensive and collaborative public engagement, includes detailed goals and quantitative objectives for the region's development and preservation, and is accompanied by a detailed set of implementation strategies that comprise the basis for a detailed execution plan and program. Descriptions of the planning process, its products, and all of the plan's goals and recommendations are online at www.metrofuture.org.

Since its adoption in December 2008, MAPC and its partners have begun to implement the plan through policy and place-based work across the region. Local zoning assistance, local housing production plans, a regional pedestrian plan, corridor planning, local stormwater regulation assistance, and a regional indicators program are but a few of the ways that MAPC is working to implement the plan. Furthermore, MetroFuture has become the framework through which many other organizations and initiatives in the region are evaluating priorities, coordinating efforts, and measuring success. The Sustainable Communities Regional Planning Grant (SCRPG) will greatly expand the region's capacity to implement the plan, engaging the full suite of partners necessary for implementation while developing a set of tools and policies with nationwide relevance.

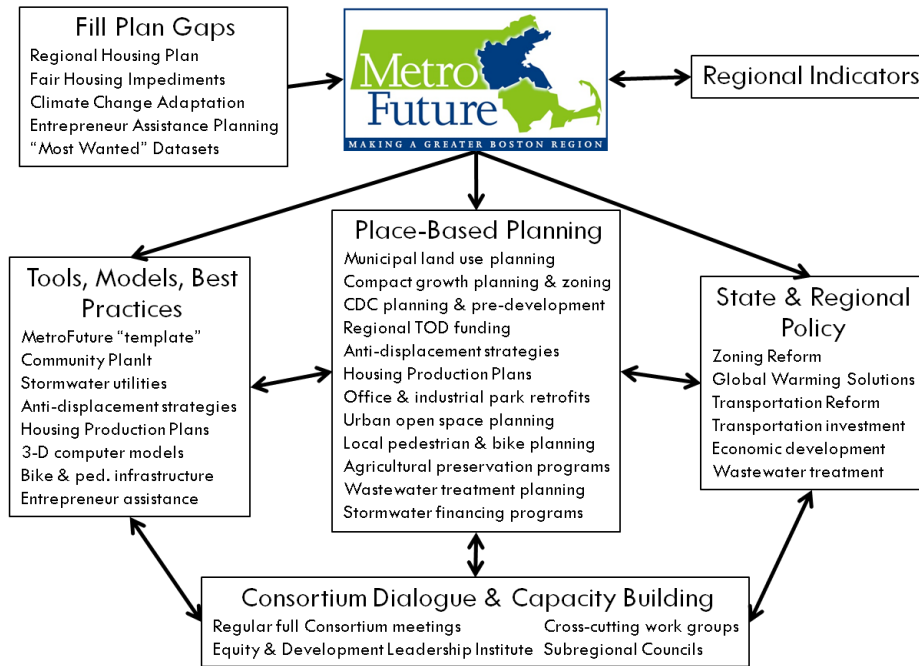
Six Program Areas

The MetroFuture Implementation Strategies identify hundreds of specific actions necessary to move the plan into action. These recommendations acknowledge policy barriers and other challenges, and are specifically designed to address them. In particular, the strategies recognize that creating a sustainable and equitable future requires regionally-minded decisions in all of the region's 101 municipalities. The SCRPG will support an execution program of key activities to advance sustainability and equity in the region.

- A. First, the program will help to **fill key gaps in the existing plan** through additional regional analysis, planning, and data collection.
- B. The core of the program will help to make sustainable and equitable development a reality through intensive **local planning and zoning efforts** in a limited number of communities. These efforts, tailored to different community types, will apply existing tools and new best practices in an intensive and integrated way so as to achieve equitable and sustainable outcomes.
- C. Together, these place-based efforts will inform the development of **new tools and models** for local implementation of the MetroFuture vision, with a distinct approach for each of our four community types. These tools and models will continue to advance MetroFuture long after the funding period ends.
- D. The Consortium will also conduct **regional and state-level policy work** designed to facilitate widespread equitable and sustainable development by removing barriers and creating incentives.
- E. In addition, the program will **build capacity of local leaders** through education, workshops, and opportunities for cross-regional dialogue. Each local planning effort will also include multifaceted public engagement to cultivate a local constituency for implementation locally and regionally.
- F. The Consortium will **track the region's progress through regional indicators**, disseminate these indicators to decision-makers and the general public, and use them to inform policy and planning work.

This graphic depicts the relationships among these activities. MetroFuture, augmented by additional planning and analysis to fill current gaps, is the overarching framework. The core of the program will be a set of 12 specific place-based planning activities, which will be conducted in various combinations in multiple communities across the region. The experience gained through those local efforts will fuel protocols, tools, and platforms that will, in turn, facilitate future planning efforts. Policy changes based on MetroFuture recommendations and informed by local planning activities will create incentives and remove barriers to sustainable and equitable decisions at the local level. Through capacity-building activities, participants will learn about best practices for sustainable development and provide feedback to support program improvement and policy development. Performance monitoring will allow the Consortium to evaluate which interventions are most successful, information that can be used to modify future interventions for maximum effectiveness. This will all build on the region's existing network of community-based and grassroots organizations to create sustainable communities, coordinated with allied regional initiatives planned or already underway.

Sustainable Metro Boston – Program Structure



Decision-Making Process

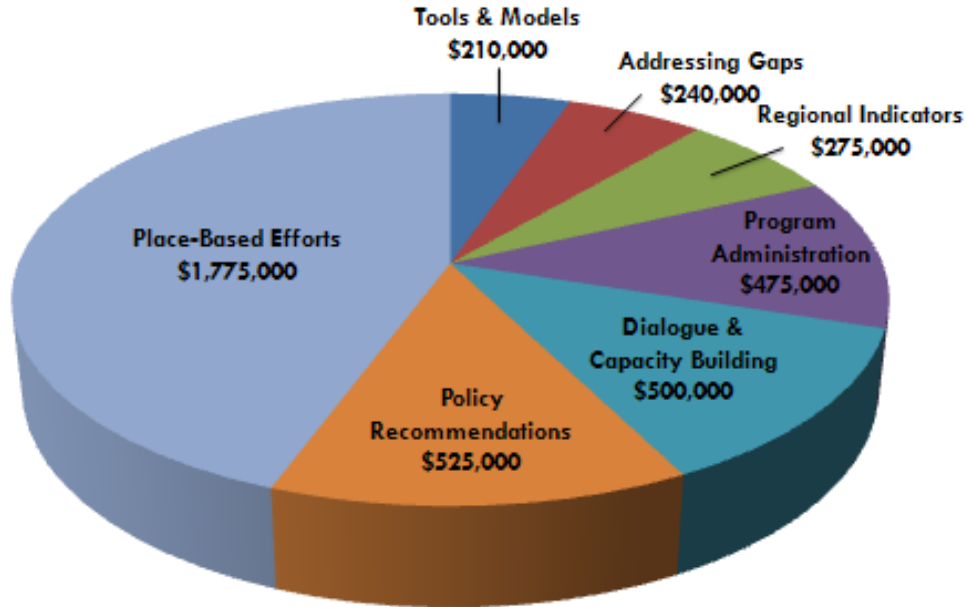
The Consortium is open to a wide variety of organizations and has a broad-based membership. It will be led by a 27-member Steering Committee that represents their full diversity and is accountable to a defined constituency. The Steering Committee will meet bimonthly (six times annually), serve for 18-month terms, and have responsibilities that include:

- Prioritizing program activities and approving annual budgets and work plans, the selection of local planning projects, and the public engagement plan. In order to do this efficiently and fairly, an initial task of the Steering Committee will be to develop criteria and a process for decision making that avoids real and perceived conflicts of interest.
- Deliberating on critical policy recommendations that emerge from the project and establishing policy positions for the Consortium (though not its individual members).
- Communicating with members of their caucus to share information and soliciting input on critical decisions.
- Coordinating program activities with the many other allied regional initiatives underway.

Major program or policy decisions will be brought to the Consortium in their semi-annual meetings, providing for review by the larger group of participants. Day-to-day decisions in executing the decisions of the Consortium and Steering Committee, and the program work plan, will be reserved for the MAPC executive director, the program director, or their designees.

Budget Allocation

Initial allocation of the \$4 million SCRPG, across the six program areas and program administration for the 3 years of the grant, is as in the chart below.



Work Plan

The six program areas are described below. The detail reflects our best estimate of what will be needed to accomplish the goals and objectives. Many activities will occur concurrently and/or iteratively, and may change as program demands or budget require.

The “Illustrative projects” that appear in the program areas are the most developed and the best prospects for initial work, but they remain to be defined with partners, and will be augmented over time as the Steering Committee solicits and allocates resources to additional projects within the structure of the funded work. All projects will also be shaped by a work plan and budget for each year of the program, ensuring that the lessons of the previous year are taken into account.

A. **ADDRESSING GAPS IN THE REGIONAL PLAN**

Despite MetroFuture’s comprehensiveness, it has gaps that must be filled to complete the necessary framework for fully integrated regional planning. Priority efforts in this area are listed below and will be among the first activities undertaken by the Consortium. In addition, the program will also support periodic updates to the plan’s goals, objectives, and recommendations, as well as updated communication materials necessary to engage a broad cross-section of the region’s population.

1. **Regional Housing Plan (MetroFuture Recommendation 8.1):** MetroFuture includes detailed population and housing projections for the region, but does not include the level of detail necessary to constitute a complete housing needs assessment and plan: a detailed assessment of current housing needs by subregion or market segment and an in depth analysis of how the region’s changing demographics and market forces are

likely to influence future housing needs. While the plan does identify numerous goals, implementation strategies and recommendations, it does not provide a level of detail that could serve as a roadmap to guide housing development and policy within the region over the next two decades.

To fill these gaps, MAPC secured funding through the Sustainable Communities Partnership to prepare a Regional Housing Plan with the assistance of housing and planning consultant Bonnie Heudorfer. It will build on the extensive data collection, analysis, and planning conducted by other Consortium members, including the Greater Boston Housing Report Card, the City of Boston Analysis of Impediments, the Commonwealth's Consolidated Plan 2010 – 2014 and Analysis of Impediments, and the socioeconomic projections that MAPC recently developed for the 2035 Regional Transportation Plan. An advisory board comprising Consortium members and other key stakeholders will guide this effort.

Timeline: April 2011 through February 2012

Goal: Supplement the existing MetroFuture Plan with a complete housing needs assessment and plan

Objectives:

- Describe the nature and extent of the region's unmet housing needs and evolving challenges based on an assessment of current market conditions, existing affordable housing, patterns of foreclosure, and combined housing and transportation costs.
- Develop an inventory of existing affordable housing in the region.
- Determine the suitability of existing affordable housing relative to need, opportunity areas, and transportation-efficient locations. Articulate alternatives that would better meet needs and serve these locations.
- Analyze the relative success of local housing plans.
- Develop specific actions, including policy and programmatic changes at the state, regional, and local levels that are needed in order to meet needs in preferable areas.
- Build a constituency to advocate for these specific actions.

Major Activities (responsible party):

- Develop specific work plan for project. (MAPC and Consultant)
- Form and facilitate Advisory Committee. (MAPC)
- Map existing affordable housing (including at-risk expiring use units). (MAPC)
- Analyze patterns of foreclosure, updating housing demand projections. (MAPC)
- Review existing local housing production plans and their effectiveness. (Consultant)
- Develop regional and Community Type targets for housing production by affordability, housing tenure (rental v. ownership), and bedroom distribution. (MAPC)
- Estimate resources needed to achieve the targets regionwide. (Consultant)
- Determine alignment with the state Consolidated Plan. (Consultant)
- Plan ways to increase regional housing data accuracy. (MAPC)

- Identify recommendations for state or local action to increase access to affordable housing. (Advisory Committee)

Products/Outcomes:

- **Advisory Committee.**
- **Map(s)** of existing affordable housing.
- **Targets** for housing production by affordability, housing tenure, and bedroom distribution.
- **Report** that comprises a regional housing needs assessment, regional growth report, and regional housing action **plan**; and that reviews effectiveness of existing housing production plans and makes **recommendations** on the resources, and state and local actions, that are needed to reach the targets.

2. **Regional Analysis of Impediments to Fair Housing (MetroFuture Rec. 8.18):** The Commonwealth, City of Boston, and a number of other jurisdictions in Metro Boston have Analyses of Impediments to Fair Housing Choice (AIs) and implementation strategies in place, but there is no comprehensive regional analysis. The Consortium will prepare a regional AI to provide critical information and specific actions for policy makers, housing practitioners, and the general public to build public support for fair housing efforts across jurisdictions. The analysis will examine the interaction of local, regional, and state land use, housing, and other policies, and will determine how transportation and water supply issues affect equal housing access.

The AI will include: an overview of demographic and housing market conditions; a regional fair housing conditions profile that includes how communities address fair housing laws, policies, and practices and complaints; an assessment of how fair housing choice was affected by the real estate bubble and subsequent market crash, foreclosure epidemic, and credit crisis; a description and discussion of impediments encountered by protected classes, including the impact of zoning and transportation availability; and an overview of jurisdictional and regional issues. An action plan will identify specific activities and entities, particularly within state and local government, to address impediments. The action plan will also include educational activities and recommendations for additional testing, enforcement, and compliance.

Citizens' Housing and Planning Association (CHAPA) will lead the AI with Bonnie Heudorfer and Henry Korman, two highly-qualified consultants who recently prepared the City of Boston's AI in 2010. DHCD will assist with this effort. An advisory committee will help to guide and comment on the development of the AI, and will monitor implementation activities after completion.

Timeline: April 2011 through February 2012

Goal: Supplement the MetroFuture plan with an analysis of impediments to fair housing choice within the region and concrete actions that can be taken to address them.

Objectives:

- Link fair housing with issues of transportation, employment, education, land use planning, environmental justice, and access to housing that is affordable and located in "high opportunity areas."
- Articulate fair housing-related goals, objectives, and implementation strategies.

Major Activities:

- Develop specific work plan for project. (MAPC and Consultant)
- Form and facilitate Advisory Committee. (MAPC)
- Examine demographic conditions and their relation to housing choice, data and other benchmarks that define a “high opportunity area,” and how place of residence affects conditions of equity and access to opportunity. (Consultants)
- Examine disparities in housing need affecting households and access to opportunity within protected classes. (Consultants)
- Examine public sector policies at the municipal, regional, and state levels that affect access to housing and opportunity for people within protected classes. (Consultants)
- Identify impediments encountered by protected classes. (Consultants)
- Identify the status of fair housing planning and fair housing activities within the region. (Consultants)
- Develop a fair housing regional action plan. (Consultants)

Products/Outcomes:

- **Advisory Committee.**
- **Report** that analyzes access to “high opportunity areas” in the region, the relationship of public policy to access, the role of the private sector, and a discussion of the status of fair housing activities in the region.
- A regional **action plan** that identifies the entities that will work to address and overcome impediments, lists the resources needed to carry out the actions, and establishes time lines for implementing the plan.

3. **Regional Climate Change Adaptation Strategy (MetroFuture Rec. 13.1):** Given the magnitude of potential climate change impacts on the built environment (including buildings, and transportation, energy distribution, water, and wastewater infrastructure), the economy, and public health in the region, it is imperative that the Consortium address climate change adaptation in its implementation efforts.

MAPC, the Tellus Institute, and others will build on previous efforts and best practices to develop recommendations for local, regional, and state action. The *Climate’s Long-term Impacts on Metro Boston* (CLIMB) project with Tufts University, Boston University, and MAPC assessed the potential impacts of climate change on infrastructure systems in the region, and identified potential strategies to prevent, reduce, and adapt to these risks. More recently, the state charged a Climate Change Adaptation Advisory Committee with assessing local infrastructure, natural resources and habitat, the coastal zone, and human health vulnerabilities and evaluating strategies for adaptation.

The resulting regional climate change adaptation strategy will comprise a specific set of policies and measures to reduce vulnerability to future hazards (e.g., more frequent and intense storms, increased temperatures) and impacts (e.g., inundation from rising sea levels) associated with future changes in the regional climate. Identified priorities will be assembled in a guidance document that will inform the various policy and place-based planning and implementation efforts described below.

Timeline: March 2012 – February 2013

Goal: Recommendations for local, regional, and state action to reduce vulnerability to future hazards and impacts of climate change.

Objectives:

- Prioritize policies and measures to reduce vulnerability to future climate-related hazards and impacts.
- Inform policy and place-based efforts conducted in the region with guidance on how they can be done in a way that helps the region adapt.

Major Activities:

- Develop specific work plan for project. (MAPC and Consultant)
- Form and facilitate Advisory Committee. (MAPC)
- Determine likely future changes in the regional climate. (Consultant)
- Analyze current applicability of previous climate adaptation work done in the region. (Consultant)
- Develop and prioritize among specific set of policies and measures to reduce vulnerability to future hazards and impacts. (Consultant and Advisory Committee)
- Develop guidance on ways that policy and placed-based planning and implementation efforts can minimize the region’s vulnerability. (Consultant and MAPC)

Products/Outcomes:

- **Advisory Committee.**
- **Report** that includes likely regional climate changes, and recommended policies and measures to reduce the region’s vulnerability to them.
- **Guidance document** to inform various policy and placed-based planning and implementation efforts.

4. **Collection of “Most Wanted” Datasets (MetroFuture Rec. 2.2):** There is a critical lack of information about region’s assets and challenges. The “Most Wanted” datasets in MetroFuture include regionwide data on parcel boundaries, zoning, water and sewer infrastructure, and brownfields. Also, quantitative indicators for some goals are not yet available, either because the data do not exist or have not been collected. MAPC, MassGIS, and others will work to address these critical data needs through the compilation of existing local data, or primary data collection when needed. Results will be integrated into the extensive data warehouses maintained by MAPC and MassGIS, and will be made available to the general public through a variety of platforms. This effort will leverage resources from MassGIS’s current initiative to develop a statewide parcel data layer. The Consortium will also identify new high-priority data needs in order to inform policy design or to measure progress.

Timeline: April 2011 through January 2014

Goal: An increased understanding of the region’s assets and challenges.

Objectives:

- Strengthen existing and potential data collaborations.

- Inform regional analyses and policy making done by the Consortium and the public.

Major Activities:

- Develop specific work plan for program of data collection, including appropriate role and structure for engaging advisors. (MAPC)
- Prioritize data for collection. (MAPC)
- Compile and/or collect priority data. (MAPC and partners)
- Integrate data into warehouses for public access. (MAPC and MassGIS)

Products/Outcomes:

- Data.
- More informed decision making.

B. ADVANCE IMPLEMENTATION OF THE PLAN THROUGH PLACE-BASED PLANNING EFFORTS

At the core of the proposed program are **twelve specific place-based activities**, each linked to a previously-defined MetroFuture recommendation and identified by Consortium partners as most critical to advancing sustainable and equitable development based on identified needs. With the exception of efforts to create and coordinate a regional TOD funding mechanism, each activity will occur in multiple locations, and activities will be applied in different combinations based on local needs. Parallel efforts to conduct the same or similar activities in multiple places will help develop expertise and best practices, informing policy development and facilitating more efficient implementation elsewhere.

The twelve activities are described below, ordered from those that we intend to conduct most frequently to those that we expect to occur less frequently. The ultimate number and nature of place-based projects remains to be determined; additional local planning activities will be chosen by the Steering Committee based on criteria adopted with input from the Consortium. However, we anticipate that at least 18 activities will be conducted over the course of the three-year grant.

To demonstrate how the program would implement these activities, the Consortium identified nine illustrative projects; they are listed following the twelve activities. As this program work plan is being written, they are in various stages of being scoped in project-specific work plans.

Timeline: February 2011 through January 2014

Goal: Local planning and decision making yield more equitable and sustainable outcomes. See also activity-specific goals below.

Objectives: See activity-specific objectives below.

Major Activities: The following are likely to be typical of the twelve activities detailed below; major activities in each application of an activity will be tailored to need and defined as part of a project-specific Work Plan before work begins.

- Identify priority projects, potentially including but not limited to the “illustrative projects.” (Steering Committee)
- Establish project-specific work plans and data sharing protocols. (MAPC and project partners)
- Form Advisory Committees. (MAPC and project partners)

- Define and initiate engagement strategies, and design project interaction with Dialogue, Program Critique, and Capacity Building program area. (Project team)
- Define and execute learning strategies, and design project interaction with Protocols, Tools, and Best Practices program area. (Project team)
- Compile and review existing plans. (MAPC)
- Conduct collaborative planning exercises. (Project team)
- Conduct analyses. (MAPC and project partners)
- Prepare findings and recommendations. (MAPC and project partners)
- Discuss draft findings and recommendations with stakeholders; refine. (MAPC, project partners, Advisory Committee)
- Release final findings and recommendations. (MAPC, project partners, Advisory Committee)

Products/Outcomes: See activity-specific products and outcomes below.

1. **Local planning and zoning for compact growth (MetroFuture Rec. 5.1):** Many municipalities lack the resources and tools to support compact and transit-oriented development. As a result, important opportunities for infill development, land recycling, and downtown revitalization go unfulfilled. To advance MetroFuture, new development should facilitate housing opportunities, alternative transportation, and a healthier environment, and use sustainable building and site design practices.

MAPC and partners will provide direct technical assistance for planning and zoning efforts in downtowns, urban neighborhoods, town and village centers, and for redeveloping commercial and industrial sites. This work will identify key opportunities, infrastructure needs, and zoning or regulatory barriers. Public engagement will use 3-D visualization of existing conditions and potential development scenarios. Consortium partners and work groups will be enlisted to evaluate the feasibility of recommendations and to identify strategies to improve environmental determinants of health.

Goal: New development that facilitates housing opportunities, alternative transportation, and a healthier environment, and uses sustainable building and site design practices.

Objectives:

- Identify key local opportunities, infrastructure needs, and zoning or regulatory barriers.
- Engage residents and employees in local decision making, including among potential development scenarios and implementation strategies.
- Identify strategies to achieve desired scenario.

Products/Outcomes:

Land use plans, zoning, design guidelines, and other local policy tools including mixed-use zoning, form-based codes, capital investment plans, and identification of high priority sites for development.

2. **Municipal or multi-municipal land use planning (MetroFuture Rec. 1.6):** Most land use decisions in MA are made at the local level. Sustainable and equitable development requires local efforts to create municipal-level land use plans that are aligned with MetroFuture. This is particularly important in suburban communities where the impacts and outcomes of development vary greatly based on location. These plans will designate priority development and priority preservation areas using established techniques. They will then serve as the framework for more detailed local efforts, including new zoning; Housing Production Plans; multimodal transportation plans; water, wastewater, and stormwater plans; open space plans; and capital plans for future investment.

MAPC will assemble information on existing land use, zoning, environmental resources, and demographics into a municipal-scale buildout analysis, and will develop alternative scenarios based on different assumptions about zoning and development patterns. They will be developed, refined, and prioritized through multifaceted public engagement that includes up-to-date visualization technology to ensure meaningful participation. In corridors and subregions where planned transportation investments or development proposals require a more deliberate and intensive effort to coordinate land use plans across municipal boundaries, MAPC will conduct a multi-municipal process to identify regionally significant areas for growth and preservation. These efforts will be done in coordination with the state's Executive Office of Housing and Economic Development (EOHED) and Department of Transportation (MassDOT), both members of the Consortium.

Goal: Municipal-level land use plans that are aligned with MetroFuture, and foster sustainable and equitable development.

Objectives:

- Develop municipal-scale buildout analyses.
- Develop and refine alternative scenarios for development and preservation using robust public engagement.
- Identify local and regional priority development and preservation areas.

Products/Outcomes: Municipal or subregional land use plans that contribute to the MetroFuture goals and have uses including local zoning and permitting, economic development incentive programs, and infrastructure investment programs.

3. **Development / Implementation of local Housing Production Plans (MetroFuture Rec. 8.2):** More diverse housing stock in suburban communities is essential to increase affordability, reduce segregation, and improve housing choice. A local housing production plan that connects regional objectives to local housing and zoning policies should define housing needs and set local targets to reduce segregation, increase affordability, and provide more choices for changing demographics. Only 34 municipalities in the region currently have such a plan consistent with state requirements.

MAPC and Consortium partners will develop local housing production plans. Tasks will include analyzing demographics, assessing units at risk due to expiring use restrictions or foreclosure; identifying housing production and preservation opportunities, assessing combined housing and transportation costs, identifying mechanisms for increasing use of rental assistance programs, and developing mechanisms to integrate sustainability into plans. The Consortium will also work with local partners to conduct trainings and develop strategies to incorporate affirmative marketing and fair housing goals into local plans and

policies. As part of these planning efforts, MAPC may also help with the development and adoption of local regulations such as accessory apartment bylaws and inclusionary zoning.

Goal: Increase the number of municipalities with plans that connects regional objectives to local housing and zoning policies.

Objectives:

- Define housing needs.
- Identify housing production and preservation opportunities.
- Set local targets to reduce segregation, increase affordability, and to provide more choices for changing demographics.
- Develop and integrate sustainability and fair housing strategies into plans and programs.

Products/Outcomes: Local housing production plans (including targets for a range of affordability and family sizes), zoning recommendations, and priority sites for housing.

4. **Local Pedestrian & Bike Planning (MetroFuture Rec. 12.13):** Despite the presence of many compact neighborhoods and commercial districts, incomplete pedestrian and bicycle infrastructure contributes to auto dependency. Comprehensive sidewalk planning is a critical first step in helping to improve connectivity.

MAPC, Walk Boston, Livable Streets, the Boston MPO, and other Consortium partners will conduct local analysis to identify areas with high potential for mode shift to walking and biking, and to identify the investments necessary to achieve that potential. The partners will work with local groups to collect and verify information about existing infrastructure and barriers. MAPC will analyze population and employment density and the proximity of shops, services, and other destinations to identify areas where a large number of trips could be satisfied within walking distance or where connections are missing for important community needs (such as walk to school). The products could serve as the basis for a capital investment plan.

Goal: Improve the connectivity of pedestrian and bicycle infrastructure through comprehensive sidewalk planning.

Objectives:

- Conduct local analysis to identify areas with high potential for mode shift to walking and biking.
- Identify the investments necessary to achieve that potential.

Products/Outcomes: Local plans and priorities for walk/bike improvements, which could serve as the basis for a capital investment plan.

5. **Urban Open Space and Green Infrastructure Planning (MetroFuture Rec. 6.21):** Efforts to focus growth in urban areas will be sustainable and equitable only if they improve the quality of the urban environment. Impervious surfaces increase stormwater runoff and contribute to the urban heat island effect; many urban neighborhoods have a shortage of park space and lack non-auto connections to the large park networks along the Emerald Necklace and urban rivers; and “urban wilds” or other unprotected open spaces in urban communities face increasing development pressures.

MAPC, the Charles River Watershed Association, Walk Boston, the Center for Urban Watershed Renewal, Groundwork Somerville, the state Department of Environmental Protection (MassDEP), and other partners will conduct neighborhood-level assessment, needs analysis and planning for open space and green infrastructure, including parks and playgrounds, pedestrian and bike connectivity, stormwater management, urban trees, urban agriculture, and landscaping practices. This activity will engage a broad cross-section of residents in community discussion about needs, opportunities, and priorities for open space.

Goal: Improve the quality of urban environments.

Objectives:

- Conduct neighborhood-level assessment, needs analysis and planning for open space and green infrastructure.
- Engage a broad cross-section of residents in community discussion about needs, opportunities, and priorities for open space.

Products/Outcomes: Concept plans for open space and green infrastructure networks within the existing urban fabric, with priority sites identified and preliminary feasibility assessments, and ongoing support for implementation.

6. **Comprehensive anti-displacement strategies (MetroFuture Rec. 6.11):** Urban neighborhood revitalization can provide existing residents with more housing choices, public services, amenities, opportunity, safety, and other benefits. However, it can also displace residents and businesses as rents and property taxes rise, or affordability restrictions and subsidies expire.

MAPC and Consortium CDCs will do comprehensive anti-displacement work so that current residents and entrepreneurs can stay and benefit from revitalization. This activity will use the Managing Neighborhood Change framework, which outlines different interventions appropriate for different stages of neighborhood development. Tasks will include analysis of neighborhood conditions and risk factors for displacement; risk assessment for the expiration of use restrictions and subsidies; estimates of planned new market rate and affordable units; and recommendations for local policy changes that could reduce displacement or increase alternatives for low-income households.

Goal: Current residents and entrepreneurs can stay and benefit from urban neighborhood revitalization.

Objectives:

- Determine neighborhood risk factors.
- Determine the interventions and local policy changes that are appropriate in different places.

Products/Outcomes: A strategic plan for selecting and implementing interventions appropriate to community needs and market conditions.

7. **CDC planning and pre-development assistance (MetroFuture Rec. 6.9):** Community Development Corporations (CDCs) play a leading role in creating mixed-use, mixed-income, and transit-oriented development in Metro Boston, especially on underutilized urban infill sites. CDC developments often pave the way for for-profit sector investment,

creating additional housing and economic opportunity. Increasing CDC capacity to do so will help to increase transit ridership, affordable housing, and jobs, and help to prevent displacement.

This activity will directly support the planning and pre-development activities of partner CDCs working in underserved communities. Specific tasks may include public engagement, priority parcel identification, advanced project planning, and green building technical assistance. They may be accomplished through direct resources to CDCs, technical assistance from MAPC or other partners, or by technical consultants.

Goal: Increase CDC capacity to create mixed-use, mixed-income, and transit-oriented development in Metro Boston, especially on underutilized urban infill sites.

Objectives:

- Forge strong working partnerships with CDCs, particularly those that work in key areas.
- Develop mechanisms through which the planning and predevelopment activities of partner CDCs can be enhanced.

Products/Outcomes:

High-quality CDC development proposals with strong community support, a pipeline of projects for housing and job creation, and strategic plans for property acquisition and development.

8. **Office and Industrial Park Retrofits (MetroFuture Rec. 11.2):** Reducing vehicle miles traveled (VMT) and increasing access to opportunity requires increasing transit options for both new and existing commuters. However, many auto-oriented office and industrial parks lack the employment density or physical layout necessary for frequent, attractive, and cost-effective transit. Even near suburban commuter rail stations, the “last mile” problem caused by lack of pedestrian infrastructure and local transit often renders employment opportunities inaccessible to urban workers. Plans that leverage significant new development to help “retrofit” these areas through investments in transit, design, and incentives will enable more economic development while reducing per-employee VMT and providing better access to jobs.

MAPC, the Boston Chapter of the Urban Land Institute, the I-495 MetroWest Corridor Partnership, and other Consortium partners will prepare integrated land use and Transportation Demand Management (TDM) plans for a limited number of office and industrial parks and surrounding areas. This effort will compare the costs and benefits of auto-oriented transportation strategies to comprehensive TDM approaches, including shuttle services, pedestrian-oriented design, pedestrian and bicycle infrastructure, parking maximums, and commuter financial incentives. Plans will evaluate infrastructure costs, greenhouse gas (GHG) emissions, economic benefit, access to opportunity, and stormwater impacts of alternative approaches based on a “least cost planning” model. Partners will identify policies and funding sources to implement the preferred alternative, including capital plans and application of impact fees; performance measures, and enforcement mechanisms.

Goal: Plans to enable more economic development while reducing per-employee VMT and providing better access to jobs.

Objectives:

- Compare the costs and benefits of auto-oriented to TDM strategies.
- Evaluate infrastructure costs, GHG emissions, economic benefit, access to opportunity, and stormwater impacts of alternative approaches based on a “least cost planning” model.
- Identify policies and funding sources to implement the preferred alternative.

Products/Outcomes: Integrated local plans for land use and TDM that can be used to prioritize public transportation and water infrastructure investments, or to establish a framework for private sector development plans.

9. **Entrepreneur Assistance Planning (MetroFuture Rec. 11.10):** Small businesses play a critical role in the revitalization of urban neighborhoods and downtowns; they help to create the vitality that makes urban neighborhoods attractive places to live, and they can provide an avenue for urban entrepreneurs to benefit from economic revitalization. Small businesses (especially those from low-income, minority, and immigrant backgrounds) face unique challenges, and have a great need for technical assistance and training. However, existing programs can be poorly matched with the needs and cultures of small business owners, and there is little regional coordination or resource sharing across the many public and nonprofit service providers.

Equitable and effective revitalization plans should incorporate technical assistance, training, and business service programs in a way that recognizes the important distinctions among different types of enterprises and entrepreneurs. The Massachusetts Association of CDCs (MACDC), the Immigrant Learning Center, and the state Office of Business Development are already engaged in efforts to develop best practices for small business assistance programs and to coordinate those programs at a regional level. The Consortium will support efforts to pilot those best practices through local service providers and will evaluate success of funded service delivery. MAPC will leverage its position as the Economic Development District of the US EDA, and seek additional support from the EDA either through grant or loan capital.

Goal: Make urban neighborhoods attractive places to live while providing an avenue for urban entrepreneurs to benefit from economic revitalization.

Objectives:

- Develop best practices for small business assistance programs that are tailored to different types of enterprises and entrepreneurs.
- Coordinate program delivery at the regional level.
- Pilot and evaluate the success of best practices through local service providers.

Products/Outcomes: Tailored and coordinated small business assistance programs.

10. **Comprehensive agricultural preservation programs (MetroFuture Recs. 7.21, 7.22, 7.23):** The last farms in Developing Suburbs are among the areas most at risk for development. Increasing the economic viability of farming and protecting agricultural land is critical to discouraging low density development and its appurtenant environmental and VMT impacts, and to protect local food production capacity.

MAPC, CLF, Mass Audubon, and other partners will develop local agricultural preservation programs that might include zoning to permit diversified operations (such as agro-tourism and value-added processing) and establish a “right to farm.” The program may also provide technical assistance to agricultural commissions to advocate for local farms. Efforts will be coordinated to facilitate access to institutional and retail markets for local food.

Goal: Increase the economic viability of farming and protect agricultural lands.

Objectives:

- Develop local agricultural preservation programs that establish a “right to farm.”
- Support agricultural commission advocacy for local farms.
- Facilitate access to markets for local food.

Products/Outcomes: Local plans and programs for agricultural preservation, including recommendations for zoning and other local regulation.

11. **Decentralized Wastewater Treatment Planning (MetroFuture Rec. 5.19):** In Developing Suburbs, compact growth in existing town centers or other appropriate places often requires creative wastewater management solutions. However, there are many engineering and regulatory barriers to developing shared septic systems and small wastewater treatment facilities.

The Charles River Watershed Association and MAPC will develop a conceptual analysis of alternative wastewater treatment facilities. Tasks will include projecting potential wastewater flows; assessing the impacts of alternative wastewater treatment approaches on growth patterns, energy consumption and water resources; environmental and engineering analysis to identify potential solutions and estimate costs; and recommendations to implement the preferred alternative.

Goal: Creative wastewater management solutions that support compact growth in the Developing Suburbs.

Objectives:

- Project potential wastewater flows.
- Assess the impacts and costs of alternative wastewater treatment approaches.
- Recommend steps to implement the preferred solution.

Products/Outcomes: Conceptual plans for decentralized wastewater treatment and recommendations for implementation.

12. **Creation and coordination of regional TOD funding mechanisms:** Even with comprehensive district plans, supportive zoning, and infrastructure investments, transit oriented developments face barriers to the capital necessary for pre-development, design and engineering, acquisition, construction, and permanent financing. In particular, developers dedicated to affordable housing and economic development need ready access to capital so they can acquire, hold, and develop property in a competitive environment. Ideally, this capital should be available in various forms, probably within several different funds providing debt, equity, program-related investment, and possibly grants.

Several actors are already contemplating one or more TOD funds to supplement existing sources of public and private capital, but these efforts need to be coordinated to create a rational program design that can attract capital. The Consortium will convene a working group including DHCD, quasi-public finance entities, Boston LISC, the Mass Association of CDC's, individual CDCs, CLF Ventures, key philanthropies, the City of Boston, and other municipalities to design a comprehensive TOD funding program. Building on work already done, the working group will inventory current TOD capital-raising, learn from similar efforts in other parts of the country, develop ways to target funds to optimize benefits in priority corridors, and develop successful financing models. Ensuring that the fund(s) will minimize displacement is a key goal. The Consortium would consider using a limited portion of Sustainable Communities funding to help capitalize a fund and to attract additional investors, if it determines with HUD that such a use is within program guidelines.

Goal: Developers dedicated to affordable housing and economic development have ready access to capital so they can acquire, hold, and develop property in a competitive environment.

Objectives:

- Coordinate the different actors that are already contemplating one or more TOD funds to supplement existing sources of public and private capital.
- Create a rational program design that can attract capital.

Products/Outcomes: A plan of action for TOD funding to coordinate existing resources and leverage new sources of capital, including policy recommendations, especially for the state, to coordinate and advance the funding of TOD.

Place-Based Planning Illustrative Projects

As part of its proposal for SCRPG funds, the Consortium identified nine illustrative projects it will undertake, to demonstrate how the program would implement these place-based activities:

- CDC planning and predevelopment assistance, creation of a TOD capital fund(s), and open space and green infrastructure planning along the Fairmount Corridor of Boston. This will be in collaboration with a long-term partnership of CDCs along the corridor, the Massachusetts Smart Growth Alliance, the Local Initiatives Support Corporation, and the City of Boston.
- Local planning and a comprehensive anti-displacement strategy along the Green Line Extension in Somerville. This project will bring together the many groups working around this transit expansion, including the City of Somerville, the Somerville Community Corporation, the Massachusetts Smart Growth Alliance, and other community-based organizations.
- Local planning and zoning activities, and urban open space and green infrastructure planning along the Rutherford Avenue corridor, working in partnership with the Cities of Boston, Cambridge, Somerville, and Everett.
- Multi-municipal land use planning along the 495/MetroWest Corridor. This work will be done in collaboration with State agencies and 26 communities along Route 495.
- An office and industrial park "retrofit" in the Town of Framingham, working in partnership with the Town and the Urban Land Institute.

- Local planning and CDC planning and predevelopment assistance in the Asian communities in Chinatown, Quincy, and Malden, supporting the efforts of the Asian CDC.
- Municipal-level land use and a housing production plan, in the Town of Lexington or another of the region's municipalities.
- Local planning and zoning, open space and green infrastructure planning, and entrepreneur assistance programs in downtown Lynn, partnering with the City and local Community Based Organizations.
- Decentralized wastewater treatment planning and comprehensive agricultural preservation zoning in the Town of Littleton, in partnership with the Town and the Charles River Watershed Association.

C. BUILD PROTOCOLS, TOOLS, AND BEST PRACTICES TO HELP ACCELERATE LOCAL IMPLEMENTATION

Sustainable Communities resources will allow the Consortium to conduct the place-based activities listed above in only a limited number of communities. Yet achieving the MetroFuture vision requires similar planning regionwide. This set of activities emerges from the place-based activities, but comprises a different set of tasks: **the Consortium will use the lessons learned in the place-based activities to develop protocols, tools, and best practices to support widespread implementation well after the grant ends.**

Timeline: February 2011 through January 2014

Goal: Develop protocols, tools, and best practices to support widespread implementation beyond that which is funded by the SCRPG.

Objectives:

- Evaluate successful local planning activities.
- Define lessons learned and how planning differs in various settings and community types.
- Develop and refine tools for efficient replication of successful approaches.
- Develop and refine public engagement tools applicable to a wide variety of activities.

Major Activities: The following are likely to be typical; major activities in the development of each protocol, tool, or best practice will be tailored to need and defined as part of a project-specific Work Plan before work begins.

- Establish systems for identifying, capturing, and incorporating best practices. (MAPC)
- Scan place-based projects for needs and/or opportunities for learning . (MAPC)
- Identify priority tool/best practice projects, including but not limited to the “illustrative projects” below. (Steering Committee)
- Form Advisory Committees as appropriate. (MAPC and project partners)
- Establish project-specific work plans and data sharing protocols. (MAPC and project partners)
- Define and initiate engagement strategies. (Project team)
- Develop and test initial tools/best practices with stakeholders. (Project team)
- Refine tools/best practices. (MAPC, project partners, Advisory Committee)

- Make final tools/best practices available for widespread use. (MAPC, project partners, Advisory Committee)

Products/Outcomes:

- Tools for analysis, engagement, etc.
- Protocols for analysis, engagement, etc.
- Best practices and models for their replication.

Protocols, Tools, and Best Practices Illustrative Projects

As part of its proposal for SCRPG funds, the Consortium identified several illustrative projects to demonstrate how the program would implement these activities. At a minimum, the Consortium will undertake the following projects:

- *Development of a MetroFuture “template” for municipal-level planning:* The first step on the road to a sustainable future in a community is self-assessment. Many places know they want to be sustainable but do not know how to begin assessing their trends, strengths, challenges, and policies. MAPC will package standard data layers, demographic projections, recommended development and preservation priorities, and participation tools into a “template” or self-assessment tool that can help municipal officials and community members to evaluate municipal policies, development trends, and individual developments.
- *Completion of Community PlanIt,* a “location-based” digital game that uses role playing, mobile meetings, and virtual interaction to support non-traditional public engagement and deliberation. An excellent way to engage youth, participants take on identities in the game and go on “quests” in which they interact with each other and the virtual planning area. Elements are accessible via the web or mobile device, multiplying opportunities for engagement. For example, signs in the planning area may solicit comments or allow residents to receive information via instant messaging; a website provides access to comments and suggestions others have contributed. MAPC will lead this work, already piloted in Boston’s Chinatown neighborhood.
- *A Stormwater Utility Toolkit* will provide current information and tools including an introduction to stormwater utilities and other fee systems; alternative rate structures; evaluation of alternatives, and examples; GIS mapping and data tools to identify properties subject to stormwater fees; legal and institutional framework for stormwater utilities in the state; illustrative budgets and capital plans; success stories; and public outreach materials to foster local support.

Based on Consortium priorities and needs identified through place-based projects and other activities, the Steering Committee will select additional tools for development. These may include:

- An Anti-Displacement Toolkit comprising analytical tools, intervention strategies, and local examples.
- Best practices for local Housing Production Plans.
- A robust set of zoning ordinances, design guidelines, and permitting processes for sustainable development.
- A 3-D computer model “warehouse” of smart growth development appropriate for Metro Boston that can be used to depict alternatives for local planning districts and solicit community preferences.

- A website for community members to create or augment data on sidewalk and bike path infrastructure.
- Best practices in municipal energy policy and operations, including programs to reduce municipal governmental energy consumption, and to establish PACE programs for residential retrofit.

D. ADVANCE REGIONAL AND STATE POLICY RECOMMENDATIONS

Even when successful, local planning efforts do not create systemic regional change. Policy actions to change the “rules of the game” are needed to make sustainable and equitable growth standard practice regionwide. The MetroFuture Implementation Strategies identify dozens of legislative and regulatory changes necessary to accomplish this. Many are already being advanced by the advocacy and coordination of MAPC, MSGA, and other Consortium members. **The Consortium will develop and advance a greater number of significant policy recommendations to transform the planning context in Metro Boston.**

Timeline: February 2011 through January 2014

Goal: Develop and advance significant policy recommendations to transform the planning context in Metro Boston.

Objectives:

- Evaluate local planning activities for ways in which they are enabled and/or constrained by policy and programs.
- Determine changes needed to policy and programs in order to make positive changes to the context for local planning.
- Develop specific actions, including legislation, regulations, guidelines, and other recommendations for action to create this positive change
- Build support for these actions.

Major Activities: The following are likely to be typical; major activities in the development of policy and programmatic recommendations will be tailored to need and defined as part of a project-specific Work Plan before work begins.

- Establish systems for evaluating place-based work for policy implications. (MAPC)
- Scan place-based projects for policy implications. (MAPC)
- Identify priority policy work, including but not limited to the “illustrative projects” below. (Steering Committee)
- Form Advisory Committees as appropriate. (MAPC and project partners)
- Establish project-specific work plans. (MAPC and project partners)
- Define and initiate engagement strategies. (Project team)
- Develop communication and media strategies. (Project team)
- Build agreement around priority reforms needed. (MAPC, project partners, Advisory Committee)

Products/Outcomes:

- Specific legislation, regulation, and/or guidelines.
- A constituency that actively advocates for recommended changes.

- Compelling media and public relations.

Regional and State Policy Illustrative Projects

As part of its proposal for SCRPG funds, the Consortium identified several illustrative projects to demonstrate how the program would implement these activities. The local planning described in the second section will be critical input, helping to identify more specific policy recommendations and create examples their potential positive impacts. The residents and stakeholders engaged in the local planning work can also be enlisted as advocates for state and regional policy change. Consortium members will play a key role in developing policy proposals and organizing their constituencies to support policy change. At a minimum, the Consortium will undertake activities to advance the policies in the following areas:

- *Zoning Reform:* State zoning and subdivision laws are out of date and ill-suited to sustainable development. Critical modern tools like form-based codes, inclusionary zoning, site review, and impact fees are undefined in law and thus are subject to inconsistent court decisions. Through research, education, and advocacy, the Consortium will continue to pursue reform, building on significant progress in the last legislative session. In consultation with the EOHED, the Consortium will evaluate previous reform proposals, make recommendations for future legislation, and help key stakeholders and media understand the importance of this effort.
- *Implement Recommendations of the State of Equity Indicators Report:* Policy changes are among those that are needed to address the drivers behind the problems identified in the indicators study. This work will engage planners, municipal and other “traditional” MAPC allies, as well as representatives of racial and ethnic minorities, youth, older adults, and people with disabilities, in an effort to recommend actions, practices, and tools that build on existing recommendations, including those in the MetroFuture Implementation Strategies.
- *Implement Recommendations of Regional Housing Plan and Analysis of Impediments:* The Regional Housing Plan and Regional AI are likely to identify regulatory and legislative changes necessary to increase affordable housing production, stem the foreclosure crisis, reduce speculative real estate activity in revitalizing areas, prevent the expiration of affordability restrictions, focus affordable housing production in transportation-efficient locations, create greater consistency between Consolidated Plans and MetroFuture, and improve the quality of available housing data. The Consortium will work with DHCD and other state agencies to develop and advance policy recommendations to achieve these necessary changes.
- *Global Warming Solutions Act (GWSA) and Transportation Reform Act Implementation:* The GWSA and Transportation Reform Act provide unique legal levers for sustainable communities goals. GWSA establishes aggressive mandates for GHG emission reductions across all sectors. The Transportation Reform Act calls for project selection criteria accounting for GHG emissions, and for state actions to achieve better health outcomes by coordinating land use, transportation, and public health policy. However, regulatory enforcement mechanisms have not yet been established; nor has a technical protocol been developed to estimate the GHG impacts of transportation investments and their secondary land use impacts. Consortium partners including CLF, the Barr Foundation, Environmental League of Massachusetts, Boston MPO, MassDOT, the MIT Department of Urban Studies and Planning, and MAPC will develop methods to estimate the GHG

effects of proposed transportation projects and document conformity GHG emissions targets.

Based on Consortium priorities and needs identified through place-based projects and other activities, the Steering Committee may choose to undertake additional policy efforts. These may include:

- Expand funding for alternative modes by fully accessing CMAQ and Transportation Enhancements funds and create new programs to support high quality design of alternative mode improvements.
- Create mechanisms for targeting economic development incentive programs (infrastructure incentives, tax credits) to proposals consistent with MetroFuture and the Sustainable Development Principles.
- Remove state regulatory barriers to decentralized wastewater treatment, expedite the review of innovative and alternative technologies, and create legal guidance for local boards of health.
- Regulatory and legislative changes to facilitate distributed energy generation and combined heat and power at compact growth locations.
- Study successful “transfer of development rights” programs, such as that in the Seattle area, and apply lessons to Massachusetts through statutory and regulatory reform.

E. PROVIDE OPPORTUNITIES FOR DIALOGUE, PROGRAM CRITIQUE, AND CAPACITY BUILDING

Implementing MetroFuture requires building the capacity of local leaders to make more sustainable and equitable decisions in their own communities. The MetroFuture planning process engaged thousands of “plan builders” in deliberative conversations and learning about regional issues. MAPC has continued this engagement and capacity building through its “Friends of MetroFuture” program, MetroFuture Speaker Series, and MetroFuture Walking Tours. The SCRPG will greatly expand learning and leadership activities for Consortium members, local leaders, and the public. More importantly, these activities will facilitate two-way capacity building—participants will learn about program activities and sustainable planning, and will also shape the program with input on what is relevant, practical, and important.

Timeframe: April 2011 through January 2014

Goal: Expand learning and leadership activities for Consortium members, local leaders, and the public.

Objectives:

- Develop local leaders who make more sustainable and equitable decisions.
- Increase understanding of issues and opportunities facing the region.
- Bring together people from communities in the region that rarely meet in dialogue.
- Continually broaden the voices that shape the Metro Boston Sustainable Communities program and seek to implement MetroFuture.

Major Activities: The following are likely to be typical; major capacity building activities in will be tailored to need and defined as part of a project-specific Work Plan before work begins.

- Establish systems for identifying local leaders through local place-based work. (MAPC)

- Establish systems for identifying local leaders external to the Consortium's work. (MAPC and partners)
- Design capacity building activities and trainings for these local leaders. (MAPC and project partners)
- Create opportunities for dialogue within the Consortium. (MAPC and Steering Committee)
- Identify capacity building needs for Consortium members. (MAPC and Steering Committee)
- Develop activities and trainings to meet the Consortium's capacity building needs. (MAPC and project partners)
- Develop strategies for disseminating the trainings and activities, both within and beyond the Consortium's membership. (MAPC and project partners)
- Provide learning support to the Consortium's municipalities, to inform their planning and development decisions beyond Consortium-supported projects. (MAPC)
- Identify areas where the Consortium does not adequately reflect the makeup and priorities of the region. (MAPC and Steering Committee)
- Conduct outreach to target groups and municipalities to rectify gaps in Consortium representation. (MAPC and Steering Committee)

Products/Outcomes:

- Empowered leaders at the local level throughout the region, particularly in traditionally underserved communities.
- Expanded municipal capacity around the region to plan proactively and share best practices.
- Consortium members with broader perspectives on development and preservation issues in Metro Boston.
- A large Consortium that accurately reflects the population of the region and its pressing concerns.

Dialogue, Program Critique, and Capacity Building Illustrative Projects

As part of its proposal for SCRPG funds, the Consortium identified several illustrative projects to demonstrate how the program would implement these activities. All of the Consortium's work will both feed into and be informed by its capacity building work. By identifying their existing needs and developing new priorities through their work on the program, Consortium members will play a key role in creating opportunities for dialogue, program critique, and capacity building. The Consortium's capacity building work will include the following projects, and may include more if resources permit:

- *Meetings of the full Consortium*, to be held biannually, will provide important venues for such capacity building activities. Meetings will include both a general session for all attendees and breakout sessions focused on cross-cutting topics. Through presentation and discussion of challenges, opportunities for improvement, and relevance to other planning efforts, breakout sessions will create a learning environment and dialogue with participants, who will act as both audience and experts—learning new approaches and informing the further development of those approaches.

- *Cross-cutting areas of practice* within the Consortium will provide members with a way to facilitate new ideas and identify best practices in an interdisciplinary environment. Interested members from across topical caucuses will meet to guide program activities and help to organize events that bring emerging best practices to the general public or local leaders. Areas of practice may be related to inclusive public engagement, health and the built environment, development alternatives and feasibility, and/or others.
- *MAPC's Subregional Councils* are a primary avenue of communication between the agency and member municipalities. MAPC works with all of the cities and towns in the region to advance their understanding and implementation of sustainable and equitable development and preservation. Currently, MAPC is only able to provide 25% of one staff person's time to manage each subregion, an insufficient amount of time. The program would greatly expand the amount of time staff could devote to their subregions. It would also expand subregional activities to include more events, outreach and organizing, small-scale technical assistance to municipal staff, and capacity building exercises. It would, finally, link the subregions with other members of the Consortium, who would provide invaluable advice and assistance.
- *A Leadership Institute on Equity and Development* will help disadvantaged communities gain influence in community planning through capacity building and network development. Lead by Action for Regional Equity, this effort will develop and implement a training curriculum on equitable development, including outreach, facilitation, messaging, campaign design, and planning jargon translation. The curriculum will focus on the stakeholders and residents of low-income neighborhoods, and will also include opportunities for cross-neighborhood and cross-regional networking. The program will coordinate with the Mel King Institute of MACDC, which provides training the CDC staff. Participants will gain a better ability to uphold principles of equitable development and the importance of equity throughout planning processes.

F. TRACK THE REGION'S PROGRESS THROUGH REGIONAL INDICATORS

Metro Boston already has a robust framework for neighborhood and regional indicators. The Boston Indicators Project (run by Consortium member The Boston Foundation) is a national leader in neighborhood indicators. Together, MAPC and the Boston Foundation operate the MetroBoston DataCommon, an on-line data viewer and web-mapper that allows users of all skill levels to make custom maps using hundreds of datasets. MetroFuture's 65 distinct goals and detailed, quantitative objectives were designed as the framework for a Regional Indicators Program; the first Regional Indicators publication, "The State of Equity in Metro Boston" is scheduled for release in spring 2011.

Despite this progress, however, many important data are unavailable and new tools for making data and indicators broadly accessible are needed. The SCRPG will greatly expand the region's capacity to develop new datasets and make them available in ways that benchmark the region's change and support informed decision-making.

Timeline: April 2011 though January 2014

Goal: Develop new datasets and make them available in ways that benchmark the region's change and support informed decision-making.

Objectives:

- Update, publish, and analyze indicators regularly

- Benchmark the region's progress in achieving MetroFuture objectives, demonstrating how the region is changing over time, and comparing Metro Boston to other regions
- Inform decision making

Major Activities:

- Refine the MetroFuture objectives and their related indicators. (MAPC)
- Identify other important areas for data collection and analysis. (MAPC and Steering Committee)
- Measure and analyze indicators, and release them online and in written reports. (MAPC)
- Identify ways to improve public access to and understanding of the regional indicators and other key data sources. (MAPC and project partners)
- Design processes to engage Consortium members and the broader public in understanding the indicators findings and their implications. (MAPC and project partners)
- Conduct outreach and education around the indicators and their findings. (MAPC and project partners)
- Refine and add to the MetroFuture recommendations for change to more completely reflect the region's position, as shown by the indicators. (MAPC and project partners)

Products/Outcomes:

- Datasets analyzed and available online, both as raw data and with analysis.
- Tools for using data more effectively.
- Websites and website content.
- Special publications that will present and analyze key topics, such as the State of Equity report.
- Greater understanding of the data and their implications by Consortium members and the region's residents.

Regional Indicators Illustrative Projects

As part of its proposal for SCRPG funds, the Consortium identified several illustrative projects to demonstrate how the program would implement these activities. The activities the Consortium will undertake to develop and implement its regional indicators program include, at a minimum:

- The Dukakis Center at Northeastern University will conduct a *Sustainable Transportation Indicators* project to publish a comprehensive set of transportation metrics about regional context, system performance, travel behavior, equity, and transportation costs.
- MAPC, MIT DUSP, and MassGIS will greatly expand their longstanding collaboration through *research, analysis, and modeling focused on geocoded VMT data* for each vehicle in the Commonwealth.
- *Support the use of the WEAVE (Web-based Analysis and Visualization Environment) tool*, a powerful open source tool for the on-line mapping and analysis of data developed by the national Open Indicators Consortium with founding members MAPC and The Boston Foundation, as the next generation of the MetroBoston DataCommon and the platform for an interactive Regional Indicators website.