

September 2024

Town of Arlington REQUEST FOR PROPOSALS
Subject: Master Plan Update

Arlington Master Plan



Photo from thecrazytourist.com



Proposal Submitted by:

Metropolitan Area Planning Council

60 Temple Place, Boston MA 02111

617-451-2770

Contact: Josh Fiala, AICP | jfiala@mapc.org



Photo from thecrazytourist.com

September 20, 2024

Attn: Mary Ellen De Natale
Purchasing Agent
Town of Arlington, Town Hall Annex 2nd floor
730 Massachusetts Avenue
Arlington, MA 02476

Dear Ms. De Natale:

MAPC is pleased to submit this response to Arlington's request for proposals for the Arlington Master Plan Update. Our team is excited for this opportunity, and we are confident that we are the right choice for the Town to carry out the many steps of a master planning process, while putting the community at the center of that process. As the Regional Planning Agency for Greater Boston, MAPC has provided technical assistance to Arlington on a variety of projects in recent years, including small business response planning, studying the economic impact of tourism, convening through the Metro Mayors Housing Task Force, collaborating on the Arlington Fox Branch Library study, and analyzing commercial zoning in Arlington Heights.

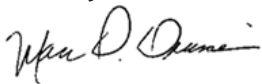
Beyond these Arlington projects, MAPC has extensive expertise in comprehensive master planning, including recent work in Cohasset, Dedham, Duxbury, Middleton, Milford, Revere, Wrentham, and many others over the years. MAPC regularly works with municipalities on other townwide planning efforts such as open space and recreation plans, economic development studies, housing production plans, climate action plans, and more. These projects demonstrate that MAPC's staff are well-prepared to work with the Town and residents to create and advance the Arlington Master Plan. In addition to doing the planning work, MAPC is deeply committed to helping towns implement plans we jointly create. Implementation efforts that MAPC has facilitated range from drafting zoning, updating permitting procedures, establishing new programs, and setting funding priorities. MAPC would be thrilled to work with the Town to establish a realistic, sustainable, and equitable vision for the future, and to support advancing that vision over the coming years.

MAPC's planning processes are comprehensive yet still nimble. We are experienced in adapting to unforeseen challenges and opportunities, facilitating frank conversations around known challenges and opportunities, and discovering new ones. We are willing to attend evening and other meetings as needed, meet tight deadlines, and provide professional products along every step of the process. Our work is both data- and community-driven. We are experts at collaboration – from local officials and decision-makers to board volunteers and municipal staff, subject matter experts to resident and business community stakeholders. We welcome conversations with all stakeholders through the process, and we want to hear concerns firsthand, address misconceptions, and foster broad understanding of planning and policy issues.

MAPC centers equity in all our work. Our community engagement process places a heavy priority on bringing into the planning process voices that are typically under-represented. This can include diverse categories of individuals, including BIPOC residents, young people, small business owners, renters, people with disabilities, and first-time homebuyers who have just arrived in town.

Should you have any questions about our proposal or team, please do not hesitate to contact MAPC's Land Use Generalist Manager, Josh Fiala, AICP, AIA, LEED AP, at jfiala@mapc.org or (617) 933-0760. We hope to work with the Town of Arlington and its residents on this important forward-looking project.

Sincerely,



Marc D. Draisen
Executive Director
Metropolitan Area Planning Council (MAPC)

Contents

6 Approach to Plan Development

Background

Approach

12 Master Plan Experience

15 Detailed Work Plan

Outline of schedule

Outline of deliverables

32 Staff Assignments

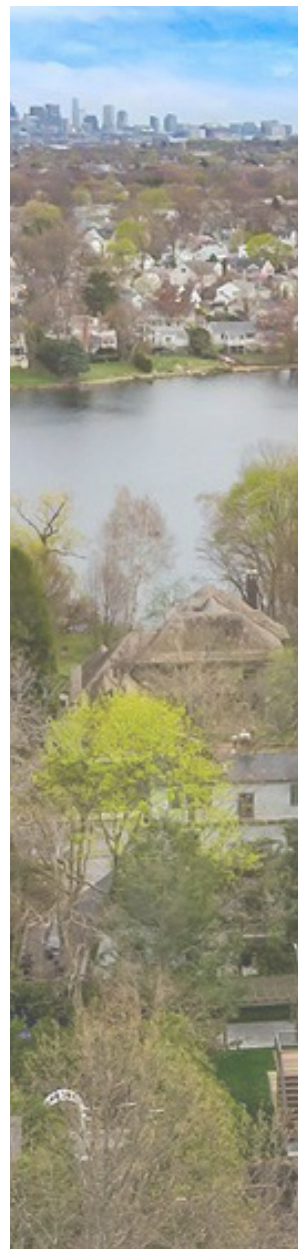
58 Client Contact Information

59 Other Information

Evaluation Criteria

70 Required Forms

73 Evidence of Insurance Coverage





Background

The Metropolitan Area Planning Council (MAPC) is the regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston.

Established in 1963, MAPC is a public agency created under Massachusetts General Law Chapter 40B Section 24. MAPC is governed by representatives from each city and town in our region, as well as gubernatorial appointees and designees of major public agencies. Arlington is represented on the council by Planning and Community Development Director, Claire Ricker. Our mission is to promote smart growth and regional collaboration. Our regional plan, MetroCommon 2050 guides our work as we engage the public in responsible stewardship of our region's future. We work toward sound municipal management, sustainable land use, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, clean energy, healthy communities, and informed public, and equity and opportunity among people of all backgrounds. MAPC is an Equal Opportunity Employer. We believe that a staff with a range of perspectives, experiences, and skillsets strengthens our work. We are committed to building a more equitable workplace that allows staff with diverse backgrounds and identities to thrive, grow, and lead.

MAPC plays a wide variety of roles in support of our mission in Greater Boston Region and on behalf of and in collaboration with our member municipalities. We have over 100 full-time professional staff across 17 departments. Among its roles, MAPC provides technical planning assistance to the cities and towns in the region. Technical assistance work is pursued both through MAPC's Technical Assistance Program (TAP) funding project requests to assist cities and towns and by responding to Requests for Proposals such as the Arlington Master Plan Update. MAPC is authorized to enter into contracts and agreements with any department, agency, or subdivision of the federal or state government and any individual, corporation, association or public authority to provide or receive services, facilities, staff assistance or money payments in connection with the work of the agency, and the agency may contribute or receive services, facilities, staff assistance or money payments as consideration in such contracts and agreements.

Each municipality in our region belongs to one of eight subregions, each led by one or two MAPC staff members. Each subregion includes municipal officials and regional and community stakeholders, all of whom work together to develop an annual work plan and priorities. Arlington is a part of the Inner Core Committee (ICC) subregion. The ICC, consisting of 21 cities and towns within the metropolitan Boston area, is a forum to explore issues of mutual concern and foster joint action. The ICC is MAPC's largest subregion, representing the largest number of municipalities of any subregion, and about 51 percent of the MAPC region's population - over 1.6 million residents. As some of the most urban and populous communities within the MAPC planning area, ICC cities and towns deal with a host of unique challenges, such as finite developable land, issues of neighborhood change and gentrification, limited affordability, congestion, and public transit capacity limitations, to name a few. The ICC meets regularly to discuss these and other topics, share best planning practices, and explore opportunities for regional collaboration. As Arlington is an active member of these discussions, we would begin this work with an understanding of the context.

Approach

MAPC is glad to see a close alignment between the approach defined in the Request for Proposals, including Addendum No. 1, and the approach we are proposing for this Master Plan Update process. The approach we are proposing has been developed to specifically respond to the needs articulated in the RFP and is also based on a model of master plan processes that has served as a foundation for success for other communities. One example of this alignment is seen in the values articulated in the RFP. The values expressed by the Town of Arlington include - livable, sustainable, and equitable for generations to come. Values articulated by MAPC as a result of the regional planning process, MetroCommon 2050, were defined as equity, resilience, prosperity, and stewardship. This parallel construction is evident in our approach and articulated in the guiding principles for the process we propose. They resonate with the language defined in the RFP, but do not exactly duplicate it.

In considering Arlington's objectives for this Master Plan Update process, MAPC has developed the following guiding principles to inform the project scope and specific tasks that will be undertaken. Much like Arlington's objective for the Master Plan, MAPC is driven by our agency mission to advance sustainability and equity in all our work. These core principles have been woven throughout the guiding principles. Often comprehensive planning processes result in the need to articulate common ground between competing interests. The guiding principles highlight this approach with pairings of foundational and contradictory forces that must be balanced.

Guiding Principles

Community-centered with an equity focus supported by data

MAPC's Community Engagement experts will serve on the project team and lead the development of a meaningful engagement strategy that incorporates a mix of different techniques and strategies to meet residents where they are. In addition to putting the community at the center of this process, the engagement needs to prioritize voices that may not typically be heard. This approach will be technically supported throughout the process to inform community engagement strategies with demographic data. For example, demographic information will be anonymously collected from participants in the process and compared to the overall demographics of the town. Based on this data comparison, adjustments can be made to target outreach on demographics that have not been represented in previous events.

MAPC's approach to engagement is first understanding a community's demographics and working with local stakeholders to identify those groups or individuals who may have been underrepresented historically in public processes. For example, Arlington has Environmental Justice (EJ) Census Tracts along Mass Ave. which may include residents from underrepresented demographics. The community engagement strategy will focus on connecting specifically with members of this community and other underrepresented groups and eliminating barriers for marginalized communities. Doing this helps ensure engagement centered on equity. In

Approach to Plan Development

In addition to leveraging the State's Environmental Justice data, MAPC will analyze data and maps to identify block groups that have high percentages of minority populations and/or low household income, but are considered below the state's EJ thresholds.

We see opportunities to explore equitable engagement with the Town of Arlington, like including youth engagement events since they will become local leaders in the coming decades. We will work with the Town to ensure inclusive communications to foster an open and transparent planning process where residents feel welcome and heard. MAPC also sees the importance of introducing equity as a core principle in decision-making. MAPC values the role of municipal leaders in a community and will identify specific engagement opportunities to hear from the town staff, boards, and committees who will be charged with implementing the Master Plan and to discuss an equity-centered approach to decision-making.

Build on past efforts with forward-thinking

The work undertaken to update the Master Plan will seek to be consistent with the goals, vision, and aspirations of the community and recognize the unique history, attributes, and needs of the Town of Arlington. The process will build on existing plans and studies, but endeavor to not be bound by the limits of previous recommendations.

The Town has an impressive record of planning which will form the foundation for this Master Plan Update. The list of recent planning effort is extensive and includes: Arlington Master Plan (2015), Housing Production Plan (2022), Connect Arlington Sustainable Transportation Plan (2021), Minuteman



Photo from visitarlingtonma.org

Approach to Plan Development

Bikeway Planning Project (2022), Complete Streets Prioritization Plan Update (2023), Fair Housing Action Plan (2021), Hazard Mitigation Plan (2020), Historic Preservation Survey Master Plan (2019), Municipal Vulnerability Preparedness (MVP) 2.0 Program (2024), Net Zero Action Plan (2021), Open Space and Recreation Plan (2022), and Public Land Management Plan (2023).

In addition to the knowledge and context to be learned from those documents, MAPC has been fortunate to partner with the Town on several planning studies. Our team would bring that familiarity with the Town to this work as well. Over the years, we have collaborated with the Town on small business response planning, studying the economic impact of tourism, convening through the Metro Mayors Housing Task Force, collaborating on the Arlington Fox Branch Library study, and analyzing commercial zoning in Arlington Heights. MAPC will leverage this experience to help the Town develop a Master Plan that fills the gaps, reconciles, and integrates existing plans, and builds on the richness of planning that has already occurred, all while embarking on a robust public participation process and meeting the requirements of MGL Chapter 41 Section 81D.

Specialized knowledge unified in an Interdisciplinary approach

One of MAPC's competitive advantages is the diversity of expertise in our departments and staff. MAPC's planning expertise covers both traditional planning topics such as land use, transportation, economic development, housing, and environment, while also having subject matter experts in cross-cutting planning areas such as clean energy and climate change, arts and culture, public health, and equity. MAPC's planning work is supported by a robust Data Services department, equipped with GIS and data expertise. All of the in-house expertise will be leveraged for the Town of Arlington's Master Plan Update. We have assembled a strategic interdisciplinary project team to work on all aspects of the project, from existing conditions analysis and community engagement to development of goals, strategies, and actions.

Throughout the project, the MAPC team will hold internal workshops to review existing conditions and identify opportunities to connect the different chapter goals, strategies, and actions. Team members' extensive project portfolios will provide a basis for generating ideas and content for the Master Plan. The team would follow a data-driven approach, gathering both quantitative and qualitative data. In particular, MAPC has honed our expertise in qualitative data and is well-versed in collecting this data through public engagement events (e.g., surveys, focus groups, forums, etc.) and using it to inform goals, strategies, and actions in a meaningful way. This holistic approach to data-driven planning will ensure Town objectives, like ensuring the Master Plan fairly reflects the community and includes a realistic implementation strategy, are met. Lastly, throughout all planning areas, MAPC team members apply a lens of sustainability and equity. This will be evident as existing conditions are analyzed and presented to the public, AmpUp! Advisory Committee, and Town boards.

Visionary with a Practical Focus

Good planning is lost without realistic expectations for implementation. MAPC has a history of not only creating plans but helping communities implement them. We will keep realism and cost efficiency at the forefront when proposing implementation actions for the Town. This will be accomplished in a few different ways:

Existing conditions grounded in reliable data to inform best practices and case studies – We propose extending the “context communities” concept often employed in housing production plans to the Arlington Master Plan update. This will deepen the understanding of local conditions and

Approach to Plan Development

provide an extensive directory of existing policy interventions and opportunities from similarly sized communities (with similar challenges and opportunities) that are available to the Town to implement goals and strategies. At the onset of the project, in collaboration with the AmpUp! Advisory Committee, 5-7 context communities will be identified and then used consistently throughout the process as a benchmark for Arlington. As trends and key findings emerge in the existing conditions analysis, we can look to the context communities and others for best practices, examples, and case studies to inform and guide Arlington's implementation actions. This analysis may also help us understand the regional housing and job market conditions that affect Arlington and influence the success of different implementation options.

Measurable and implementable – Successful implementation of the master plan begins with the articulation of the recommendations. MAPC brings experience and knowledge in a wide variety of implementation topics, including zoning, regulatory changes, advocating for legislative changes, municipal collaboration, procurement, and many others. This background helps our team to define recommendations that are implementable. Additionally, it is important to define recommendations for which progress is measurable. An important part of continuing momentum for Master Plan implementation is being able to communicate clear progress to the community.

Prioritize actions to accomplish goals and objectives – A comprehensive master plan process will result in identifying more actions than can be accomplished in the near term. It will be an important part of the planning process and imperative to implementation to create an implementation strategy that identifies short-term, mid-term, and long-term priorities. Prioritizing actions will help Town staff, boards, and committees integrate the Master Plan into annual work plans and result in more immediate implementation. Although the master plan will be comprehensive, in our past experience we have learned the importance of prioritization in these plans and elevating a few important items to begin the momentum for implementation.

Directional but flexible

The Master Plan process will examine data, convene discussion, and define recommendations for a wide variety of topics. In many cases specific information about a particular challenge may be known and this process can begin to define community consensus for a specific direction. In other cases, less information may be known, or a particular challenge may be within the 10-15 year horizon, but with less detail available in the present day. The Master Plan recommendations will necessarily need to strike a balance between the specific and the general. The intent is to provide the Town with meaningful guidance through the Master Plan. Even for a situation that was not contemplated at the time of this process, the Master Plan should be able to provide a framework for decision-making that reflects the priorities of the community.

Engaging and accessible

As difficult as it is to admit, everyone does not think about the world in the same way as a planner. Our team is fully aware that what may be fascinating and engaging to us, may not create a dynamic conversation with the community. MAPC's Community Engagement Department is prepared to develop a comprehensive engagement strategy that engages a wide array of constituents in the planning process. The strategy will be created collaboratively with Arlington and community partners to identify key leverage points in data, community relationships, and communications to establish a well-rounded and inclusive Public Participation Plan.

Approach to Plan Development

MAPC will seek to help the Town build relationships with organizations and community members who can be mobilized to enhance outreach and engagement activities and co-create engagement strategies. MAPC will work to ensure that participants gain knowledge and feel heard through the master plan engagement activities. The strategy will, at its core, be inclusive, accessible, and innovative. The strategy will seek to engage community members who have traditionally not been active in community planning processes. The strategy will consider accessibility, including interpretation and translation services, if necessary. In every step of this process, our team will be considering how best to communicate the information we have at that stage and how best to frame conversations to set the stage for the most impactful conversations. Often this involves relying on plain language that is accessible to all participants. This plain language has the added benefit of being easier to translate into multiple languages. Another approach to creating engaging and accessible materials is to always push for the integration of photos, graphics, diagrams, charts, and figures that help to tell the story with pictures instead of words. This type of approach to the process also helps set up the final Master Plan document to be engaging and accessible to a wide variety of audiences. The final Master Plan document will be designed to be compelling for residents through the use of concise and plain language and the integration of high quality photos, compelling infographics, and meaningful maps and diagrams.

The engagement strategy will be designed to include a variety of strategies and creative techniques, including focus groups, large public forums, open houses, interviews, attending ongoing meetings in the Town, branding, social media, and press. We often collaborate with community partners on unique events that go beyond the typical public forum, such as outdoor open houses, joint events with other community organizations, pop-up events in the community, etc. Our priority is always to meet our partners and community members where they are and to ensure that engagement is as fun and accessible as possible. We look forward to doing this in Arlington.

Spatial approach to local and regional patterns

MAPC would employ a spatialized approach to the Master Plan that will consider the Town's role at not only the local scale, but also how Arlington fits within larger patterns with neighboring cities and towns as a member of the Inner Core Committee (ICC) subregion. The Master Plan will also consider Arlington's role in the Greater Boston region. Considering these different spatial scales will better inform land use, housing, economic development, transportation, and other goals, strategies, and actions. Creating a spatial representation of the Master Plan, showing how Arlington's commercial centers and growth patterns connect to other parts of the region, will also help Arlington residents connect local policy decisions to larger shared goals and objectives. The spatial approach will also be useful in conveying complex Master Plan topics to the public during engagement events. This approach to spatially and graphically represent master plan ideas greatly improves the ability to effectively communicate and maintain interest in the content of the plan.

The guiding principles of our approach will result in a planning process that is open, inclusive, and transparent, and a master plan that reflects the vision of Arlington residents. The resulting plan will have great utility to community leaders, adding value beyond independent plans by addressing synergies and discrepancies among a comprehensive set of topics. The Master Plan resulting from this process will be user-friendly and digestible to the public.

Recent projects

MAPC works regularly with municipalities to successfully complete Master Plan update processes. In the past five years we have been engaged in nine master or comprehensive plan processes. It is not unusual for our staff to be supporting multiple master plan processes concurrently among the many other planning projects actively underway. As part of the background research for MetroCommon 2050, Greater Boston's long-range regional plan, MAPC reviewed municipal master plans in the region. The review of municipal master plans found a total of 77 municipalities out of 101 with a previous master plan. The municipalities where MAPC has recently helped to facilitate a master plan process all had previous master plans that were a part of the context of the work performed. A brief description of the recent Town-wide planning processes is provided below.

For reference and comparison



Arlington Master Plan Update (prospective)

Arlington is a streetcar suburb with a population of about 46,000 residents. Arlington's previous master plan, "Your Town, Your Future" was completed in 2015. Arlington's Master Plan envisions civic connections that encourage social interaction and foster a sense of community. The plan considers a range of critical topics by focusing on how they contribute to these connections: open space and corridors that link neighborhoods, thriving business districts, living and working opportunities for all, stewardship and promotion of historic heritage, cultural and recreational resources that provide shared experiences, natural systems in ecological balance, a walkable public realm, and community-wide fiscal health.

Previous or Current MAPC master plan processes

Milford Comprehensive Plan (ongoing)

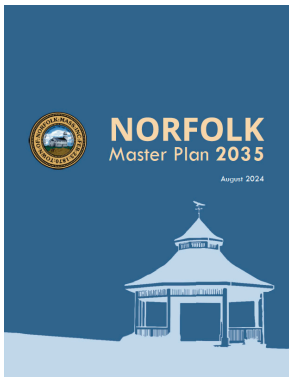
Milford is a major regional urban center with a population of about 30,000 residents. The Town's previous comprehensive plan was completed in 2007 and formed the foundation for the comprehensive plan update being facilitated by MAPC. The work plan for Milford was of a similar model as the work plan proposed for Arlington and has been a successful framework for engaging the community through a variety of events and meeting types. Key concerns include traffic and congestion, housing affordability and overcrowding, inclusivity of new immigrant populations, and pursuing sustainable economic development.

Swampscott Master Plan (ongoing)

Swampscott is a mature suburban town with a population of about 15,000 residents. The Town's previous master plan was completed in 2016 by MAPC and formed the foundation for the current master plan process being facilitated by MAPC. Swampscott is a coastal community which looks to strengthen coastal resilience, reactivate its downtown, define positive transformations at priority investment sites including strip retail centers, preserve historic neighborhoods, and improve open spaces with an interconnected network of green corridors.

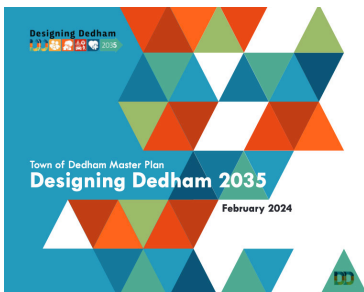
Wakefield Master Plan (nearing completion)

Wakefield is a mature suburban town with a population of about 27,000 residents. Broad recommendation themes from this planning process aim to address a wide range of community needs, from housing affordability and sustainable development, to transportation solutions and cultural preservation, with an overall focus on fostering a vibrant and inclusive town.



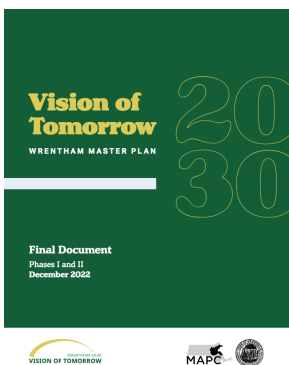
Norfolk Master Plan (2024)

Norfolk is a maturing New England town with a population of about 12,000 residents. Norfolk's previous master plan was completed in 2007. The Master Plan takes a holistic, layered approach to cross-cutting goals that connect sustainability and economic development through strategies that build on the Town's strengths to meet challenges of climate change and economic resilience. It brings community health, transportation, open space, and recreation together by supporting an active multi-modal transportation system that increases safety and accessibility and supports healthy lifestyles for all residents. This plan also integrates an equity lens into the desire for an active and vibrant town center and town life by considering larger challenges such as social isolation, an aging population, and the housing crisis, to ensure an inclusive town for all community members.



"Designing Dedham 2035" Dedham Master Plan (2024)

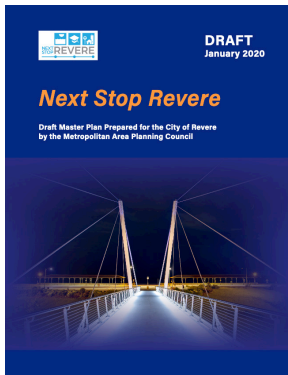
Dedham is a mature suburban town with a population of about 25,000 residents. Dedham had previously adopted master plans in 1996 and 2009. The Dedham Master Plan established core priorities of fiscally responsible, sustainable, and inclusive with cross-cutting themes of inclusion and equity, safe movement, livability and quality of life, and aligned and effective policies. The Town recognizes that all residents, much like the Master Plan topics, are interconnected and that it is important to remain engaged in the process of drawing the threads of community together so that all residents may enjoy a high quality of life with livable and walkable neighborhoods that embrace inclusion and equity, supported by aligned and effective policies.



Wrentham Master Plan (2022)

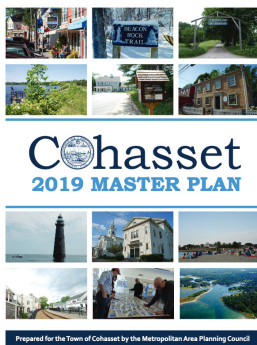
Wrentham is a country suburb with a population of about 12,000 residents. Wrentham's previous master plan was completed in 2004. Several main themes were identified during the Master Plan process, including the community's deeply-held commitment to: responsibly steward and protect Wrentham's beautiful land and natural resources; to continue to offer a great place to raise a family; and to support investment in the Town Center.

Master Plan experience



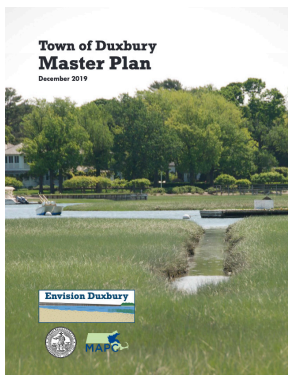
Revere Master Plan (2020)

Revere is a metropolitan core community with a population of about 58,000 residents. Revere's master plan focused on building Revere's reputation as a professionalized city government, continuing to provide innovative and quality education, expanding housing options, supporting high quality employment opportunities for residents, facilitating a range of transportation options, promoting healthy lifestyles for residents, promoting resiliency of the city, celebrating the diversity of the city and promoting social capital, and promoting Revere as a destination.



Cohasset Master Plan (2019)

Cohasset is a country suburb with a population of about 8,500 residents. Cohasset's previous master plan was completed in 2003. Cohasset's Master Plan envisions a vibrant and engaging community. Cohasset is a unique seaside community known for its panoramic beauty, plentiful open space, natural resources and a firm commitment to providing a high quality of life for all its residents. As depicted on the town seal, the Master Plan fosters stewardship of Cohasset's core assets: coastline and topography, town governance, community and education, and our New England heritage. By harnessing these core assets and working with mutual respect, the Master Plan seeks to preserve and promote the ideals that are most highly valued by our community.



"Envision Duxbury" Duxbury Master Plan (2019)

Duxbury is an established suburb with a population of about 16,000 residents. Duxbury's previous master plan was completed in 1999. The master plan process helped the community to accept that change is happening and that a more proactive approach to development is needed. It also highlighted the community preference for improvements to improve safe walking and biking in the town. The plan placed a focus on coastal resiliency and highlighted an estimated \$12 million of commercial property at risk in Duxbury with potential impacts on the shellfish industry and natural functions of Duxbury Bay.

Detailed Work Plan



PROCESS

MAPC will work in close coordination with Town staff, AmpUp! Advisory Committee, and Arlington Redevelopment Board to carry out the phased planning process detailed below, including robust public participation. We anticipate regular coordination meetings with Town staff in preparation for regular meetings with the AmpUp! Advisory Committee, with update presentations given to the Arlington Redevelopment Board and Select Board. Town staff and the AmpUp! Advisory Committee will be the closest to the work and will work with MAPC to review and guide in-process work products to provide proactive guidance throughout the process. MAPC will work with Town Staff and the AmpUp! Advisory Committee to find ways to reach groups who have not traditionally been active or represented in planning processes in Arlington. These groups could include younger residents, residents with lower incomes, renters, people of color, veterans, and/or seniors. MAPC will work with the project team and partners to meet these community members where they are and provide space for them to feel empowered to participate. This inclusive process will ensure the Master Plan

Detailed Work Plan

represents the community at large and provides reassurance that the goals articulated will meet the needs of current and future residents.

Department of Planning & Community Development (DPCD) and Town staff. Direct coordination and guidance of the Master Plan process will occur with the Department of Planning & Community Development. This engagement typically occurs through email, phone call, and check-in meetings on an as-needed basis. The coordination of meeting dates for Committee meetings, Board meetings, and public events will first occur with DPCD staff. The MAPC team will depend on DPCD staff to post meetings, reserve Town venues, and coordinate with other Town staff.

Arlington Master Plan Update (AmpUp!) Advisory Committee. This 16-member committee of a diverse cross-section of the community has already been created. This pre-work will allow the process to get started without delay and has the added benefit of involving Committee members in the selection of the consultant. Based on past experience, it may be reasonable to consider the membership of the Committee to be a work in progress, so that additional member(s) can be added as the process progresses based on the need for a particular expertise or voice from an underrepresented group. Typically, meetings with the Advisory Committee occur on about a monthly basis with some additional reading or review required between some meetings. Meetings with the Advisory Committee are often previewing materials or discussing the process in advance to prepare for public participation and content creation that is occurring afterward.

Arlington Redevelopment Board (ARB) engagement. As the AmpUp! Advisory Committee guides the process month-to-month, it is important for the Arlington Redevelopment Board to stay updated and engaged with the process. This may take the form of quarterly updates at Arlington Redevelopment Board meetings. This engagement is intended to increase the Board's engagement in the Master Plan process, as they are will be one of the key implementing bodies. Early investment and participation in the Master Plan will ideally result in more successful implementation once the Master Plan is adopted.

Robust Public Participation. MAPC is committed to inclusive, equitable engagement and will employ a variety of outreach techniques to reach Arlington residents throughout the Master Plan process. At the start of the process, MAPC's team will work with Town staff and the AmpUp! Advisory Committee to develop a **Public Participation Plan**. The engagement plan will be flexible and adaptable as dynamics, opportunities, and challenges change throughout the process. It will include the purpose and goals of engagement; a stakeholder analysis; outreach and engagement tools and resources; a description of methods to collect, analyze, and incorporate community input; and specific strategies and activities to reach and engage different groups. The Public Participation Plan will have a specific focus on reaching underrepresented segments of the Arlington population. The parties and partners responsible for executing the engagement plan will vary, based on activity.

All Arlington residents will be invited to participate in the planning process, though some engagement activities may be focused on groups who have been historically marginalized and underrepresented in previous planning processes. These may include but are not limited to renters, residents with lower incomes, people of color, and youth. To broaden outreach efforts, **partnerships with on-the-ground community organizations** will be included in the outreach strategy and pursued, with support from Town staff and AmpUp! Advisory Committee members. MAPC can explore compensation or incentives that may be provided to the public for participation in events, if it is determined that this would help reduce barriers to

Detailed Work Plan

participation. MAPC will offer activities ranging from smaller scale in-person or virtual focus groups to surveys to virtual forums and larger in-person events. MAPC will also leverage existing townwide events and work with community partners to incorporate Master Plan educational and engagement opportunities in meetings and events held by local groups. As Master Plan materials are ready for public review, MAPC will look to coordinate the most effective methods to meet people where they are to share information and gather feedback. Throughout the process, draft content and progress will be made available and posted publicly for transparency purposes. **Accessible communications materials will be designed to easily share key information with the community.** These materials will be highly visual, consisting of thoughtful graphics and simple language that is easy to understand and translate. They will be available in digital and/or print format, and may take the form of social media cards, flyers, FAQs, pamphlets, or other materials. Both postcards and posters can serve as a method to direct people to provide feedback through QR codes or text messages. Finally, press releases and promotional materials will be drafted and shared for all engagement activities. The latter will be available for online and physical distribution.

In addition to the varied smaller scale activities, MAPC will organize **four townwide engagement campaigns** that may be public forums, online open houses, workshops, or some combination of these and other formats focused on:

- Initial Conversations and Context
- Community Visioning
- Defining Recommendations - Goals
- Defining Implementation - Strategies and Actions

MAPC will practice **full circle communication principles**, as it is critical when gathering public input to report back to the community about what was heard during major engagement initiatives. This will create trust in the process and build buy-in for the plan. The community will know that they have been heard and understood. The feedback loop will be created via the project website, newsletters, presentations at engagement events, and other means. Final deliverables will include a summary of key themes that emerged from community engagement and how input informed the emerging content of the Arlington Master Plan.



Photo from maloneyaffordable.com

PHASE I - EXISTING CONDITIONS ANALYSIS AND VISIONING

Task 1 - Establishing the Foundation

Subtask A. Study and Data Collection. The first step of the planning process will be a **review of recent Town studies and analyses**, including the Arlington Master Plan (2015), Arlington's Community Equity Audit (2023), Housing Production Plan (2022), Connect Arlington Sustainable Transportation Plan (2021), Minuteman Bikeway Planning Project (2022), Complete Streets Prioritization Plan Update (2023), Fair Housing Action Plan (2021), Hazard Mitigation Plan (2020), Historic Preservation Survey Master Plan (2019), Municipal Vulnerability Preparedness (MVP) 2.0 Program (2024), Net Zero Action Plan (2021), Open Space and Recreation Plan (2022), and Public Land Management Plan (2023). MAPC will also review relevant regional planning studies, including MetroCommon2050 for opportunities to connect regional and local planning priorities. This is an important step as a variety of studies and plans have been developed since the 2015 Master Plan and are all relevant to the Master Plan Update. The MAPC team will identify common themes across the various plans in an effort to be efficient and not “reinvent the wheel.” The project team will also strategize how to incorporate past plans and studies across all of the Master Plan chapters to maintain an interdisciplinary planning approach. The Town will be asked to share any documents, data, or information that could be relevant to the plan process.

Subtask B. Town Tour. The project team will schedule a **Town tour**, ideally to include all or a portion of the AmpUp! Advisory Committee and Town Planning staff. Town staff will help prepare an itinerary for the tour that includes notable landmarks such as key public facilities, cultural resources, open space and recreation sites, neighborhood centers, and other notable areas.

Subtask C. Municipal Immersion Day. MAPC will work with the Town staff to organize a “**municipal immersion day**” where key Town staff and board/committee members will meet with MAPC staff to familiarize MAPC with key issues and opportunities. These meetings will also be an opportunity for Town officials to share what has been implemented since the 2015 Master Plan and what barriers to implementation have existed in the past. This will help inform future discussions about realistic and cost-effective implementation strategies. These interviews also serve to initiate connections between the MAPC Master Plan team and Town staff to facilitate subsequent requests for follow-up information that may emerge as needed throughout the process.

Subtask D. Introductions with Partners. MAPC recommends beginning the process of building and strengthening partnerships with key stakeholders and community-based organizations in Arlington early in this process. As much as possible, the Master Plan process should connect to existing networks of stakeholders with the hope of establishing partnerships that will help to amplify outreach and public participation in the Town. MAPC approaches this work with care and hopes to strengthen bonds and increase connections in the community through this work. It is hoped that strong local connections remain when this process ends and that those connections will aid in the implementation of the plan.

Subtask E. Public Participation Plan. To direct and guide effective engagement with the community across the duration of this planning process a specific plan must be outlined. The **Public Participation Plan** will further define the community engagement efforts outlined in this project approach including an initial demographic

Detailed Work Plan

and stakeholder analysis. The Engagement Plan will provide an outline for engagement throughout the Master Plan process that can be amended and adapted to the needs of the project as it progresses. Metrics for tracking engagement, and reaching underrepresented populations will be defined as part of the Public Participation Plan. Outreach and engagement will include both in-person and online methods to invite convenient community participation.

Subtask F. Project Communications. To support a robust public participation strategy, MAPC will develop **project branding and a logo** that will be used throughout all Master Plan initiatives and activities. This will ensure recognition of education and outreach materials as part of a cohesive planning process. A **project website** will be developed to provide a one-stop source for Master Plan updates. Updates on the process can be posted on a monthly basis. The website will ensure full-circle communication and public access to project materials throughout the process. MAPC's project team will regularly provide content for the project website. The website can be hosted by the Town or MAPC.

Task 2 - Identifying Existing Patterns

Subtask A. Initial Research and Analysis. The MAPC project team will become familiar with existing conditions in Arlington. Team members will undertake **initial research** regarding local and regional trends relevant to the Master Plan, including demographics, the economy, housing data, climate vulnerability, transportation patterns, and the environment. To contextualize Arlington trends against similar communities, MAPC will employ the "context communities" methodology by identifying 5-7 context communities that will serve as a benchmark for Arlington consistently throughout the process. The project team will work with Town staff and the AmpUp! Advisory Committee to identify key data indicators that would benefit from community comparison. This information will be included in trends and key findings that emerge in the existing conditions analysis. This approach will help focus future conversations around best practices, examples, and case studies to inform and guide goals, strategies, and implementation actions. Existing conditions and patterns in the Town will be analyzed across each of the Master Plan topics.

Subtask B. Internal Work Session. Once the MAPC project team has undertaken initial research and identifying key findings and trends, an **internal project team work session** will be scheduled to share information and identify opportunities to connect findings and trends across topic areas. By deliberately building these collaborative work sessions into the process, the Master Plan will be developed to identify synergies and opportunities for collaboration across topics and disciplines. This approach will result in stronger Master Plan content across all topics and will particularly benefit cross-cutting themes such as sustainability and equity.

Subtask C. Community Awareness Campaign. As the foundations of the planning process are established, MAPC will design a **postcard and poster campaign** to share information about the Master Plan process. These early promotional materials can include eye-catching facts from existing conditions review and encourage participation in the planning process. Materials will be equipped with QR codes that link to the project website for consistent, timely information.

Task 3 - Community Visioning

Subtask A. Visioning Workshop. **What do residents envision for Arlington over the coming decades?** MAPC will facilitate an **interactive visioning workshop** with the community to guide the overall planning process.

Detailed Work Plan

The workshop will be an opportunity for the community to establish values to guide the overall planning process. To kick off the workshop, MAPC will present a basic overview of Arlington existing conditions: its location, history, demographic overview (current and projected), community assets, government structure, basic land use, and zoning. Information about local and regional trends and previously stated goals, priorities, and action steps from previous plans will also be shared in a compelling manner to engage and educate residents about the planning process. Participants will be able to evaluate existing conditions and previous goals and priorities and provide feedback on what is relevant and what may need to be added or removed. While framed as a "workshop" this may expand to a series of meetings. The optimal approach and format will be defined in the Public Participation Plan with input from Town staff and the AmpUp! Advisory Committee.

Subtask B. Follow-up Survey. Following the visioning workshop, a survey will be released to gather additional feedback. The survey will be designed as an **online open house with built-in survey questions** to allow those who could not attend the event(s) an opportunity to view the information shared about the Master Plan topics. This survey design allows participants to dive into Master Plan topics based on their level of interest. Participants can take the survey having read the background information or not. Feedback gathered through the survey will inform the community vision. The survey will be promoted throughout the town, and ideally, this will expand the number of residents participating in the planning process.

Subtask C. Specific Area Workshops. The definition of neighborhoods and business districts within the town is important for many aspects of the master plan. It is useful to compare the characteristics of different areas of the town and determine where goals and strategies may be most appropriate geographically. Often it is useful to define neighborhood and district boundaries that align with Census boundaries to facilitate demographic comparisons. Initial **focus group visioning** for up to (4) specific district or neighborhood areas would help to differentiate the approach to different areas of the town and connect the larger townwide vision to more specific concerns that may vary by location. These workshops may be most efficient hosted as virtual only gatherings or focus group meetings.

Subtask D. Compilation and Analysis. All of the **quantitative and qualitative data** gathered at the Community Workshop, Survey, and Neighborhood Workshops will be compiled and analyzed. The engagement questions and exercises across each of these events will be coordinated to facilitate the compilation and analysis of this data. This compilation and analysis of the community's feedback will form the foundation for defining a vision and recommendations of the master plan.

Subtask E. Internal Work Session. Once the MAPC project team has compiled community feedback, a second **internal MAPC work session** will be scheduled to share information and consider interdisciplinary draft goals, strategies, and actions.

Task 4 - Defining a Vision and Direction

Subtask A. Draft Vision Statement. MAPC will collect and analyze input provided through the public process and create a working draft vision statement and values to guide all plan chapters and goals, strategies, and actions. Developing the vision and values will be an iterative process with the community and will be guided by the AmpUp! Advisory Committee. MAPC will provide opportunities for the public to comment on the draft vision and values throughout the process. The working draft vision statement and values will be visible on the project webpage and other communication materials to keep these centered throughout the planning process.

Subtask B. Topic Briefing Summaries. Grounded in the research and data collection (including public feedback) occurring in Tasks 1, 2 and 3, the MAPC team will prepare existing condition narratives for the following topic areas, in accordance with M.G.L. Chapter 41, Section 81D (Massachusetts law for master plans):



LAND USE

This topic of the Master Plan will include analysis of land use and development patterns in Arlington and identify the distribution of existing uses for residential, commercial, industrial, and mixed-use and protected open space (both passive and active recreation and conservation). This topic will specifically address sustainable land use practices and how the built environment and development patterns impact climate change.

This section will include an existing land use map, population totals, and housing and growth projections. An analysis of the existing zoning, accompanied by the zoning map, will demonstrate the types of development that can occur under current regulatory conditions and opportunities for zoning reform that could help inform goals, strategies, and actions. The analysis will address historic inequities that have occurred through zoning and land development patterns and the impacts on communities of color. The zoning analysis will be framed by sustainability best practices – both environmental and fiscal – and evaluation of land use tools such as low-impact development standards, mixed-use, and other sustainable development principles. The analysis will evaluate the Town's economic centers for opportunities to activate street fronts along key corridors and strengthen the Town's commercial base.

As part of the final composition of the Land Use Chapter, a future land use conceptual map will be created to graphically show the vision for the Town's future. The map will identify areas where sustainable growth and priority redevelopment may occur, how residents can move around and to/from Arlington, locations of community asset clusters, areas targeted for preservation, and where implementation actions will have the most impact. This spatial display could later serve as a visual summary of the Master Plan that would be easy to share with residents and other stakeholders.



HOUSING

This topic will build on the recently updated Arlington Housing Production Plan (HPP), Fair Housing Action Plan, Equity Audit, MBTA Communities zoning, Connect Arlington Plan, Net Zero Action Plan, and MVP 2.0 process. Policy and regulatory changes, including those aligned with the HPP, will be discussed as opportunities to meet Arlington's current and future housing needs and ensure a balance of local housing opportunities exist for all residents. A review of HPP recommendations against other goals of the Master Plan topics (e.g., natural resources, economic development, land use) will be completed to ensure housing goals, strategies, and actions complement other policy objectives. Impediments to achieving previously expressed housing goals will be identified and recommendations for solutions will be provided. Racial disparities in access to housing, displacement risk, and other housing concerns will be better understood through the use of disaggregated data to inform housing challenges and strategies.



SUSTAINABLE ECONOMIC DEVELOPMENT

Arlington has historically focused economic growth toward its business districts in Arlington Heights, Arlington Center, and East Arlington. These districts will be the focus of the economic development topic with a particular interest in redevelopment potential. Previous economic development reports will be reviewed. The existing conditions analysis will use updated data

to review the Town's economic status, employment base, and trends in retail, commercial, and industrial uses to anticipate future market drivers and how those might impact sustainable economic growth in the future. A review of past plans and strategies, including the Arlington Heights Neighborhood Action Plan, and the Economic Analysis of Industrial Districts, and existing economic resources will inform the types of programs and policies that would be effective in growing Arlington's local economy and offering job opportunities for current and future residents. An analysis of existing and potential economic and development incentives will be discussed and will inform goals, strategies, and actions. Sustainability and equity considerations for this topic may include strategies for attracting and expanding emerging "green" industries that promote environmental sustainability, diversifying and supporting minority-owned business and industry in Arlington, encouraging sustainable siting and construction of new facilities, and expanding equitable access to quality jobs through workforce programs in Arlington. The topic will also review current zoning and other regulations for possible changes that would better align with the Town's sustainable economic development goals, consider promoting tourist activities in the Town, and identifying Federal or State economic incentive programs that are aligned.



HISTORIC AND CULTURAL RESOURCES

This topic will review the Town's inventory of cultural and historic resources. A variety of data sources will be used to get a broad understanding of the cultural assets in Arlington and ensure that marginalized communities are represented. This topic will involve coordination with the Historical Commission, the Historic Districts Commission, and the Arlington Commission for Arts and Culture. The topic will help to update the historic and cultural resources inventory. Cultural assets could include more traditional historic sites and landmarks, like those identified in the Massachusetts Cultural Resource Information System (MACRIS), but also community gathering spots and artist spaces. The latter are typically less formally documented; feedback from public engagement events will help generate a comprehensive list of cultural assets. A review of existing tools in place to protect and enhance these resources will be included, and policies and programs will be identified to strengthen local history and culture. The topic will coordinate with the Arlington Commission for Arts and Culture to incorporate their work and long-term cultural planning into the Master Plan process. The topic will also assess the risks to existing historic resources, ranging from risks posed by climate change and natural disasters to development risk as growth occurs. Goals, strategies, and actions can hone in on ways to protect and enhance existing resources and ensure they are sustainable into the future. Equitable access to Arlington's cultural assets and promoting events that reflect Arlington's diversity will also be discussed.



OPEN SPACE, RECREATION, AND NATURAL RESOURCES

The Open Space, Recreation, and Natural Resources topic will complement the Town's Open Space and Recreation Plan and Public Land Management Plan and analyze the existing inventory of natural resources. An analysis of existing environmental conditions, from stormwater management to water quality, will be included to provide a complete understanding of Arlington's natural environment. The Town's natural environment includes many water bodies such as Alewife Brook, Mill Brook, the Mystic Lakes, Spy Pond, and others. Where available, data for future climate projections, such as changes in temperatures, precipitation, and streamflow, will also be considered.

Opportunities for improving equitable access to open spaces, advancing resiliency to climate change and other natural hazards, and preserving natural resources will be included in the

assessment including identifying under-utilized open spaces with assistance from the Town, and opportunities to expand and connect open spaces (public and private) to ensure access from all neighborhoods. Sustainability will be at the forefront of this topic, as natural resources, when managed effectively, are a key component of community resiliency. The topic will review current regulations that work to improve environmental outcomes and offer policies and programs to ensure new development, public infrastructure projects, and other activities occur in a sustainable manner that protects and enhances Arlington’s natural environment.

The team will also review and reference the Town’s environmental and resiliency planning efforts, such as the Hazard Mitigation Plan update, the Municipal Vulnerability Preparedness report, and the MS4 Stormwater program, to show how related planning processes are in alignment. FEMA uses a “Plan Review Checklist” when reviewing and approving Hazard Mitigation Plan (HMP) updates. This checklist includes a requirement known as Chapter D3, which states, “Does the plan describe a process by which each community will integrate the requirements of the mitigation plan into other planning mechanisms, such as comprehensive or capital improvement plans, when appropriate?” The team recognizes the importance of integrating hazard mitigation and climate action considerations throughout planning processes, and is prepared to incorporate chapters of Arlington’s HMP update into the Master Plan, including leveraging the critical facility inventory completed during the HMP update when considering the Town’s existing conditions; leveraging the hazard maps created during the HMP update, which overlay critical facilities with anticipated natural hazard impacts; including relevant resiliency action items developed during the HMP update, to re-affirm the Town’s priorities and set them up for success when submitting future grant applications; and referencing other related climate action work that the Town has completed, including their Municipal Vulnerability Preparedness (MVP) planning. When drafting goals, strategies, and actions the team will prioritize equity and seek to identify approaches that support Arlington’s Environmental Justice and climate vulnerable populations. This topic will complement the Land Use, Housing, and Transportation goals and provide opportunities for interdisciplinary policy-making to achieve sustainable community objectives.



PUBLIC SERVICES AND FACILITIES

This topic will inventory public facilities, infrastructure, and services including the Town’s water system, sewer system, stormwater drainage, emergency services (e.g., fire and police), municipal offices, schools, and other community facilities. The topic will intersect with the Transportation topic to assess public roads and multimodal facilities. When inventorying the public facilities, the topic will apply a sustainability and equity lens, focusing on how sustainable and resilient existing facilities are contributing to the Town goal of becoming net-zero by 2050, as well as how accessible they are to the general public and particularly historically underserved and marginalized residents. The topic will review the Town’s Capital Improvement Plan, Net Zero Action Plan, Electrification, Air Quality Master Plan, and Decarbonization Roadmap. The Master Plan will also coordinate with the Town’s concurrent MVP 2.0 program. Recommendations on how to coordinate land use and transportation decisions to capital improvement planning will be included. This will also include maintenance of existing essential services and planning for future population and job growth, as well as limitations of municipal infrastructure to support future growth. The topic will help Arlington prioritize future capital investments, with those of highest priority likely being included in the implementation strategy.

MAPC’s expertise in municipal governance will provide value to this topic, through consideration of public service provisions and local decision-making, alongside the objectives, practices,

and regulations of the Arlington boards and commissions. Arlington's voluntary, elected, and appointed boards are a critical part of Arlington's ability to meet the needs of residents and implement the Master Plan. Ensuring these boards and committees are structured, resourced, and supported is essential to effective operation. Equally important, this section will assess the strengths and challenges of civic engagement in Arlington to support recommendations that expand and diversify community involvement. This governance review will evaluate how the existing governance models are consistent with the Master Plan and opportunities for improvement to advance successful implementation of the Master Plan.



MOBILITY AND ACCESS

This topic will analyze the Town's current transportation system and any contemplated improvements, focusing on major streets, public transportation, pedestrian circulation, bicycle infrastructure, the Minuteman Bikeway, parking, and the integration of Complete Streets. This section will include:

- Major streets with capacities and historic/current traffic volumes (vehicular, and where available pedestrian/bicycle), based on existing local or MassDOT data and traffic reports;
- An analysis of overall commuting traffic patterns;
- Identification and assessment of congestion and safety problems that may exist; and
- Integrate results of the Connect Arlington Sustainable Transportation Plan, Complete Streets Prioritization Plan Update, and Minuteman Bikeway Planning Project.

Based on this baseline data, strategies for how to improve the overall safety of all modes of transport will be considered. It is likely this topic will also include an analysis of how to reduce single-occupant vehicle trips, to reduce traffic congestion, increase mobility in underserved areas, as well as achieve improved climate, sustainability, and public health outcomes. This process will assess the infrastructure for more sustainable transportation modes, including pedestrian and bicycle routes and facilities, park-and-ride lots, public transit, micro-mobility, etc. The existing conditions analysis can also inform a prioritization of transportation improvements to guide the Master Plan Implementation Strategy and identify transportation investments that will best advance community goals across all policy areas. As noted in the RFP, parking in Arlington will also be evaluated as a significant concern with no overnight on-street parking allowed in Town and Complete Street projects removing parking for pedestrian and bicycle improvements.



CLIMATE RESILIENCE, MITIGATION, AND ADAPTATION

MAPC recommends integrating a climate resilience topic into the Master Plan. The impacts of climate change will likely accelerate over the coming years. The Town of Arlington will need to continue its leadership in mitigating climate change and adapting to its effects. Potential impacts include flooding, extreme heat, and risks that will be inequitably distributed amongst the Town's population. This chapter will assess the Town's documentation of risks and opportunities based on previous resilience planning efforts and integrate recommendations into the Master Plan. This section will include integrating the Town's:

- Connect Arlington Sustainable Transportation Plan;
- Hazard Mitigation Plan;
- Municipal Vulnerability Preparedness Program planning; and
- Net Zero Action Plan

Based on this information, climate resilience, mitigation, and adaptation will likely overlap with land use, transportation, economic development, open space, natural resource, public services and facilities, and public health chapters and prioritize vulnerable populations.



PUBLIC HEALTH AND LIVABILITY

MAPC recommends integrating a Public Health topic into the Master Plan to ensure that community “livability” and well-being is incorporated as a metric for municipal programs, services, and spending. Much like sustainability and equity, public health considerations will overlap with many of the Master Plan chapters. Existing conditions will be presented through a public health lens to inform goals, strategies, and actions that can promote positive health outcomes for current and future Arlington residents. An analysis of racial health disparities in Arlington, performed by MAPC’s Public Health team, will also provide valuable context for goal setting and implementation prioritization through the use of disaggregated health data. With this approach, all chapters of the Master Plan will be examined for how policies can support people of all abilities, ages, backgrounds, incomes, and circumstances in their pursuit to have safe and healthy lives in Arlington. Integration of public health into the Master Plan would leverage MAPC’s work with the shared public health services initiative throughout the region.

Subtask C. Geographic Summaries. Based on the previously defined neighborhood and business district areas, a summary of the overarching needs and priorities will be developed for each geographic area. These geographic summaries will be used to help filter and interpret town-wide master plan goals and recommendations to better align them spatially with the needs of the town and provide clearer direction for goals, strategies, and actions.

PHASE II - GOAL SETTING AND IMPLEMENTATION PLAN

Task 5 - Defining Draft Goals

Subtask A. Internal Work Session. MAPC will hold **interdisciplinary MAPC work sessions** internally to brainstorm initial draft goals that are consistent with the findings of Phase I.

Subtask B. Initial Draft Goals. Arlington Master Plan **draft recommendations** will be informed by:

- Community-led vision, values, and goals
- Chapter existing conditions, including qualitative and quantitative data analysis
- Recommendations from prior plans reviewed with the public and AmpUp! Advisory Committee as part of this process, including gaps in these recommendations and any need to reconcile conflicts across recommendations.
- Discussion, review, and comments by the AmpUp! Advisory Committee, the Department of Planning & Community Development and the Arlington Redevelopment Board.

Subtask C. Community Workshop. MAPC will facilitate an **interactive forum** to gather feedback on the initial draft goals with the community. Depending on the Public Participation Plan and engagement patterns to this point in the process, the “forum” may become a series of meetings designed to best engage those who have not been present in the process. Participants will be able to evaluate initial draft goals and provide feedback on what may need to be edited, added, or removed.

Subtask D. Community-wide Survey. In addition to the interactive forum to gather feedback on the initial draft goals, a second **community-wide survey** will expand the reach and number of participants able to evaluate initial draft goals and provide feedback on what may need to be edited, added, or removed.

Task 6 - Refining Goals

Subtask A. Refining Draft Goals. The feedback gathered on the initial draft goals at the interactive forum and community-wide survey will be compiled and analyzed for patterns. The **draft goals will be refined** based on the patterns of this community-wide feedback.

Subtask B. Community Awareness Campaign. As the planning process advances, MAPC will design a **postcard and poster campaign** to share information about the Master Plan process. This round of promotional materials can include eye-catching quotes from draft goals and encourage participation in the planning process. Materials will be equipped with QR codes that link to the project website for consistent, timely information.

Subtask C. Finalize Draft Goals. After integrating the feedback received on the initial draft and refined draft goals, the **draft goals will be finalized** prior to advancing to the drafting of strategies and actions that will define how to advance the town's vision and goals.

Subtask D. Spatialize Goals. Based on the previously defined neighborhood areas, the **goals will be geographically filtered** to define which town-wide goals would be most applicable and relevant to specific neighborhood areas of the town to better align them spatially with the needs of the town and provide clearer direction for goals, strategies, and actions.

Task 7 - Defining Strategies and Actions

Subtask A. Internal Work Session. MAPC will hold **interdisciplinary MAPC work sessions** internally to craft complementary goals, strategies, and actions.

Subtask B. Initial Draft Strategies and Actions. Plan recommendations consisting of goals with strategies and actions, will be **action-oriented and intersectional** in nature. Cross-cutting topics like sustainability, equity, and public health may be represented in all topical recommendations. The recommendations will reflect key opportunities for Arlington to advance shared community goals and provide a framework for how departments and boards/committees can work together to address complex municipal challenges. The recommendations will work to make Arlington more sustainable, more environmentally and fiscally, healthy, and equitable. Recommendations will be presented to the public for feedback before being finalized and recommended by the AmpUp! Advisory Committee, the Department of Planning & Community Development and the Arlington Redevelopment Board.

Subtask C. Implementation Approach Outline. An **implementation plan** will be informed by the public, AmpUp! Advisory Committee, the Department of Planning & Community Development and the Arlington Redevelopment Board. MAPC will hold interdisciplinary work sessions internally to strategize how implementation action items may be broken into short-term priorities, mid-term priorities, and long-term priorities. Prioritizing implementation as a multi-phased plan will ensure the strategy is realistic and considers the level of urgency of specific issues, such as addressing climate resiliency, racial equity goals or impacts, or mobility against the potential impact of implementation actions. Responsible parties and resources needed to advance implementation items will be highlighted, as well as the Town departments,

Detailed Work Plan

agencies, or other parties who will take the lead on implementation. To reinforce local and regional collaboration, potential partners in implementation will also be identified (e.g., community partners, state agencies, private sector, etc.).

Subtask D. Community Immersion Day. MAPC will work again with the Town to organize a “**municipal immersion day**” where key Town staff and board/committee members will meet with MAPC staff to review and discuss draft strategies and actions and the implementation approach. This is an important check point to refine implementation details that are realistic and achievable while building buy-in with implementers.

Task 8 - Compiling a Plan

Subtask A. Draft Plan and Layout. The final deliverable of the Arlington Master Plan process will be a concise, yet comprehensive, engaging, and visually appealing plan organized into the following chapters. Additional chapters deemed necessary and important through the planning process may be added. Cross-cutting topics such as sustainability, equity, and public health will be integrated through each of the plan sections. Each chapter will include a brief summary of pertinent existing conditions and community feedback information, and focus on the chapter goals, strategies, and actions.

- Introduction: Arlington, Now and Into the Future
- Values, Vision, and Goals for the Future
- Land Use
- Housing
- Sustainable Economic Development
- Historic and Cultural Resources
- Open Space, Recreation, and Natural Resources
- Public Services and Facilities
- Mobility and Access
- Climate Resilience, Mitigation, and Adaptation
- Public Health and Livability
- Implementation Action Strategy
- Appendices (Existing Conditions, Community Input Summary)

Subtask B. Internal Plan Review and Comment. The draft plan will be provided for review by the AmpUp! Advisory Committee, the Department of Planning & Community Development and the Arlington Redevelopment Board. This internal plan review and comment will provide a useful internal check of the information and presentation of that information in the draft document prior to broader release for review and comment by the community.

Task 9 - Defining Priorities

Subtask A. Defining Cross-cutting Themes. Near the end of this detailed, broad-ranging and comprehensive process, it is important to step back to define and highlight cross-cutting themes and important conclusions. These reflections will be based on the full draft content of the draft master plan and will assist in the drafting of an executive summary and providing a meaningful summary presentation to the community at the Final Community Forum.

Detailed Work Plan

Subtask B. Drafting Executive Summary. In addition to the final plan, MAPC will produce an independent and visually appealing executive summary that will graphically and spatially illustrate the vision, key goals, and implementation strategies of the full plan. It will be designed to both augment and serve as a stand-alone document to the full plan, making it more accessible to Arlington residents. The format of the executive summary may be a pamphlet, booklet, or a series of posters, based on input from the AmpUp! Advisory Committee, and the Department of Planning & Community Development.

Subtask C. Final Presentation. MAPC will present at a final joint meeting with the Arlington Redevelopment Board and the Select Board to present the draft master plan with a focus on the overall vision, cross-cutting themes, and approach to implementation. The Spring 2026 Town Meeting will also be the release event for the draft master plan document to the community and begin a community comment period.

Subtask D. Community Comment Period. The draft master plan document will be available for community comment for a period of time determined with the town. Typically, the community comment period is between 30 and 45 days. The comments gathered during this comment period will be analyzed and integrated into the master plan document as appropriate.

Subtask E. Finalize Plan. The draft master plan will be finalized and provided to the town with both (25) printed and bound color copies, (1) printed and unbound color copy, and electronic version of the plan.



Photo from apartments.com

Schedule

Below is a proposed schedule for Arlington Master Plan milestones based on MAPC’s comprehensive planning experience, capacity to execute the work, and parameters of the Request for Proposals. The timeline may shift in response to the Town’s input and knowledge of conflicts, such as previously-scheduled meetings or events; AmpUp! Advisory Committee availability; or any changes to the scope initiated by the Town. Flexibility may also be needed to adapt to what we learn through the process to be responsive to community feedback. Please note that this schedule does not include all Master Plan activities, only key engagement activities and select other tasks. AmpUp! Advisory Committee meetings are projected to occur monthly as needed throughout the planning process. Check-ins with the Arlington Redevelopment Board are projected to occur at strategic milestones in the process such as finalizing the master plan goals, and reviewing the draft master plan. All draft materials will be provided at least one week in advance of each meeting. Billing for the work completed will be processed through invoices sent every two months.

Phase I - Existing Conditions Analysis And Visioning

<p>Task 1 - Establishing the Foundation (25% complete)</p> <p>Study and data collection</p> <p>Town Tour and Municipal Immersion Day</p> <p>Draft community engagement strategy</p> <p><i>Key Meetings: AmpUp! Advisory Committee meeting, Town Tour, Immersion Day with key staff, board and committee members</i></p>	<p>December 2024</p> <p>December</p> <p>December-January 2025</p> <p>January 2025</p>
<p>Task 2 - Identifying Existing Patterns (48% complete)</p> <p>Initial research and analysis</p> <p>Internal MAPC work session</p> <p>Community Awareness Campaign</p> <p><i>Key Meetings: Work session, AmpUp! Advisory Committee meeting(s)</i></p>	<p>December 2024-February 2025</p> <p>December 2025</p> <p>January 2025</p> <p>February 2025</p>
<p>Task 3 - Community Visioning (79% complete)</p> <p>Community Workshop</p> <p>Community-wide Survey</p> <p>Neighborhood Workshops</p> <p>Compilation and Analysis</p> <p>Internal MAPC Work Session</p> <p><i>Key Meetings: Community Workshop, Neighborhood Workshops, Work session, AmpUp! Advisory Committee meeting(s)</i></p>	<p>March-April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April/May 2025</p> <p>May 2025</p> <p>March 2025</p>
<p>Task 4 - Defining a Vision and Direction (100% complete)</p> <p>Draft Vision Statement</p> <p>Topic Brief Summaries</p> <p>Geographic Summaries</p> <p><i>Key Meetings: Check-ins, AmpUp! Advisory Committee meeting</i></p>	<p>June 2025</p> <p>June 2025</p> <p>June 2025</p> <p>June 2025</p>

Outline of Schedule

Phase II - Goal Setting and Implementation Plan

Task 1 - Defining Draft Goals (27% complete)	July-September 2025
Internal work session	July 2025
Initial draft goals	August 2025
Community Workshop and Survey	September 2025
<i>Key Meetings: Work session, Community Workshop, AmpUp! Advisory Committee meeting(s)</i>	
Task 2 - Refining Goals (50% complete)	September-October 2025
Refining draft goals	October 2025
Community Awareness Campaign	September-October 2025
Finalize and spatialize draft goals	October 2025
<i>Key Meetings: Check-ins, AmpUp! Advisory Committee meeting(s)</i>	
Task 3 - Defining Strategies and Actions (74% complete)	November-January 2026
Internal work session	November 2025
Initial draft strategies and actions	November 2025
Implementation approach outline	December 2025
Municipal Immersion Day	January 2026
<i>Key Meetings: Work session, Immersion Day with key staff, board, committee members, AmpUp! Advisory Committee meeting(s)</i>	
Task 4 - Compiling a Plan (82% complete)	January-March 2026
Draft plan and layout	November 2025
Internal plan review and comment	November 2025
<i>Key Meetings: AmpUp! Advisory Committee meeting</i>	
Task 5 - Defining Priorities (100% complete)	February-April 2026
Defining cross-cutting themes	February 2026
Draft executive summary	March 2026
Joint Final presentation	April 2026
Town Meeting/Community Comment Period	May 2026
Finalize plan	June/July 2026
<i>Key Meetings: Final Presentation, AmpUp! Advisory Committee meeting(s)</i>	

Project Deliverables

MAPC will provide interim and draft reports in electronic form, as requested in the RFP Section IV. All draft materials will be provided at least one week in advance of each meeting. Deliverables throughout the project will vary based on the tasks at hand and depending on AmpUp! Advisory Committee and staff feedback. Interim and draft reports will likely include:

Phase I - Existing Conditions Analysis And Visioning

- **Public Participation Plan**
- **Project branding and website**
- **Community awareness postcard and poster campaign materials**
- **Workshop and survey materials**
- **Draft Vision Statement**
- **Existing Conditions Summary Document** - existing condition narratives by topic, including data visualizations and maps

Phase II - Goal Setting and Implementation Plan

- **Draft Goals**
- **Workshop and survey materials**
- **Community awareness postcard and poster campaign materials**
- **Draft Strategies and Actions**
- **Draft and final versions of complete Master Plan and Executive Summary**

Support Deliverables throughout the planning process

- Memos with engagement event recaps and summaries of public feedback
- Survey results in the form of PowerPoint slides or memorandum
- Engagement communication outreach and promotional materials, such as flyers, postcards, one-pager information items, etc.
- PowerPoint presentations and engagement materials to support AmpUp! Advisory Committee, Board, and community meetings and events

Project Team

MAPC plans to assemble the following project team for the Arlington Master Plan. These professionals are well-versed in initiating, facilitating, and completing projects similar in size and scope to the Arlington Master Plan. These staff have already committed to their availability, based on the outlined project schedule, and are prepared to carry out all associated work. MAPC staff of over 100 professionals provide the diversity of professional planning needed to support a town-wide master plan and provide an expansive support team for this type of effort. Below is a list of the primary staff to be assigned to the Arlington Master Plan and a brief description of person's projected contribution to the project. All staff will contribute to community engagement efforts, such as preparing content and staffing events.

Principal in Charge Josh Fiala, AICP, AIA, LEED AP, will oversee the process. Mr. Fiala has extensive experience as a project manager and team leader. Josh has extensive master planning experience for communities of all sizes and has lead six master plan or comprehensive plan processes at MAPC and a wide variety of complementary planning processes from open space planning, to mixed-use zoning, to site redevelopment planning.

Project Manager Carlos Javier Montañez, Principal Planner will lead the day-to-day planning process with project management assistance from **Sarah Scott, Senior Regional Land Use Planner**. Together, Mr. Fiala, Mr. Montañez, and Ms. Scott will be responsible for monitoring progress towards the execution of the Master Plan scope of work, guiding master plan content, and ensuring the project proceeds in accordance with the timeline, budget, and goals. They will manage the project team, coordinate internal and external meetings, and maintain communication with Town partners.

Public Participation and Communications: The Arlington Master Plan's robust community engagement strategy will be led by MAPC's Community Engagement Department. **Javier Gutierrez, Director of Community Engagement**, will plan community outreach and engagement activities with support from the project team and input from the Town. **Sasha Parodi, Community Engagement and Subregional Programs Manager**, will assist in outreach to underrepresented demographics. Ms. Parodi was a lead collaborator on the Language Access Project to define successful approaches to language accessibility in planning projects.. MAPC's Communications Department will support outreach by providing design and writing expertise to ensure project deliverables and materials are accessible and understandable to the general public. This work and managing the project webpage will be the responsibility of **Tim Viall, Senior Communications Specialist** and **Amanda Belles, Digital Media and Marketing Specialist**.

Land Use Mr. Montañez and **Courtney Lewis, Senior Regional Land Use Planner** will also oversee the community visioning tasks in coordination with community engagement staff, develop content for communication materials, and contribute to the existing conditions, leading the Land Use chapter and overseeing other components. Mr. Montañez is well-versed in land use planning, housing planning, zoning issues, preparing recommendations, and implementation strategies.

Housing: **John Cruz, AICP, Senior Housing and Land Use Planner** will serve as team leader for the Master Plan

Assigned Staff Experience

housing topic. Mr. Cruz is well-versed in creating housing production plans, strategic plans for affordable housing trusts, and writing zoning regulations to expand housing options. Mr. Cruz will be joined by **Casey Williams, Regional Housing and Land Use Planner II**, who will help oversee the creation of the housing chapter, ensuring it augments and advances the recently completed housing production plan.

Sustainable Economic Development: **Raul Gonzalez, Principal Economic Development Planner and Gurdeep Kaur, Senior Economic Development Planner**, will be responsible for the economic development chapter, drawing from experience working with small businesses, conducting market analyses, and building industry sectoral partnerships. Mr. Gonzalez's and Ms. Kaur's experience with the development review process will ensure economic development recommendations align with land use and zoning to expand opportunity for job growth in Arlington.

Historic and Cultural Resources: **Sarah Scott, Senior Regional Land Use and Historic Preservation Planner and Lindsay Randall, Senior Regional Humanities Specialist** will support existing conditions work with a focus on historic and cultural preservation. They will also contribute to the creation of communications materials and implementation of creative strategies to share master plan information and engage the community.

Open Space, Recreation, and Natural Resources: **Courtney Lewis, Senior Regional Land Use Planner and Jiwon Park AICP, Regional Land Use Planner II** will lead the open space chapter. Mr. Lewis is trained as a landscape architect. He has completed numerous open space and recreation plans and leads MAPC's review of municipal open space plans. Jiwon led the open space chapter in the Milford Comprehensive Plan and has been involved in stormwater, inland flooding, and climate adaptation research and projects.

Public Services and Facilities: **Brian Luther, Municipal Services Manager** will lead the community services chapter, drawing from his extensive experience in municipal governance and service provision. Mr. Luther helps local governments become more effective, efficient, and innovative. He also serves as the Subregional Coordinator for the SouthWest Advisory Planning Committee (SWAP). Mr. Luther will be joined by **Michael Pearce, Municipal Services Specialist I**. Mr. Pearce led the municipal facilities and services chapter in the Milford Comprehensive Plan.

Mobility and Access: **Travis Pollack, AICP, Senior Transportation Planner** will oversee the transportation analysis of the Master Plan. Mr. Pollack regularly oversees mobility plans for cities and towns in the Greater Boston region, and he has worked on many municipal master plans for various types of communities. He will ensure transportation data and policy recommendations advance community mobility goals and align with sustainability and land use objectives.

Climate Resilience, Mitigation, and Adaptation: **Van Du, Assistant Director of Environmental Planning and Sasha Shyduroff-Gutman, Principal Planner, Clean Energy and Climate**, will review past plans on open space and environmental topics, with special consideration for climate change and will work with the project team to develop related recommendations. Ms. Du and Ms. Shyduroff-Gutman will lend their expertise in resiliency and environmental planning to ensure sustainability is integrated throughout all chapters. In addition to the climate-related reports and toolkits referenced in the RFP, the MAPC team is familiar with the following climate resources, programs, and projects:

- The 2018 Massachusetts Integrated State Hazard Mitigation and Climate Adaptation Plan (SHMCAP)
- The U.S. Climate Resilience Toolkit
- The Resilient Massachusetts Action Team (RMAT) project developing consistent resiliency standards and guidelines for use across state agencies, municipalities, and in capital planning
- The State's Municipal Vulnerability Preparedness (MVP) Planning & Action Grant programs

Assigned Staff Experience

- FEMA's Building Resilient Infrastructure & Communities (BRIC) program

MAPC takes a comprehensive approach to climate action planning by considering both adaptation and mitigation. Climate adaptation includes resilience strategies that help prepare for the impacts of extreme events, including flooding, heat, and severe storms. Climate mitigation includes sustainability strategies that help reduce greenhouse gas emissions and dependence on fossil fuel consumption. MAPC's Environment Department provides technical assistance and policy guidance to municipalities on adaptation topics ranging from vulnerability assessments, to natural hazard mitigation, to sustainable water management. MAPC's Clean Energy Department provides a range of mitigation services to communities, including advancing renewable energy technologies, educating cities and towns about energy-use reduction strategies for municipal facilities, and organizing group procurements of LED streetlights and clean vehicle technologies.

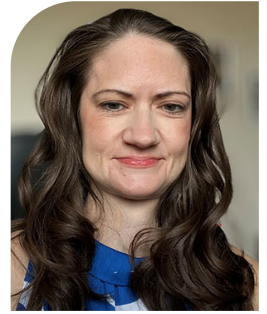
Public Health: **Sarai Zelada, Public Health Planner II**, will undertake the review of past plans and existing conditions to identify public health implications and will oversee the necessary data analyses to answer outstanding public health questions. Ms. Zelada will also contribute to the municipal governance chapter of the plan and work with the project team to develop recommendations across all policy areas related to public health.

Data: **Lily Perkins-High, Analytical Services Manager** and **Zoe Iacovino, Regional Data Analyst II** will oversee data collection, analysis, including spatial analysis and visualization, for the Arlington Master Plan. This will include contributing to the existing conditions tasks, leading the quantitative analysis to establish neighborhood subgeographies, and assessing select infrastructure systems, including transportation and land use development patterns.



Photo from arlingtonmalife.com

Project Staffing





Josh Fiala, AICP, AIA, LEED AP

LAND USE GENERALIST MANAGER

Mr. Fiala joined MAPC in 2016 and has over 20 years of planning, urban design, and architecture experience. Mr. Fiala's career has focused on planning closely linked to urban design and leverages the multi-disciplinary perspective of an architect, planner, and urban designer that has worked with developers, cities, and towns, to positively shape the physical environment. At MAPC this work has included district plans, master plans, design guidelines, mixed-use zoning districts, visioning, development build-out analyses, and site redevelopment studies. Prior to joining MAPC, Mr. Fiala was an Associate and Urban Designer at The Cecil Group, a multi-disciplinary planning and design consultant firm in Boston. Mr. Fiala started his career as an architect in Boston, serving as a Job Captain with Beacon Architectural Associates.

RECENT EXPERIENCE

Comprehensive Master Planning. Mr. Fiala has recently been the lead or co-lead for the Milford Comprehensive Plan, Norfolk Master Plan, Dedham Master Plan, Wrentham Master Plan, and Duxbury Master Plan. He has contributed to many other Master Plan efforts across his career including Framingham, Middleton, Swampscott, and Wakefield. Through these planning processes he has facilitated large community meetings, small group discussions, and individual interviews. He has attended community events, town days, opening days of little league baseball, and farmer's markets as our teams explore the best ways possible to engage with community's through planning processes.

District Plans and Redevelopment Plans. Mr. Fiala has worked closely with properties and districts undergoing a redevelopment transformation. Mr. Fiala has prepared mixed-use zoning recommendations for a variety of cities and towns over the years including the preparation of a district master plan for Medford Square, and mixed-use zoning updates for Downtown Canton. He has prepared design standards and design guidelines for a wide variety of mixed-use, residential, and commercial districts including East Dedham Square, Framingham's Nobscot Village, Wrentham's Town Center, Swampscott's Vinnin Square, and Multi-family Design Guidelines for the City of Marlborough.

Specialized Topic Plans. Mr. Fiala has led open space and recreation plans, economic development plans, and contributed to transportation plans, and housing production plans. He brings wide experience across deeper specialized plan types that is useful in coordinating the many disciplines of a town-wide master plan. He has been involved in MBTA Communities planning and zoning, leading zoning processes in Belmont and Ipswich. Through varied planning work over the years, detailed implementation efforts have included the development of a Facade Improvement Program and a Transfer of Development Rights Bylaw.

EDUCATION

Massachusetts Institute of Technology MA in City Planning with an Urban Design Certificate, 2009
Ball State University Bachelor of Architecture and Bachelor of Science, 2001

CERTIFICATIONS

American Institute of Certified Planners (AICP), Certificate 025485 (2012-Present)
Massachusetts Registered Architect (RA) License 20452 (2006-Present)
Boston Society of Architects Member (BSA) (2001-Present)
American Institute of Architects Member (AIA) (2001-Present)
Leadership in Energy and Environmental Design Accredited Professional (LEED AP) (2006-Present)



Carlos Javier Montañez

PRINCIPAL PLANNER

Principal Planner Carlos Javier Montañez strives to influence agency best practices, and assists clients with insights, data, and best practices for informed decision-making. He conducts highly participatory public meetings as well as research on regulations and ideas for physical improvements and drafts plan report documents with technical recommendations for MAPC clients. His recommendations for implementation typically encompass multi-pronged regulatory, investment, and infrastructure-enhancement strategies in order to achieve desired community and economic development goals. Mr. Montañez leads various planning studies, and has extensive experience with private-sector consulting and public-sector land use planning. His current and past planning activities include: visioning for planning and development, maritime industrial waterfront planning, community waterfront access and activation, retail/housing/office market demand analyses, open space plans, natural hazard mitigation plans, land use/zoning regulatory diagnostics, housing production plans, Ch. 40R smart growth rezoning district rezoning, and bylaw and ordinance policy, text and map amendments equity, diversity, inclusion and cultural competency lenses in comprehensive planning elements.

Prior to joining MAPC, Mr. Montañez worked for over 10 years as a senior urban planner for the Boston Redevelopment Authority, leading various neighborhood planning initiatives, including the rezoning of the South End's Harrison-Albany Corridor and the Newmarket Industrial Core and the planning process for the New Balance district in Brighton. Before arriving to Boston for graduate school, Mr. Montañez worked in Orlando as a community planning consultant, and as a planning assistant with the county government.

Areas of Expertise: Community and land use planning, zoning, retail and housing market analysis, graphic design, urban design, physical development frameworks, accessible public participation, and waterfront planning. Active colloquial fluency in Spanish and Portuguese (with elementary/intermediate technical planning terminology), and inactive colloquial proficiency in Italian.

RELEVANT EXPERIENCE

Comprehensive Master Planning and Visioning. Swampscott, Wakefield, Rockland, North Reading, and Winthrop (pre-master plan town-wide visioning)

Rezoning and Zoning Studies. Rockland 40R, Norwell Queen Anne Plaza, Lynn EDIC Northern Strand, Boston Harrison-Albany, Boston Newmarket Industrial, and Brighton Guest Street

Housing Production Plans. Winchester, Hull, Sharon, and Middleton

Open Space and Recreation Plans. Salem, and Everett

Industrial District Assessments. West Chelsea, Stoughton Campanelli Business Park

Retail Market Demand Assessments. Arlington, North Reading, Medford Square, Holliston, Middleton, Foxborough

EDUCATION

Massachusetts Institute of Technology (MIT), Master in City Planning
with a concentration in City Design and Development

Yale University, B.A. in Political Science

Research abroad at the Università degli Studi di Padova in Italy on ethno-linguistic minorities and semi-autonomous regions within the European Union



Sarah Scott

SENIOR LAND USE AND HISTORIC PRESERVATION PLANNER

Sarah Scott joined MAPC in 2022 as a Regional Land Use Planner. As part of the Land Use team, she works with cities and towns to study land use patterns, develop policy recommendations, and revise zoning ordinances. Before joining MAPC, Ms. Scott was an Associate Zoning Planner for the City of Cambridge, MA. In her time with Cambridge, she developed zoning standards to align with the City's climate resilience planning, staffed zoning advisory committees for Harvard and Central Square, reviewed major development projects, provided expertise to the Cambridge City Council and the Cambridge Planning Board, and spearheaded several initiatives to encourage greater public understanding of and engagement with the development process. Ms. Scott has also worked with the National Park Service, the State of New Jersey, and the Philadelphia-area regional planning agency. In addition, she has served as an appointed member of the Frenchtown, NJ Planning and Zoning Board of Adjustment, and has volunteered with HistoriCorps to restore historic structures on public lands.

Ms. Scott is currently serving as an Alternate Member of the Watertown Planning Board. She also meets the Secretary of the Interior's Professional Qualification Standards for Architectural History.

Areas of expertise: municipal zoning, sustainable development, equitable community engagement, land use policy analysis, historic preservation

RELEVANT EXPERIENCE

Milford Comprehensive Plan. Contributed as part of the project team and led the preparation of the historic resources section.

Stoneham Historic Preservation Plan. Co-led the development of a town-wide plan focused on supporting historic preservation.

Lynnfield Visioning Plan. Supported the development of a town-wide vision statement accompanied by guiding values and strategies to guide future decision-making around municipal investments, policies, and programming.

East Milton Square Zoning. Contributed as part of the project team to mixed-use zoning recommendations with this existing district which is looking to balance an existing context with historic buildings and future redevelopment opportunities.

EDUCATION

University of Pennsylvania, Master in City Planning with a focus on land use and environmental planning

University of Pennsylvania, Master of Science in Historic Preservation with a focus on preservation policy

Vassar College, B.A. with major in American Studies and French and Francophone Studies



Javier Gutierrez

DIRECTOR OF COMMUNITY ENGAGEMENT

Javier Gutierrez joined MAPC in 2023 and is the Director of Community Engagement. As part of the Community Engagement Department, he oversees MAPC's efforts to ensure that community residents and stakeholders have a voice in the future of Greater Boston. Mr. Gutierrez develops the vision and infrastructure that enables equitable community engagement within MAPC's projects, building long-term relationships and capacity with MAPC staff, municipal staff, local stakeholders, and residents.

Before joining MAPC, he worked at the Madison Park Development Corporation as the Director of Health Equity and Resident Engagement, focusing on social determinants of health. Before his time at MPDC, Mr. Gutierrez worked at the Massachusetts Department of Public Health and the Boston Public Health Commission. He focused on addressing racial equity and designing engagement strategies at all levels. He also founded Barbers for Health, an innovative community project that empowers barbers to participate in community health improvement.

Areas of expertise: Growth-focused thought leader with expertise spanning strategic planning, partnership development, public speaking, process improvement, community engagement, event/program management, research and analysis, training, and performance assessment. Exceptionally dedicated professional with keen interpersonal, communication, and organizational skills, as well as budget management, policy management, and resource allocation expertise.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Leading the community engagement team with a focus on partnership building, meeting community members where they are, supporting existing community relationships, and strengthening connections with community-based organizations. Led agency-wide staff facilitation training. Mr. Gutierrez is leading the community engagement team in the Milford Comprehensive Plan effort.

Madison Park Development Corporation. Director of Health Equity and Resident Engagement.

Massachusetts Department of Public Health. Coordinator.

Boston Public Health Commission. Program Manager.

Center for Community Action and Environmental Justice. Community Organizer.

EDUCATION

Cambridge College, Master's in Management

Northeastern University, Bachelor's in Political Science

Assigned Staff Experience



Sasha Parodi

COMMUNITY ENGAGEMENT MANAGER

As an Event Planner at MAPC, Sasha Parodi splits her time coordinating large MAPC events (MAPC council meetings, speaker series/convenings for MAPC's Regional Plan Update MetroCommon2050), developing MAPC's event strategy practices, and supporting staff on departmental or project events (workshops, meetings, focus groups). In addition to the community engagement team, Ms. Parodi works closely with the communications and operations departments.

Her work includes coordinating event-planning/deliverable timelines, managing communication between multiple departments & external partners, coordinating facilitation and staff support, preparing facilitators/staff teams before events, coordination with food vendors and venues, and managing the technology of online meeting platforms. Additionally, Sasha oversees the integration of Hubspot as MAPC's primary CRM database.

Prior to joining MAPC, Ms. Parodi worked for the Chelsea Collaborative, where she coordinated professional and leadership development programming for young people (aged 14-18). This included supporting youth in obtaining internship opportunities, developing professional development trainings, and conducting ongoing case management and individual support for each young person in her program. She coordinated both the year-round internship program and the larger Summer Youth Employment Initiative, which employed 150 teens over the course of eight weeks.

Areas of Expertise: Event planning (logistics, timeline, agenda development, coordination, coordination between stakeholders and groups), Collaborative engagement, Timeline design and management, Technical support (zoom logistics, digital engagement), Youth facilitation and leadership development

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Duties include coordinating large MAPC events (Council meetings, speaker series/convenings), developing MAPC's event strategy practices and supporting staff on departmental or project events (workshops, meetings, focus groups). Ms. Parodi also manages the Subregional Coordinator program. Ms. Parodi has led efforts for enhanced engagement practices in the region, such MAPC's Hybrid Engagement Hub, and research and production of MAPC's Language Access Guide.

Chelsea Collaborative. Managed a year-round youth employment program coordinating professional development and internship opportunities, as well as ongoing case management with program participants.

Community Service Center. Oversaw the development and implementation of a pre-orientation university program based in community engagement and civic responsibility.

EDUCATION

Boston University, B.A. in Psychology

Boston University, B.S. in Journalism

Assigned Staff Experience



Tim Viall

SENIOR COMMUNICATIONS SPECIALIST

Tim Viall joined MAPC in August 2022 as the Senior Communications Specialist. While supporting a number of initiatives and projects in the department, Mr. Viall primarily focuses on media relations, storytelling, and the agency's external communications. He collaborates with project managers to highlight the tremendous work happening across the entire MAPC region.

Prior to MAPC, Tim worked at Massasoit Community College in Brockton, Mass. as the Public Relations Specialist. During that time, his role continuously evolved to meet the needs of the college. While serving as the primary media relations contact and managing press opportunities, Tim also actively led Massasoit's social media strategy and provided guidance and messaging related to the COVID-19 pandemic. Previously, as a Senior Media Relations Specialist with Boston Medical Center, Mr. Viall placed high level news stories in local (Boston and Massachusetts) and national media outlets. His work twice won a Lamplighter Award from the New England Society of Healthcare Communications in the media relations category.

Areas of Expertise: Media relations, creative storytelling and content creation, social media strategy, internal communications, writing, copyediting, presentations, website management

RELEVANT EXPERIENCE

Communications Project Management. Homes for Profit: Speculation and Investment in Greater Boston report (copyediting; website design and creation; media outreach plan and execution; social media marketing and post-launch communications).

Hyperlocal News Sources in the MAPC Region. Original research that found 31% of the cities and towns in the MAPC region do not have a hyperlocal news source.

Copyediting and Presentations. Carlisle Housing Production Plan; Marblehead Net Zero Roadmap; MAPC Transportation Funding Policy Briefs; Communications Strategy for the Metro Mayors Coalition Regional Housing Taskforce

EDUCATION

University of Massachusetts Amherst, Master of Business Administration (in-progress)
University of Rhode Island, Bachelor of Arts in Public Relations



Amanda Belles

DIGITAL MEDIA AND MARKETING SPECIALIST

Amanda Belles (she, her, hers) joined the Metropolitan Area Planning Council (MAPC) in October 2022 as the Digital Media Specialist on the Communications team. In this role, Amanda serves as liaison between the Communications team and all MAPC departments to help identify and develop internal processes focused on brand consistency across the MAPC organization, to ensure communications and marketing involvement in all external communications, and regarding external communications strategy. In this role, Amanda additionally manages MAPC's website, other digital communications mechanisms and efforts, and oversees MAPC's digital and communications accessibility work.

Prior to joining MAPC, Amanda was the Communications, Marketing, and Policy Manager for Second Nature, an NGO focused on accelerating climate action in, and through, higher education. Amanda's professional experience also includes working on two political campaigns in Colorado, in the Governor's Office of Boards & Commissions for the gubernatorial administration of Colorado Governor Bill Ritter, Jr., as a Children's Health Policy Specialist for the Colorado Department of Health Care Policy & Financing, in the nonprofit industry both in Washington, D.C. and in Baltimore, and for a residential solar company.

Currently, Amanda serves as Chair for the Malden Disability Commission (since September 2024). Prior to serving as Chair, Amanda served as Vice Chair for the Commission. Born and raised in Colorado, Amanda is happy to call Massachusetts her home.

Areas of Expertise: Communications and marketing, digital marketing and strategy, digital and communications accessibility, public policy and analysis, green policy, advocacy and outreach, process and organizational strategy, state government, internal and external communications strategy, event planning, political campaigns, program and project management and evaluation, nonprofit industry, internal and external engagement, social media strategy, web communications, and content design and management.

RELEVANT EXPERIENCE

Project web pages. Project pages created to support planning project work working directly with the planning lead at MAPC:

- Stoneham Historic Preservation Plan
- Lynnfield 2040
- Norfolk Master Plan 2035
- Revere Fire Station Arts and Culture Concept Plan
- Braintree Wood Road Revitalization and Mixed-Use Development Initiative
- Milford Comprehensive Plan

EDUCATION

University of Colorado Denver, Master of Arts in Political Science
with an emphasis in Politics and Public Policy

Colorado State University, Bachelor of Arts degree in Political Science with a minor in General Philosophy



Courtney Lewis

SENIOR REGIONAL LAND USE PLANNER

Courtney Lewis joined MAPC in September 2018 as a Regional Land Use Planner. He works on a wide variety of projects with local communities, focusing particularly on municipal master plans, housing, open space, sustainable economic development, and zoning. In addition to local and regional planning work, Mr. Lewis assists in evaluating and improving state laws, regulations, policies, and programs to encourage smart growth, sustainable development, and regional collaboration.

Prior to joining MAPC as a Regional Land Use Planner, he worked as an Urban Planner and Designer with Clarke Caton Hintz (CCH), a multidisciplinary design firm based in Trenton, New Jersey. There he worked on a wide variety of planning, urban redevelopment and landscape architectural projects. His work focused heavily on advancing green infrastructure and resiliency solutions for several coastal and inland communities throughout New Jersey impacted by Hurricane Sandy.

While studying for his Masters at Auburn University, Courtney was a research assistant with Prof. Charlene LeBleu, where he worked on improving physical activity and environmental parameters via Safe Routes to School (SRTS) in the underserved Boykin Community of northwest Auburn, Alabama.

Areas of Expertise: Municipal master plans, urban design, community and land use planning, zoning, graphic design, resilient and sustainable practices.

RELEVANT EXPERIENCE

Comprehensive Master Planning. Mr. Lewis has contributed to the development of various Master Plans by authoring and providing strategic recommendations for the Open Space and Recreation chapters, including: Milford Comprehensive Plan, Norfolk Master Plan, Saugus Master Plan, Dedham Master Plan, Rockland Master Plan, and Revere Master Plan

Open Space and Recreation Plan. Mr. Lewis has successfully led the development of Open Space and Recreation Plans for several communities within the MAPC region, all of which have received approval from the Division of Conservation Services (DCS). These Plans include: Hull, Manchester-by-the-Sea, Nahant, Gloucester, and Malden

EDUCATION

Auburn University, Master of Community Planning (MCP)
Auburn University, Master of Landscape Architecture (MLA)
Auburn University, Bachelor of Science in Environmental Design



John Cruz, AICP

SENIOR HOUSING AND LAND USE PLANNER

John Cruz has had a varied career where he has found success in the private sector, non-profit sector, public sector, and higher education allowing for a well-rounded lens that incorporates many facets of society into his work at MAPC. He specializes in housing, zoning, community engagement and community data as well as long-range planning at the local and neighborhood scale. Mr. Cruz joined MAPC in December 2021 to assist cities and towns across achieve their local housing goals, including Subsidized Housing Inventory requirements, as well as other requirements under Massachusetts General Law Chapter 40. Mr. Cruz's experience living and working in diverse communities in the United States and Canada has given him a unique perspective on housing and social issues that he uses to bring a lens of justice and equity to all of his projects.

Mr. Cruz's areas of expertise include master planning, affordable housing development, community engagement, neighborhood change, local governance and programming, data practice, and GIS mapping

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Mr. Cruz is a Senior Housing and Land Use Planner at MAPC with prior experience in the public, private, and non-profit sectors. He works with communities across Greater Boston to address regional and local barriers to housing opportunity, inclusivity, equity, and affordability. He provides project management and technical assistance to implement the goals in MAPC's regional plan, MetroCommon, including work on housing production plans, zoning, and local policy and programming.

The Brown School of Social Work, Washington University in St. Louis, MO. Mr. Cruz is an adjunct professor of Geographic Information Systems at Washington University. In this capacity, he instructs graduate students in the introductory concepts around geospatial analysis, cartography and computer science through a socially-conscious lens using ESRI's ArcGIS software as the vehicle for storytelling and data display. John has held this role since 2000.

City of Crestwood, Crestwood MO. In 2021, Mr. Cruz worked for the City of Crestwood, MO overseeing conformance of developments to the municipal code, comprehensive plan, and overlay districts. He was responsible for conducting site plan review for commercial development and was the staff person for the planning board, providing reports and recommendations to guide development decisions in the city.

Rise Community Development, St. Louis MO. From 2015-2021, Mr. Cruz oversaw the data work that supported Affordable Housing Development and Rise's technical assistance programs. He had an active role in many community planning projects which included neighborhood plans in St. Louis and East St. Louis, the City of St. Louis's Consolidated Plan, the City of Ferguson's comprehensive plan, and HUD reporting such as CAPER and Annual Action Plan updates for communities. The City of St. Louis changed their community planning process and requirements as a result of the Gravois-Jefferson Historic Neighborhoods Plan, an effort that John was a key architect of.

EDUCATION

Wayne State University, Master of Urban Planning
Baker College, Bachelor of Science in Web Development

CERTIFICATIONS

American Institute of Certified Planners (AICP)
Certified Public Interest Design Professional



Casey Williams

REGIONAL HOUSING AND LAND USE PLANNER II

As part of the Housing Team, Casey supports MAPC's regional and local housing initiatives with active roles in planning, policy, urban design, and community engagement. Her role as the housing team's resident architectural designer balances idealism of community vision with realism of the physical, political, and feasibility of existing frameworks and legal structures. She also assists in the coordination of the Metropolitan Mayors Coalition Housing Task Force.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Regional Housing & Land Use Planner II, 2023 – present. Duties include project management, planning and urban design, data analysis, community engagement, and visual communications.

Arlington Fox Branch Library Housing Feasibility Study. Ms. Williams is the project manager working closely with Arlington municipal staff in the Department of Planning and Community Development and Director of Libraries to assess the feasibility of including new homes above the Fox Branch Library as a part of its redevelopment. The project includes a site based zoning analysis, architectural test-fit, financial feasibility analysis, case study research, community engagement, and development of municipal processes to support public-private partnerships of this type.

Swampscott Master Plan. Ms. Williams is a team member responsible for developing and drafting the Housing Chapter of the Master Plan, including an assessment of local housing conditions and needs and facilitating community visioning for the future of growth and neighborhood development in the Town.

Everett Housing Production Plan. Ms. Williams is a project Manager for the Everett Housing Production Plan, crafting a community driven vision to strategically meet Affordable Housing needs. Responsibilities include working closely with municipal staff, communications, data analysis, community engagement, strategy development, and plan writing.

Inner Core Committee (ICC) Subregional Coordinator, 2024. As a Subregional Coordinator, Casey acts as a liaison between MAPC and the 21 municipalities in the Inner Core of the MAPC region, including Arlington. She convenes and connects planners across municipalities to support regional collaboration and progress through a wide array of planning and policy topics.

Utile Architecture & Planning, Boston, MA. Architectural Designer, 2018 – 2021. Collaborated with diverse internal teams and external partners to realize the design and construction of market rate and affordable multi-family housing projects from early design through approvals, documentation, and construction.

Justice, Equity, Diversity and Inclusion Working Group Co-Chair. Facilitated planning of long and short term projects and initiatives for the working group and coordinated with eco-chairs of other working groups to promote the success of Justice, Equity, Diversity, and Inclusion initiatives within the office.

EDUCATION

University of Oregon, Bachelor of Architecture, concentration in Urban Design



Raul Gonzalez

PRINCIPAL ECONOMIC DEVELOPMENT PLANNER

Raul Gonzalez joined MAPC in April 2017 to assist cities and towns in implementing their economic development plans, contribute to the development of the Comprehensive Economic Development Strategy (CEDS), and identify opportunities and strategies within the economic development program. He brings experience in managing economic and community development plans, research, and analysis. Mr. Gonzalez is currently working on the economic development section of the Manchester-by-the-Sea Master Plan and the Brookline Economic Development Visioning Project.

Prior to joining MAPC, Mr. Gonzalez worked at the Southwest Region Planning Commission, one of the nine regional planning commissions in the State of New Hampshire. During his time at SWRPC, he was tasked with creating an agency-wide public involvement plan and contributing to a CEDS comparison report for planning agencies within a multi-state region. Previously he was the Regional Services Coordinator for the Rio Grande Council of Governments and the West Texas Economic Development District in El Paso, Texas.

Areas of Expertise: Economic and community development strategy, economic resiliency management, quantitative research, grant writing/management, cross-cultural communications, community involvement, and civic engagement.

RELEVANT EXPERIENCE

Oversight of MAPC Economic Development District. Demonstrated leadership in project reporting, strategic planning, and implementation, resulting in the successful administration of the Comprehensive Economic Development Strategy (CEDS) and the advancement of economic resiliency and equity within the region.

Successful Awards and Technical Assistance. Played a pivotal role in securing critical funding through the EDA Planning Grant, the Racial Equity Advancement & Collaborative Hub program, and Good Jobs Challenge funds, providing invaluable technical assistance to high-profile projects and organizations, thereby enhancing the economic and racial equity infrastructure of the region.

Equity-Focused Leadership and Collaboration. Co-led the MAPC Equity Team to advance diversity, equity, and inclusion initiatives, significantly contributing to the organization's commitment to equitable economic development and fostering a culture of inclusivity. Received 2022 Robert Davidson Staff Achievement Award for equity leadership.

Braintree Wood Road Mixed-use Initiative. Led the project, managing stakeholder dynamics, and aligning project goals.

Racial Equity Municipal Action Plan. Developed and managed comprehensive economic strategies to promote inclusive growth and diversity.

EDUCATION

University of Texas at El Paso, Master in Public Administration,
with an area of study in Public Policy and Management



Gurdeep Kaur

SENIOR ECONOMIC DEVELOPMENT PLANNER

Senior Economic Development and Land Use Planner, Gurdeep Kaur, strives to center equity and justice through her work in economic development. She works on helping communities through economic recovery with a focus on racial justice. She provides planning expertise and assistance to: commercial and industrial land use development projects and helps cities and towns develop plans for and conduct market analyses, build industry sectoral partnerships that can support career pathways for residents without a bachelor's or advanced degrees, and workforce and wealth creation activities.

Prior to joining MAPC, Ms. Kaur worked for the past five years in economic and land use planning in a diverse range of cities in California. Ms. Kaur has experience in site development as she guided private real estate developers to improve their development projects in compliance with local and state ordinances. She also worked directly with small businesses to implement creative solutions to the challenges of the Covid-19 pandemic and lockdown. Her experience has made her well-versed in understanding and implementing local ordinances, state legislation, and creating successful land use development through it.

Areas of Expertise: Community and land use planning, zoning, active transportation and transit policies and programs, small business development, labor and community organization

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Senior Economic Development Planner, 2022 – present. Duties include helping cities and towns develop plans for and conduct market analyses, build industry sectoral partnerships, and workforce and wealth creation activities. Ms. Kaur led economic development for the Norfolk Master Plan, is leading an economic development plan in Milton, an economic development study focused on industrial and commercial zones in Walpole, and an cluster subdivision bylaw in Duxbury.

City of West Hollywood, West Hollywood, CA. Assistant Planner, 2018 – 2022. Reviewed development proposals, guided developers and business owners through the entitlement process, presented before elected and appointed officials, and engaged community members. Reviewed environmental impact and coordinated inter-agency reviews.

Urban Associates, Los Angeles, CA. Associate Planner, 2017 - 2018. Worked with both public and private sector clients. Supported municipal planning departments with project management, request for proposals, environmental reviews, and amendments to existing master plans. Prepared and represented business clients to decision makers and successfully acquired entitlements on their behalf.

UCLA School of Public Health. Research Assistant, 2013 - 2015. Collected data (surveys, use counts) to analyze impacts of infrastructure upgrades and policy changes. Coordinated research events with supervisors and trained new members to collect objective data.

RELEVANT EXPERIENCE

University of Illinois, Urbana-Champaign, Master of Urban Planning

University of California, Los Angeles, B.A., Geography/Environmental Studies and English



Lindsay Randall

SENIOR REGIONAL HUMANITIES SPECIALIST

Lindsay Randall is the Senior Regional Humanities Specialist and has been with the Arts and Culture department at MAPC since 2022. With over fifteen years of experience, she focuses on historic and cultural resources planning, inclusive tourism and cultural planning practices, and storytelling as a strategy for equitable planning. Her past role as the Curator of Education at the Robert S. Peabody Institute of Archaeology and involvement with organizations such as the Southern Poverty Law Center and National Park Service have enabled her to advocate for communities through shared and intersecting histories, merge economic opportunity with heritage and cultural preservation, and integrate racial equality principles using material culture.

Ms. Randall serves as a Commissioner and Clerk for the Ipswich Historical Commission and as a Trustee for the Massachusetts Archaeological Society.

Areas of Expertise: inclusive engagement, storytelling, public programming, community collaboration and advancement, humanities and history frameworks, facilitating peer-learning opportunities

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Historic and cultural resources planning with an emphasis on expanding inclusive and equitable history, heritage, and culture, supporting commemorative arts initiatives and projects with interpretive storytelling components, developing inclusive tourism and cultural planning practices, and developing storytelling as a strategy for equitable planning.

Marblehead Sustainable Heritage. Integrating historic preservation with clean energy policies.

Stoneham Historic Preservation Plan. Co-led the development of a town-wide plan focused on supporting historic preservation.

Milford Comprehensive Plan. Historical and cultural resources element.

Norfolk Master Plan. Historical and cultural resources element.

Regional Cultural Tourism Project

Robert S. Peabody Institute of Archaeology, Curator of Education and Outreach. Shaped and directed the innovative educational mission of the RS Peabody Institute. Designed in-person and digital activities and programs with a focus on incorporating diverse histories and individuals through original research on the museum's collections - both prehistoric and historic assemblages. Assisted students in designing and completing original research projects on collections. Researched, created, and installed interpretive materials based on collections. Shared original research and other projects through the publication of chapters in edited volumes, professional presentations, and development of professional level workshops.

EDUCATION

University of Massachusetts Boston, M.A. in Historical Archaeology
Keene State College, B.A. in History



Jiwon Park, AICP

REGIONAL LAND USE PLANNER II

Jiwon Park joined MAPC in 2023 as a Regional Land Use Planner II. In this role, she supports various projects on housing, climate resilience, and site planning.

Prior to joining MAPC, Ms. Park earned a master's degree in urban planning from Harvard University. During graduate school, she worked on various projects related to climate resilience, healthy cities, and affordable housing development. She was a fellow at the Bloomberg Harvard City Leadership Initiative, where she worked on developing strategies to expand social services for the unhoused in the City of Moncton, New Brunswick, Canada. She wrote her master's thesis about the dynamics around land use decisions on vacant lots after flooding, based on the case study of Princeville, North Carolina.

Areas of Expertise: community and land use planning, municipal resiliency and adaptation, zoning, affordable housing development

RELEVANT EXPERIENCE

Milford Comprehensive Plan. Contributed as part of the project team and led the preparation of the Natural Environment and Open Space section.

Norwood Subdivision Regulations. Managing a process to update town regulations in Norwood to integrate sustainability and resilience best practices.

Sharon Hazard Mitigation Plan. Led the development of a town-wide plan in Sharon focused on mitigating environmental hazards.

Everett Housing Production Plan. Supported the development of a town-wide plan by implementing a community engagement plan and analyzing qualitative inputs from the community.

Millis Floodplain Zoning Update. Supported the environmental department on this effort to update a municipal floodplain zoning bylaw to comply with the state's model floodplain bylaw.

Age-Friendly Executive Discretionary Fund Research. Prepared and finalized research in support of an internal MAPC research effort into age friendly by developing content for final recommendations and finalizing the report. In related efforts, MAPC has joined AARP's Network of Age-Friendly States and Communities.

EDUCATION

Harvard University, Masters in Urban Planning

CERTIFICATIONS

American Institute of Certified Planners (AICP)

Leadership in Energy and Environmental Design, Green Association (LEED GA)



Brian Luther

MUNICIPAL SERVICES MANAGER

As part of the Municipal Collaboration Department, Mr. Luther works directly with municipal officials and staff on special projects, grants, studies, and procurements to increase efficiency, strengthen and expand municipal offerings. He has led or contributed to several multi-disciplinary municipal projects that include public health, municipal finance, procurement, human resources, information technology, digital equity, sustainability/clean energy, and public safety. Brian and the Municipal Collaboration Department continue to identify regional opportunities and assist municipalities to better position the region in effectively addressing upcoming challenges.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Region 3D Cape Ann/North Shore Public Health Emergency Preparedness (PHEP) Coalition Coordinator; Procurement Lead for Masstech/MBI Gateway Cities WiFi Grant Program; Project lead for North Suffolk Air Quality Mitigation State Action for Public Health Excellence (SAPHE) grant; Project Lead for the North Shore Regional IT Collaborative; MetroCommon 2050 Dynamic and Representative Government Policy Writer; Project Lead for MAPC Regional Cost Comparison Study; Other duties include facilitation of grants, inter-municipal agreements, cooperative purchases, and regional studies.

The Capitol Region Council of Governments (CRCOG), Hartford, CT. Program Manager, 2017 – 2020. Project lead for the CRCOG Cybersecurity Initiative. Administrator for the Central Connecticut Solid Waste Authority and IT Services Cooperative Purchasing Program. Coordinator for the Nutmeg Human Resources Portal and Connecticut Municipal Data Salary Survey.

The Town of Windsor, Windsor, CT. Town Manager's Office Graduate Intern, 2016 – 2017. As an intern in the Town Manager's Office, Brian worked extensively on the town's Affirmative Action Plan and Equal Employment Opportunity Policy, drafted budget revenue scenarios for the Board of Selectmen review, drafted peer municipal performance measurement reports, and implemented branding and marketing plans for multiple town enterprise funds.

EDUCATION

The University of Connecticut, M.P.A.

Focus Area: Public Finance

2017 Best Capstone Award Winner

Albert Ilg Commitment to Local Government Award Winner

Rhode Island College, B.A.

Public Administration and Political Science

Minor: Business Management



Michael Pearce

MUNICIPAL SERVICES SPECIALIST I

Michael Pearce joined MAPC in September 2023 as the Municipal Collaboration Department's Municipal Services Specialist. Michael works with municipal partners and stakeholders on a wide variety of projects, grants, studies, and cooperative purchases, including MAPC's portfolio of digital equity projects.

Prior to joining MAPC, Mr. Pearce was Deputy Chief of Staff for City of San Jose Council member Maya Esparza. He managed the Council Office's policy and legislative agenda, working with community stakeholders to deliver a variety of municipal policies and projects with a focus on bringing equitable outcomes to historically marginalized and under-resourced communities in the heart of Silicon Valley. These included San Jose's Digital Equity and Community Wi-Fi programs, the Vision Zero San Jose traffic safety initiative, the Anderson Dam Seismic Retrofit and Coyote Creek Flood Protection projects, the City's Covid-19 response, as well as policies to strengthen protections for workers, renters, and other vulnerable populations.

RELEVANT EXPERIENCE

Milford Comprehensive Plan. Currently researching and authoring the Community Facilities and Services chapter of the upcoming Milford Comprehensive Plan, providing strategic assessment and recommendations on a variety of areas of Town service delivery and infrastructure maintenance and planning.

Carlisle Shared Services Study. Conducted an assessment of Town Services structure and delivery with a focus on identifying areas and opportunities for greater regional collaboration and potential service and financial benefits to the Town.

Plymouth County Fire Vehicle Maintenance Study. Assisted in creation of an assessment of Fire Vehicle maintenance practices amongst the Plymouth County fire departments and provided recommendations and process improvements to improve fleet maintenance throughout the county.

City of San Jose, Envision San Jose 2040 General Plan-4 year review. Prior to MAPC, reviewed and provided analysis of General Plan updates and their potential impacts to Council District 7 for the Council member's consideration.

City of San Jose, Budgeting for Equity. Prior to MAPC, assisted in the creation of the City's Office of Racial Equity, authored a variety of proposals and recommendations to improve equitable service delivery to City residents through the City's annual budget process.

City of San Jose, Capital Improvement Program. Prior to MAPC, analyzed annual Capital Improvement Program reports and worked with other City staff on ensuring the CIP reflected the needs and priorities of the Council District's residents.

EDUCATION

Stanford University, B.A. in History



Travis Pollack, AICP

SENIOR TRANSPORTATION PLANNER

Travis is a Senior Transportation Planner focusing on regional transportation planning, including transit planning in urban, suburban and rural communities. His work at MAPC includes helping towns and cities work together to solve first- and last-mile connections to bus and rail, building better connectivity to jobs and daily needs in areas underserved by transit, and multimodal planning. Recently, his work includes co-managing MAPC's taxi/livery partnership grant program and research on sustainably managing the transportation and development impacts of e-commerce.

Areas of Expertise: Bus and rail transit planning, community transit, emerging transit technology, complete streets, e-commerce.

RELEVANT EXPERIENCE

Mobility Studies. Project Manager for mobility studies for the Neponset River/Rt 1. Corridor, North Suburban, North Shore, and South Shore subregions, specifically to find solutions to “first and last mile” connections in the suburbs. Compiled data and developed suitability analysis to determine areas as prime candidates for new services. Recommendations included local shuttles, complete streets, mobility hubs, improvements to regional bus routes, bike share programs, and partnerships with ride hailing companies. For the North Shore, wrote grant application and was successful in winning Commonwealth grant to implement pilot program.

Master Plans. Transportation team leader for master plans in Duxbury, Saugus, Dedham, and Wrentham. Researched commuting patterns, transportation infrastructure, crash data, and traffic levels for vehicular, transit, walking, and cycling to determine potential long-term needs. Analyzed future trends including work-from-home, as well as mobility needs of vulnerable roadway users including as older adults, economically disadvantaged households, persons with disabilities, and children under 16. Created short, mid-, and long-term goals, strategies, and actions, including possible funding sources for projects.

Statewide Taxi/Livery Partnership Grant Program. Created new statewide program providing grant opportunities for municipalities, transit authorities, health and human service providers, and non-profits to partner with local taxi and livery companies to fill gaps in existing transit services.

North Reading Paratransit Study, North Reading, MA. Project Manager for paratransit study to assist suburban town outside Boston with no transit, taxi, or ride hailing services. Analyzed trip manifest data from two senior transportation providers as well as best practices of similar sized communities across Massachusetts. Developed town wide survey that received over 300 responses. North Reading decided to join regional transit authority to provide out-of-town medical trips for seniors, with plans to expand service to others if cost effective.

Emerging Transportation Policies Research. Researched emerging transportation technologies, ideas, and policies for best practices and possible application for addressing transportation challenges in Boston region. Research included congestion pricing, partnerships between transit agencies and ride hailing companies, microtransit services, historic and projected changes in driving habits (vehicle miles traveled), and impacts of autonomous vehicles on mobility, congestion, and taxes. Research was used for information sharing with other agencies, municipalities, and to develop agency's positions on proposed legislation and regulations.

EDUCATION

University of North Carolina at Chapel Hill, Master of Regional Planning
Grinnell College, Bachelor of Arts

Assigned Staff Experience



Van Du

ASSISTANT DIRECTOR OF ENVIRONMENTAL PLANNING

In her role as Senior Environmental Planner, Ms. Du supports MAPC communities on climate action planning and implementation efforts as well as hazard mitigation projects. Van also manages the Accelerating Climate Resiliency grant program, which aims to advance climate equity and regional coordination and readiness for climate change. Van previously worked at Vanasse Hangen Brustlin (VHB) as a Sustainability and Resiliency Planner, supporting local governments, airports, and private-sector clients with sustainability and resiliency planning services. Prior to VHB, Van served as Special Assistant/Sustainability Adviser to the Chief of Environment, Energy and Open Space at the City of Boston. In this role, she also supported the Climate Team with implementing the City's Climate Action Plan and managing Greenovate Boston, a citywide sustainability program.

Areas of Expertise: climate action planning, climate vulnerability assessment, municipal resiliency and adaptation, hazard mitigation, facilitation and community engagement, green building certification, and grants management.

RELEVANT EXPERIENCE

Accelerating Climate Resilience (ACR) Grant Program. Manage funding of municipal projects that implement resilience strategies to protect people, places, and communities from the impacts of climate change. Co-lead the Resilience Community of Practice (RCOP) through facilitating technical assistance workshops for ACR grantees and organizing bimonthly public speaker series with inspirational leaders, experts, and practitioners on innovative climate resilience efforts.

USACE-EEA Boston Metro Coastal Flood Management Study. Support the U.S. Army Corps of Engineers (USACE) and MA Office of Environmental Affairs (EEA) with a regional assessment of long-term coastal flood risk to populations, property, ecosystems, and infrastructure, develop potential strategies to manage risk, and identify the recommended risk management strategy(s). Support the development of the study's Shared Vision and project management plan. Lead stakeholder engagement activities for this project, including facilitation of the study's advisory committee, focus groups with municipalities, academic institutions, and environmental justice and advocacy groups.

Neponset River Watershed Regional Adaptation Strategy and Flood Model. Support the Neponset River Watershed Association (NepWRA) with the development of a regional climate resilience coalition and its framework. Lead the development and facilitation of stakeholder engagement activities, including community-wide workshops, focus groups with members of environmental justice communities and environmental advocacy groups. Develop a framework document to guide the development as well as short- and long-term implementation priorities for the Collaborative.

Climate Action and Resilience Plans. Manage the development of Climate Action and Resilience Plans for municipalities in MAPC region; most recently completed plans were for the City of Gloucester and Towns of Acton and Lincoln. These projects typically include developing a community-wide greenhouse gas (GHG) inventory, implementing an equitable stakeholder engagement process, and creating a community road map that set forwards both municipal and community strategies that meet the municipalities' immediate and long-term climate goals.

EDUCATION

Boston University, Master's in City Planning and Urban Affairs with a focus on urban sustainability
Bowdoin College, Bachelor of Arts in Environmental Studies

CERTIFICATIONS

Certified Envision Sustainability Professional



Sasha Shyduroff-Gutman

PRINCIPAL PLANNER, CLEAN ENERGY AND CLIMATE

Ms. Shyduroff joined MAPC's Clean Energy Department in May 2018 and specializes in climate mitigation and resilience planning with 15 years of experience in the climate field. Ms. Shyduroff supports municipalities in integrating climate priorities into municipal plans, policies, and development processes. She has expertise in building regional coalitions and collaboratives, as well as community engagement, communications, and facilitation. Ms. Shyduroff leads MAPC's work on extreme heat and projects at the intersection of climate and public health. She also serves as one of MAPC's Climate Stewards and co-leads the Climate Core, an internal interdepartmental working group to advance climate strategies across the agency.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Leads a variety of clean energy, net zero, climate resilience projects, including:

Metro Mayors Climate Taskforce. Manages the 16-municipality coalition that collaborates on preparing the region for climate change and becoming a net-zero region by 2050. Through this coalition, Ms. Shyduroff led the first ever regional heat preparedness and adaptation plan "Keeping Metro Boston Cool" that utilized the social determinants of health framework.

Planning and Policy Development. Supports municipalities in climate planning and policy development including master plans, climate action/net zero plans, land use policy and zoning, and building and energy code adoption and enforcement.

Program Design and Implementation. Leads and supports the design, funding, and implementation of key climate programs at the local and regional level. Ms. Shyduroff led a multi-year program that provided financial resources and technical assistance to municipalities and community-based organizations on extreme heat in Environmental Justice communities.

Meister Consultants Group, A Cadmus Company, Boston, MA. Senior Analyst/Consultant Provided thought leadership, analysis and successfully managed cross-functional teams and complex projects for a variety of public sector and non-profit clients on clean energy, sustainability, and climate change issues. She specialized in municipal solar zoning, planning, and policy development to reduce solar soft costs and barriers to solar. She conducted over a dozen in-person trainings and webinars to hundreds of local policy makers and stakeholders, and provided direct technical assistance to over 25 local governments and regional planning agencies. In addition to her work on solar soft costs, Ms. Shyduroff's work focused on innovative financing can be used to deploy and increase the market for sustainable infrastructure and adaptation infrastructure in the U.S. and globally. Clients included the US Department of Energy (DOE), New York State Energy Research & Development (NYSERDA), Environmental Defense Fund (EDF), and World Wildlife Fund (WWF).

EDUCATION

Massachusetts Institute of Technology (MIT), Master in City Planning (MCP)
Certificate in Environmental Policy and Planning
Reed College, B.A. in Anthropology



Sarai Zelada

PUBLIC HEALTH PLANNER II

Ms. Zelada joined MAPC in 2022 and is a Public Health Planner. As a member of the Public Health team, she brings a racial equity lens to her work on healthy community design projects. Before joining MAPC, Sarai supported various environmental research projects that examined the effects of climate change and urbanization locally and across the globe. She worked on local agriculture projects throughout Massachusetts and has led many organizational Diversity, Equity, and Inclusion efforts.

Ms. Zelada graduated from the University of Massachusetts Amherst, where she earned a Bachelor of Science in Natural Resource Conservation. She completed her graduate studies at the University of Michigan, earning a Master of Urban and Regional Planning degree and a Graduate Certificate in Healthy Cities. Ms. Zelada speaks fluent Spanish and conversational Italian.

Ms. Zelada is from Lynn, Massachusetts and currently serves on the City of Lynn Affordable Housing Trust Fund. She is a board member of Lynn Main Streets, an organization that promotes a vibrant and welcoming downtown for all Lynn residents and visitors. Sarai also serves on the board of The Food Project and is on the steering committee of Lynn Grows.

RELEVANT EXPERIENCE

Master Planning. Ms. Zelada led the public health/community health chapters for the Dedham Master Plan and the Norfolk Master Plan.

Lynn Community Health Assessment. The Lynn Community Health Assessment supports a strategic effort to advance healthier outcomes for the community. The assessment includes an action plan that provides direction for new partnerships, investments, and services focused on reducing health inequities in Lynn and positions the city to be more resilient against future threats to community health.

Lynn Food Action Plan. The Lynn Community Food Action Plan outlines a strategy for improving food security conditions in the city. The plan contains a food assessment and serves as a road map to guide strategic changes.

Lynn Community Health Improvement Plan. The Lynn Community Health Improvement Plan provides direction for addressing specific health improvement actions identified in the Lynn Community Health Assessment and provides a strategy for implementing change.

Root Cause Solutions Exchange. The Root Cause Solutions Exchange (the Exchange) is a program by the Massachusetts Department of Public Health that addresses root causes of health inequities across the state. The Exchange convenes community-based organizations across the state and supports their work focused on reducing health inequities.

EDUCATION

University of Michigan, Master of Urban and Regional Planning with Graduate Certificate in Healthy Cities

University of Massachusetts Amherst, Bachelor in Science in Natural Resource Conservation



Lily Perkins-High

ANALYTICAL SERVICES MANAGER

Ms. Perkins-High is the Analytical Services Manager in MAPC's Data Services department. In this role, she ensures that MAPC planning projects are data-driven and impactful by working with staff across the agency to define objectives for project-based analysis and identify corresponding data and methods. Her specialties include analysis of tabular and spatial data, written and visual presentation of findings, and project management.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Ms. Perkins-High coordinates the efforts of two full-time staff and one intern in providing customized mapping and analysis for MAPC planning projects – over 100 planning projects each year. Ms. Perkins-High lead the team to provide direct technical assistance to municipalities, public agencies, and nonprofit organizations seeking data management, data analysis, and decision support. In support of this work, the team identifies relevant datasets and develops summary statistics and maps to answer questions raised by MAPC's Executive and Deputy Directors, other MAPC departments, municipal staff, the press, and others.

Past and current projects include. Analyses for planning projects, such as the Lynn Housing Plan, the Dedham Master Plan, the Arlington Fair Housing Action Plan, and the Essex Zoning Diagnostic Report, and analyses and tools to guide particular planning, policy, and land use decisions, such as the Revere Pocket Park Site Suitability Analysis, an Accessory Dwelling Unit (ADU) Ordinance, Community Engagement, and Analytical Tool for Beverly, and an Arts Space Risk Assessment for Somerville. Projects also include the development of data and databases, such as a MA land surface temperature index, the MAPC Zoning Atlas, and a regional arts facility database.

Harriman, Boston, MA, Urban Planner, 2016 - 2018. Worked on a multidisciplinary team to design and execute planning processes throughout New England. Identified and analyzed data and developed and lead stakeholder engagement exercises.

EDUCATION

Massachusetts Institute of Technology, Master of City Planning with an Urban Design Certificate
Oberlin College, Bachelor of Arts with majors in Environmental Studies and Studio Art



Zoe Iacovino

REGIONAL PLANNING DATA ANALYST II

Zoe Iacovino joined MAPC in 2023 as a Regional Planning Data Analyst. As part of the Analytical Services team in Data Services, she works with teams across the organization to include quantitative and spatial data in plans and studies.

Prior to her role in Analytical Services, Zoe was an intern with the Data Services Research Team primarily managing MassBuilds and providing additional capacity updating the Zoning Atlas. She has previously worked with non-profits in Grove Hall in Boston and her hometown of Somerville to use research and analysis to improve advocacy on housing, environmental justice, and economic development.

RELEVANT EXPERIENCE

Metropolitan Area Planning Council. Regional Planning Data Analyst I/II, 2023 – present. Compiles, creates, and visually represents spatial data that enhances planning processes and provides municipal partners more digital capacity. Real Estate Research Intern, 2022 – 2023. Duties included management of the MassBuilds database and support for Data Services Research Team.

Community Action Agency of Somerville, Somerville, MA. Research Fellow, Summer 2022. Studied the impact of the Green Line Extension on housing prices and housing stability in Somerville with the goal of aiding the Community Organizing and Advocacy Team in building resident tenant power.

Harvard Kennedy School of Government. Belfer Center Technology and Public Purpose, Cambridge, MA. Research Assistant, 2021-2022. Assisted a one-year research fellow studying municipal strategies for regulating platform urbanism data sharing by collecting policy texts, synthesizing findings, and creating visualizations of data.

Greater Grove Hall Main Streets, Boston, MA. Research Fellow, Summer 2021. Studied the housing and community infrastructure in Grove Hall to help create a plan for economic development that redresses environmental injustice and secured a grant to study the installation of solar panels in the area.

Office of State Senator Pat Jehlen, Boston, MA. Constituent Services and Communications Director 2017-2020. Served as primary press contact, intergovernmental liaison, and advised the Senator on district issues.

EDUCATION

Harvard University, Master in Urban Planning and Public Administration
Wellesley College, B.A. in Political Science

Recent MAPC Master Plans

Master Plan client references

Norfolk Master Plan (2024)

Richard McCarthy

Director of Planning & Development
Town of Norfolk

rmccarthy@norfolk.ma.us, (508) 918-5536

Dedham Master Plan (2024)

Jeremy Rosenberger

Director of Planning and Natural Resources
Town of Dedham

jrosenberger@dedham-ma.gov, (781) 751-9241

Wrentham Master Plan (2022)

Rachel Benson

Director of Planning & Economic Development
Town of Wrentham

rbenson@wrentham.gov, (508) 384-5441

Duxbury Master Plan (2019)

Valerie Massard

former Duxbury Town Planner, currently Kingston Town Planner

vmassard@kingstonma.gov, (781) 831-6081

Work Examples

MAPC has considerable experience with master and comprehensive planning, strategic community outreach and creative engagement in diverse communities, rigorous data analysis, zoning and urban design, and strategic messaging and communications, among other areas. Below is a small sample of recent projects that demonstrate one or multiple areas of MAPC's experience and expertise.

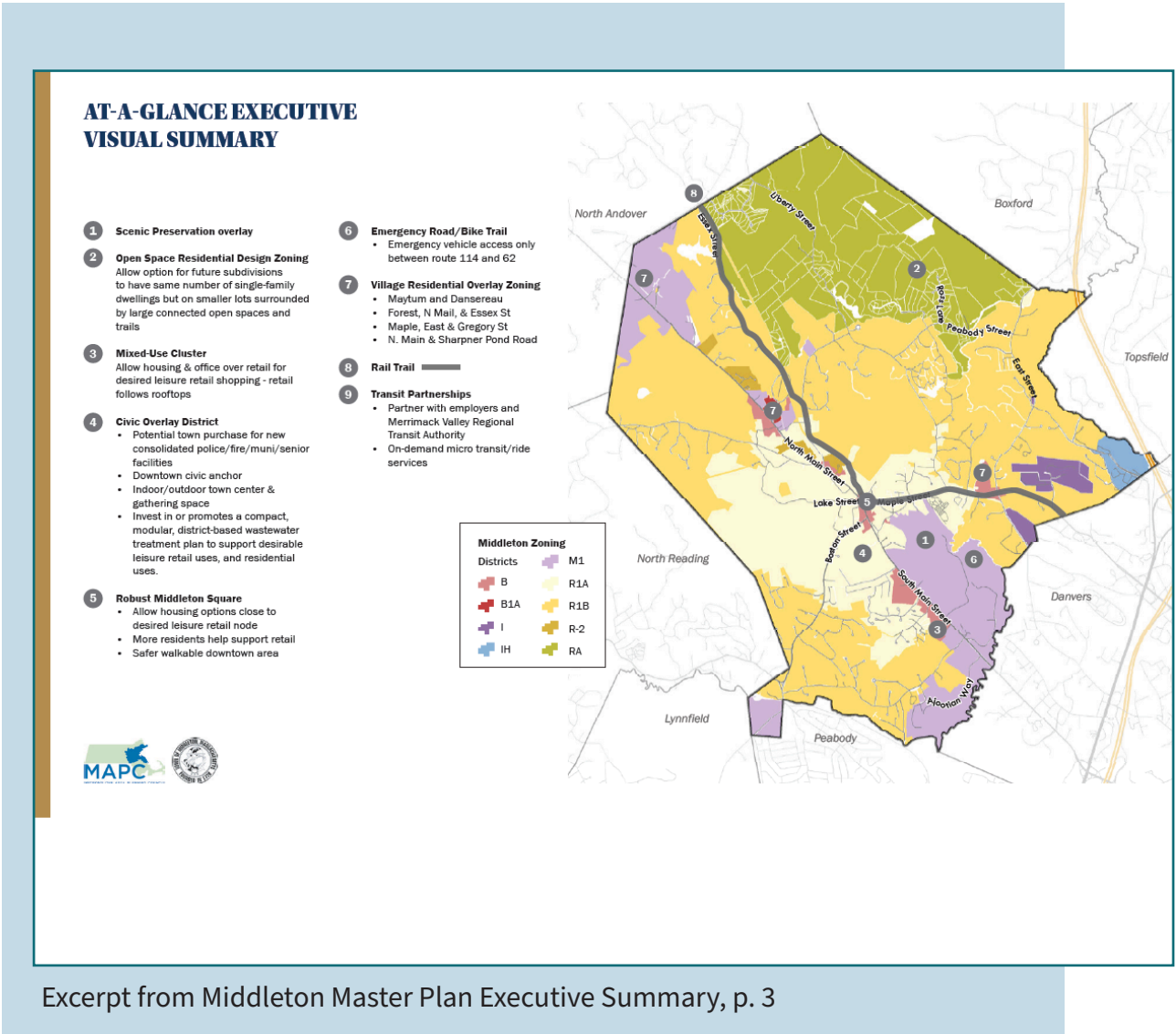
1. Norfolk Master Plan, 2024
<https://www.mapc.org/resource-library/norfolk2035/>
2. Dedham Master Plan, 2024
<https://www.mapc.org/resource-library/dedham-master-plan/>
3. Wrentham Master Plan, 2022
<https://www.mapc.org/resource-library/wrentham-master-plan/>
4. Cohasset Master Plan, 2019
<https://cohassetma.org/DocumentCenter/View/1851/Cohasset-Master-2019-Plan---Final>
5. Envision Duxbury Master Plan, 2019
<https://envisionduxbury.mapc.org/>
6. Middleton Master Plan, 2018
<https://middletonma.gov/558/Master-Plan-300>

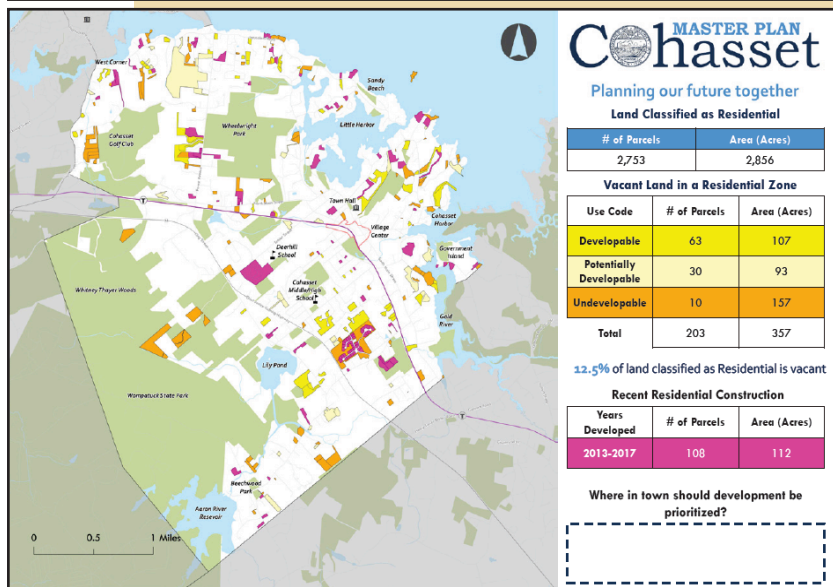
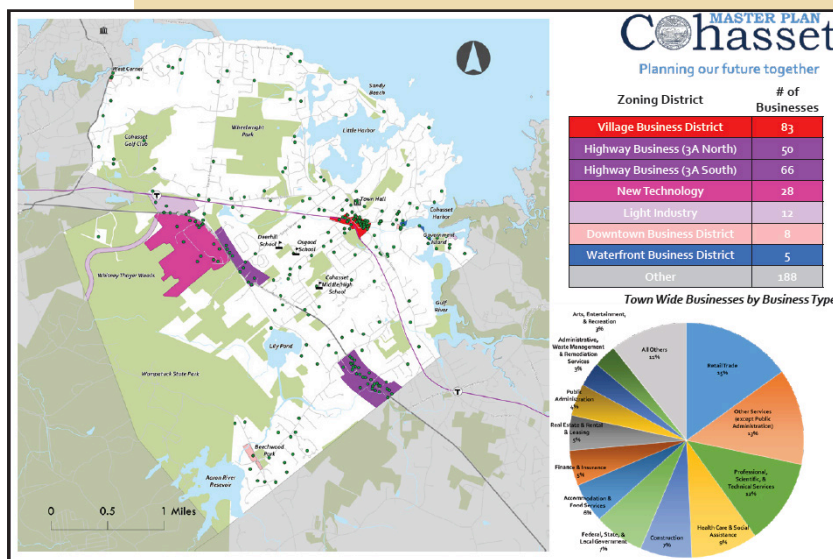
Sample Process Deliverables

The following pages include a selection of deliverables that demonstrate the quality of MAPC's work to communicate master planning topics and information to the public throughout the planning process. Samples include messaging materials, tools for gathering input, and other documents.

Middleton Master Plan - Visual Executive Summary (2018)

The Middleton Master Plan was led by an Advisory Committee. The process was successful in engaging a wide swath of constituents through a variety of public engagement events, from community workshops to more specific stakeholder outreach events, all culminating in a long-range plan for the future of Middleton. The plan serves as a strategic framework for the Town, providing a vision based on community input and priorities, strategies and actions to improve livability, opportunity, and sustainability, and a land use plan and implementation strategy to achieve community goals. As part of the project, MAPC developed an executive summary that included the “At a Glance” visualization that allows Middleton residents, business owners, and other stakeholders to quickly gather information and a greater understanding of where the Town is heading over the next decade. MAPC is prepared to create similar executive summary materials for Arlington’s master plan to ensure all residents can easily access and understand the plan’s goals, policies, and actions.





Economic Development Planning Priorities

Using the provided stickers, place a dot next to those objectives which you believe the Town should prioritize in its economic development planning. Please use one dot per row.

	Level of Priority		
	Low	Medium	High
> Affordable retail space for small businesses			
> Encourage more destination businesses to attract tourists, especially in Village Center & Harbor			
> Promote facade improvement in business districts			
> Attract more substantial employers, businesses with 20 or more employees			
> Expand sewer capacity along 3A to allow for more intensive commercial uses			
> Supportive co-working spaces for independent or remote workers			
> Develop a "wayfinding" system to make navigating town easier			
> Improve multimodal connectivity between commuter rail station and commercial areas			
> Support technology and innovation sector development			
> Scale, density, and design of commercial spaces consistent with the surrounding district or neighborhood			
> Other (Describe)			

Sample Boards from Community Forum, Cohasset Master Plan

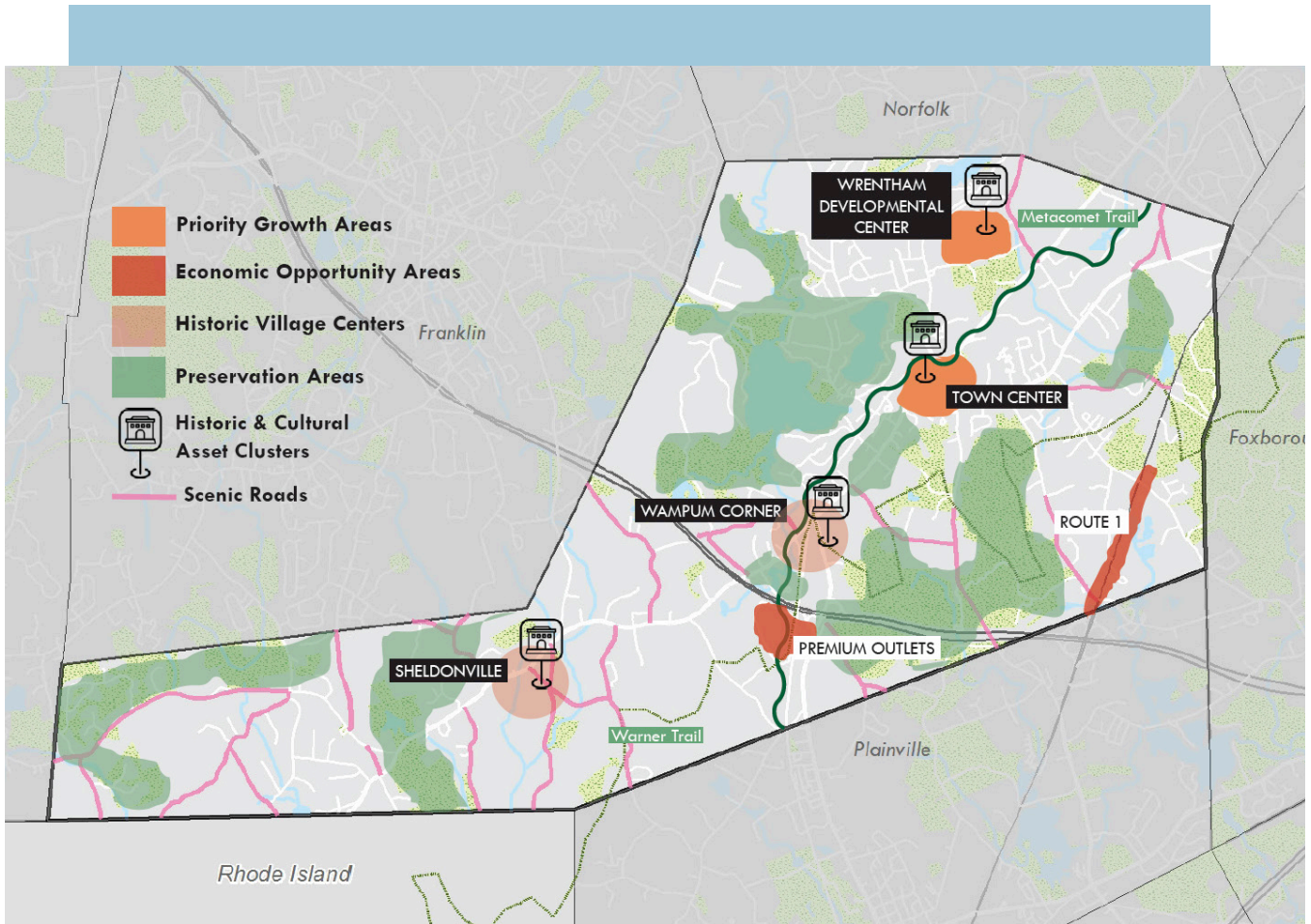
Cohasset Master Plan - Workshop Boards (2019)

A notable feature of the Cohasset Master Plan is the comprehensive implementation strategy that was informed by public feedback gathered at forums over the course of the planning process. MAPC expertly develops informative infographics, like those shown above, that visually share Town data with residents and ask thoughtful questions to understand local needs and priorities. This engagement approach was useful in crafting the implementation plan. Cohasset has been successful in implementing several of the plan's strategies and actions, in part, because the master planning process identified and shaped local champions to serve as stewards of the master plan. MAPC will create interactive communication materials like this for workshops during the planning process to hear from residents.

Wrentham Master Plan

Conceptual Future Land Use Map (2022)

MAPC is nearing the completion of the Wrentham Master Plan, Vision of Tomorrow. As part of the Land Use chapter, MAPC asked residents, through a community survey, where they wanted future growth to occur and what areas they wanted to see preserved. Using this feedback, along with existing conditions analysis and feedback from the Wrentham Steering Committee, MAPC developed a conceptual map to show where new developments should be strategically located. The map also shows how these centers of growth interact with preservation areas, historic sites, and the active transportation network. This map provides a quick snapshot of Wrentham’s growth strategy for the coming years. Similar graphics can be created as part of Arlington’s Land Use analysis to help residents understand future development patterns.



Conceptual Future Land Use Map, Wrentham Master Plan (draft, plan underway)

Other Information



How you can #EnvisionDuxbury:

Fill out a paper survey here

Take the survey online at envisionduxbury.mapc.org

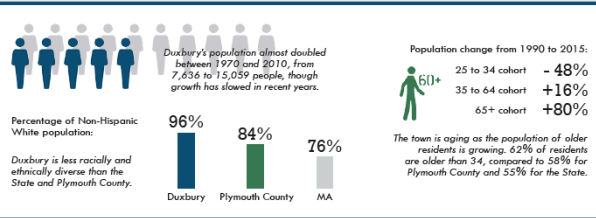
Text "I love Duxbury" to XXX-XXX-XXX to tell us what you love and could be improved about your town

Use the hashtag #EnvisionDuxbury with your pictures of Duxbury on Instagram



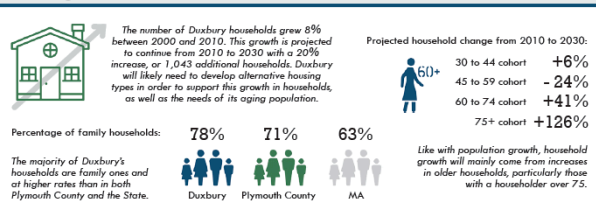
population trends

Sources: US Census, ACS 2015 5-Year Estimates



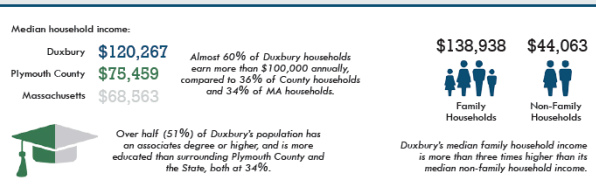
housing trends

Sources: US Census, MAPC, Stronger Region Projections



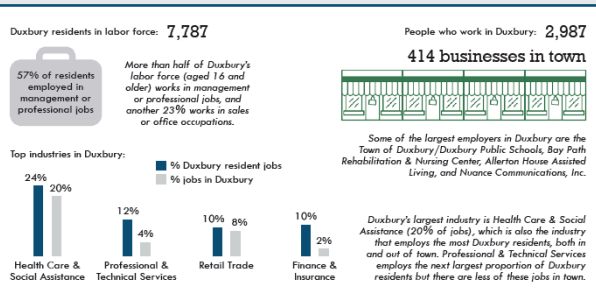
income and education

Sources: US Census, ACS 2015 5-Year Estimates



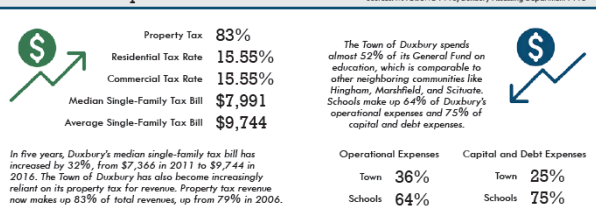
business and labor force

Sources: ACS 2015 5-Year Estimates, MA ECLWD FY16



revenue and expenses

Sources: MA ECLWD FY16, Duxbury Assessing Department FY16



Infographic with ways to connect, Duxbury Master Plan

Duxbury Master Plan - Infographic (2019)

MAPC's Communications Department is equipped with graphic designers who can assist in creating infographics, like the one shown above. A communications strategy that considers multiple ways to connect can be paired with inviting data visualizations to entice members of the public to participate in the planning process. MAPC will use data and key findings from the existing conditions analysis for Arlington to create similar engaging graphics that can be used during engagement events.

Evaluation Criteria

MAPC has integrated the Master Plan approach, scope, and team composition to thoughtfully respond to the Request for Proposals for the Arlington Master Plan Update. In addition, the following discussion highlights MAPC's qualifications relative to Arlington's Minimum Criteria and Comparative Criteria for consultant selection. As reflected in the discussion below and throughout our approach to this collaboration with the Town, MAPC believes this proposal meets the rigorous standard of being "highly advantageous" to the Town. We would welcome the opportunity to elaborate on this proposal and meet key Town members for this process in an interview, if so desired.

Minimum Criteria

At a minimum, the proposing firm/team must meet the following requirements:

1. The firm/project manager/team must have at least five (5) years of experience in Master Planning, urban design, plan implementation, environmental resiliency, and community engagement with projects of similar size and scope.

MAPC has been providing technical planning support to municipalities in the Greater Boston Region since its establishment over 60 years ago. The Principal-in-charge and Project Manager are both planning professionals, each with over 20 years experience in Master Planning, urban design, plan implementation, environmental resiliency, and community engagement projects of a similar size and scope as the Arlington Master Plan Update.

2. The principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.

All members of the MAPC team, including the Principal-in-charge and Project Manager, will be available for meetings with the Town on days or evenings, as required. We will also note that, on occasion, weekend events have been an effective way for our Master Plan teams to engage communities.

3. The firm/team must have previous experience in similar projects. Successful completion of a minimum of three (3) such projects within the last five (5) years is required, and completion of five (5) overall is desired.

Since its establishment MAPC has collaborated on Master Plans with many of its member municipalities. In the past five years, MAPC has completed (6) master plan projects and currently has (1) that is nearing completion, and (2) others at about the midpoint of the process.

Other Information

4. The firm/team must have proven experience in the public sector and in working with federal, state and municipal agencies, and neighborhood/business organizations.

MAPC has a proven track record of convening and working with all levels of government, federal, state, and municipal through the wide and varied work of our departments. In Master Plan processes, all specialized knowledge of working across these varied levels of government is brought together on a multi-disciplinary team. We also work closely with community based, neighborhood, and business organizations.

5. The volume of the proposed project manager's and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFP.

MAPC has reviewed current project commitments, staff assignments, and projected workloads and is confident that the proposed project manager is available to lead this work and additionally that the staff assigned to the project will have the ability to contribute to the timely and professional delivery of this project. Additionally, MAPC is confident in the overall capacity of our agency that additional staff can be called upon during this process to support the assigned team if needed.

6. Proposal should include a list of anticipated staff and sub-contractor staff with names and titles, specialization areas, and monthly anticipated hours.

The proposal provides a list of anticipated staff of MAPC who will be assigned to this project. MAPC is uniquely positioned to offer all expertise required in a single office without the need for sub-contractors. The names, titles, specialization areas, and monthly anticipated hours are listed below:

Comparative Criteria

1. Staffing Plan and Methodology, including the professional qualifications of all project personnel with particular attention to training, educational background, professional certification or registration, and professional experience. Demonstrated expertise and experience of the Principal-in-Charge, Project Manager, and other key personnel, and any Consultants to be assigned to the Project, including professional registration of the Consultants and their qualifications.

Highly Advantageous: The plan of services proposes a detailed, logical, creative, and highly efficient scheme for producing a complete project that addresses all Goals and Priorities of this project and meets all the minimum applicant qualifications detailed in Section VI, "Consultant Qualifications".

MAPC has developed a comprehensive proposal that demonstrates a clear understanding of the Town's needs, while ensuring the project approach is detailed, logical, creative, highly efficient, and aligned with the Town's goals and timeline. MAPC's recent work in Arlington and general familiarity with how the Town operates in the Inner Core Committee (ICC) subregion and Metro Mayors Coalition ensures the project will begin with a clear understanding of Town's needs. Gaps in this understanding will be addressed through the thorough review of past plans and other existing conditions analysis detailed in the Technical Work Plan.

MAPC has successfully completed several master plans for communities across the Greater Boston region.

Other Information

This experience has resulted in a continuous refinement of the master planning process to ensure the overall approach is logical and highly efficient, while also being creative with community engagement and goals, strategies, and implementation actions. MAPC is also accustomed to working within tight timelines and budgets, and the technical work plan reflects activities that MAPC is confident can be carried out under the proposed budget and timeframe.

The Principal-in-Charge and Project Manager are both MIT-trained professional planners with over 20 years of experience. The Principal-in-charge is also a licensed architect and urban designer.

2. Depth of experience with similar projects in urban planning and design, neighborhood design guidelines and implementation, and community engagement, and prior experience with relevant general and zoning bylaws.

Highly Advantageous: The Consultant has at least seven (7) years of experience consulting with municipalities on projects of similar size and scope to this project. The Consultant can demonstrate the successful completion of five (5) similar projects within the last five (5) years.

MAPC has extensive experience with similar projects, including municipal master plans, and other significant planning studies such as the regional plan, MetroCommon2050. The Principal in Charge brings 15 years of experience consulting with municipalities on similarly sized projects and over 23 years of experience in planning and architecture. The Project Manager also brings over 20 years of planning consulting experience with municipalities. This combination of experience provides insights on effective management of this process and valuable insights in creating a realistic implementation strategy. The remaining team members have over 30 years of collective experience consulting with municipalities on similar projects, and their subject matter expertise will provide the depth of specialized knowledge needed for all topics of the master plan.

In the past five years the Principal-in-Charge has managed the Norfolk Master Plan, Dedham Master Plan, Wrentham Master Plan, and Duxbury Master Plan. The Project Manager has managed the Swampscott Master Plan and the Wakefield Master Plan. In addition, both the Principal-in-Charge and Project Manager have managed many other types of planning projects to successful conclusion over the past five years. These planning projects include redevelopment studies, mixed-use zoning studies, corridor studies, 40R district studies, 3A district planning, economic development plans, and others. Other staff members on the team have contributed to the Revere Master Plan.

3. Strength and credibility of client references. The Consultant shall demonstrate prior client satisfaction with working relationship, project management capabilities, and technical expertise in developing similar projects.

Highly Advantageous: More than three clients who consider your services satisfactory or better.

MAPC is providing four past master plan clients who consider our services satisfactory or better. Clients can share insights about MAPC's professionalism and expertise as it relates to master planning. Many planning processes present unforeseen challenges and the extensive experience of the MAPC team contributes to the ability to successfully adapt and be flexible while be responsive to expectations and the constraints of

timeline and budget. References will highlight that MAPC is easy to work with, timely and efficient, and produces quality work at all steps of a planning process. Each of the references provided has worked closely with the Principal in Charge on Master Plan projects.

4. Desirability of approach to the project, as well as a demonstrated understanding of all project components and public outreach needs.

Highly Advantageous: The response contains a clear, creative, and comprehensive plan that addresses all project Goals and Priorities as stated in the RFP.

MAPC's dedicated Community Engagement Department specializes in designing strategies that are appropriate for all kinds and sizes of projects and that address a range of planning and community development challenges. Through this work the Department regularly and effectively navigates complicated and hard conversations, communicates complex trade-offs in the planning process, and facilitates difficult conversations between and among stakeholders with conflicting and competing interests and priorities. MAPC's Community Engagement Department leads and develops strategies for robust resident outreach and coordinates public participation activities which prioritize the engagement of underrepresented communities.

5. Demonstrated ability to meet project budget and project schedule.

Highly Advantageous: All of the Consultant's references indicate that the projects were completed within budget and on schedule or with minimal, insignificant delays.

MAPC's references will demonstrate that projects are completed within budget and on schedule. The references included reflect projects that resulted in a finished product that met both client and MAPC expectations, while responding to unpredictable challenges, such as adapting a planning process during the COVID-19 pandemic.

Review of Standard Contract

The MAPC Legal Department has reviewed the **Town of Arlington Standard Contract Document, Insurance Addendum, and Addendum to the Standard Contract General Conditions for Projects Receiving American Rescue Plan Act Funding.**

In the event that MAPC is the selected consultant, we will request the following modifications to the contract and insurance requirements:

- We do not carry Professional Liability Insurance
- We do not carry Automobile Insurance
- We would need to raise the Umbrella Policy Limit to the value requested in the contract and that change would incur a fee of \$525, which could be integrated into the direct costs of the project. Alternatively, the policy limit requirement for this contract could be lowered.
- We request clients sign a Racial, Equity, Diversity and Inclusion (REDIS) Statement and have included that standard addition to our contracts on the following page.

MAPC RACIAL EQUITY, DIVERSITY & INCLUSION STATEMENT (“REDIS”)

Standardized Vetted Language for REDIS Statement – on Principles In Its Services, Analyses & Client Work Products – for MAPC Agency-Wide Insertion in Scopes of Work that are incorporated by reference into MAPC Contracts

MAPC RACIAL EQUITY, DIVERSITY & INCLUSION STATEMENT (“REDIS”), & INCLUSIVE COMMUNITY STAKEHOLDER OUTREACH

MAPC’s agency mission, which includes smart growth and sustainability principles, strives to integrate racial equity and diversity lenses in its services, analyses and work products for municipal clients and partners.

MAPC integrates informative content to bring awareness to unintentional barriers to opportunities and resources. Oftentimes this includes but is not limited to regulatory constraints pertaining to zoning, housing options, and public transit services. These barriers can have a disproportionate impact on more vulnerable members of society as well as hamper the social and economic development of a community at large.

MAPC looks forward to **active** collaboration with its municipal project partners and stakeholders in its community outreach, meeting participation, and client review and approval of its work products. As part of the scope of work and planning project contract, MAPC finds it beneficial to highlight its mission statement as well as a succinct explanation of the equity and inclusion principles that will be referenced in its work.

MAPC MISSION

Our mission is to promote smart growth and regional collaboration. Our regional plan, MetroCommon 2050, guides our work as we engage the public in responsible stewardship of our region’s future.

We work toward sound municipal management, sustainable land use, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, clean energy, healthy communities, an informed public, and equity and opportunity among people of all backgrounds.

WHAT IS EQUITY?

Equity is the condition of fair and just inclusion into a society. Equity will exist when those who have been most marginalized have equal access to opportunities, power, participation and resources and all have avenues to safe, healthy, productive, and fulfilling lives. It requires restructuring deeply entrenched systems of privilege and oppression that have led to the uneven distribution of benefits and burdens over multiple generations.

Source: MetroCommon2050 Values

INCLUSIVE COMMUNITY STAKEHOLDER OUTREACH

The primary municipal project partner contact for Town or City agrees to provide support throughout the community planning process by:

- Proactively identifying and/or reaching out to a variety of internal and external stakeholders immediately after contract finalization and before the official project kick-off; and
- Striving for diversity and inclusion regarding advisory group/committee formation (if applicable) as well as with the overall community outreach and participation throughout the process. This includes not exclusively seeking nominations from existing community members who already serve on other committees, but also reaching out to a wide net of community organizations, and the general public and community at-large.

The primary municipal project partner is aware that such themes regarding racial equity, diversity and inclusion may permeate the content of the planning process and ultimately the plan report goals and recommendations.

Acknowledgement

By signing this, I acknowledge my receipt and awareness of the statement.

Name – of Chief Executive of Municipal Project Partner/Client
Title & Community

Date: _____

Name – of Primary Project Contact – Municipal Project Partner/Client
Title & Community

Date: _____

MAPC RACIAL EQUITY, DIVERSITY & INCLUSION STATEMENT (“REDIS”) – VETTED & APPROVED BY RD & MD IN MID/LATE 2021

Standardized Vetted Language for REDIS Statement – on Principles In Its Services, Analyses & Client Work Products – for MAPC Agency-Wide Insertion in Scopes of Work that are incorporated by reference into MAPC Contracts – Beyond project “scopes of work” documents, the MAPC REDIS can also be included in RFPs, and for contracting with vendors.

Required Forms

Certificate of Non-collusion Form

Certificate of Tax Compliance Form



Photo from Boston.com Wikimedia Commons/Tim Pierce

CERTIFICATE OF NON-COLLUSION FORM
TOWN OF ARLINGTON
MASTER PLAN UPDATE
RFP #24-44

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



Signature of Individual Submitting Bid or Proposal

Marc D. Draisen, Executive Director

Name of Individual Submitting Bid or Proposal

Metropolitan Area Planning Council (MAPC)

Name of Business

09/20/2024

Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

Insurance

Certificate of Insurance - Commercial General Liability

Certificate of Insurance - Workers Compensation and Employers' Liability

MIIA PROPERTY AND CASUALTY GROUP, INC.

CERTIFICATE OF INSURANCE

DATE(MM/DD/YYYY)

9/12/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE CONTRACTS BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the contract(s) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

INSURED
Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111

PRODUCER
MIIA Member Services
Department 530, P.O. Box 4106
Woburn, MA 01888-4106

COVERAGES

CERTIFICATE NUMBER: 10

REVISION NUMBER:

THIS IS TO CERTIFY THAT CONTRACTS OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE CONTRACT PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE CONTRACTS DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH CONTRACTS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	CONTRACT NUMBER	CONTRACT EFF (MM/DD/YYYY)	CONTRACT EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <hr/> GEN'L AGGREGATE LIMIT APPLIES PER LOCATION	<input type="checkbox"/>	MET00028-04-24	7/1/2024	7/1/2025	Each Occurrence \$1,000,000 Damage To Rented Premises (Ea occurrence) \$300,000 Med Exp (Any one person) \$15,000 Personal & Adv Injury \$1,000,000 General Aggregate \$3,000,000 Products - Comp/Op Agg \$3,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> AUTOS	<input type="checkbox"/>				COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTIONS	<input type="checkbox"/>				EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER INCLUDED? (Mandatory in NH) <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT
		<input type="checkbox"/>				
		<input type="checkbox"/>				
		<input type="checkbox"/>				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: RFP

CERTIFICATE HOLDER

Town of Arlington
730 Massachusetts Avenue
Arlington, MA 02476

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED CONTRACTS BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

