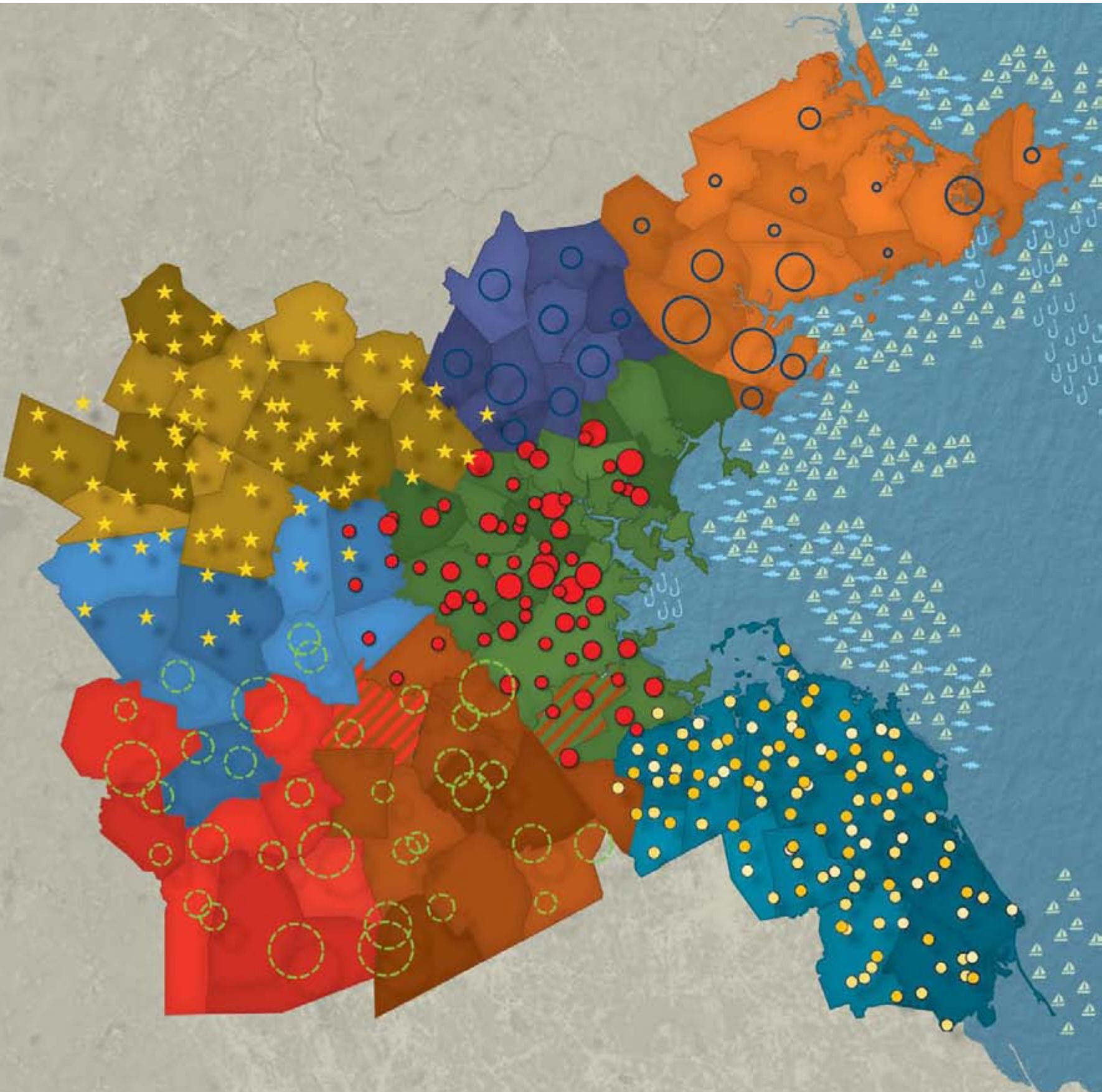


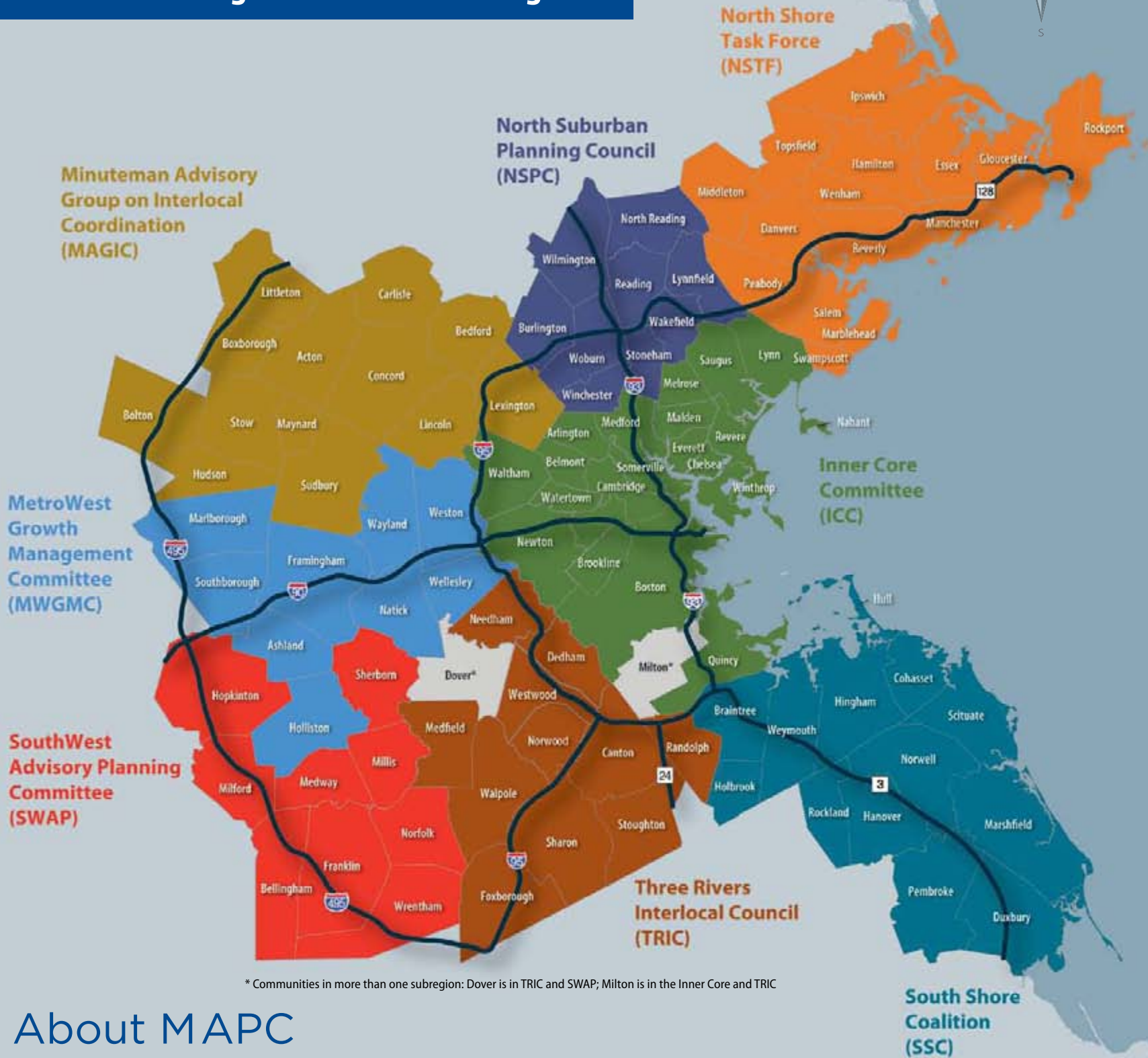
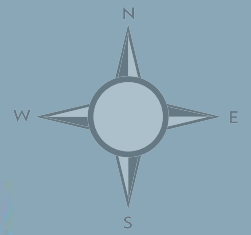


Metropolitan Insights 2010

Metropolitan Area Planning Council Calendar and Annual Report



The MAPC Region and its Subregions



About MAPC



The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in Greater Boston. Our region includes 101 municipalities, from coastal towns to developing suburbs and post-industrial regional urban centers.

Our mission is to promote smart growth and regional collaboration, which includes protecting the environment, supporting economic development, encouraging sustainable land use, improving transportation, bolstering affordable housing, ensuring public safety, advancing equity and opportunity among people of all backgrounds, and fostering cooperation among municipalities. Our work is guided by our regional plan, "MetroFuture: Making a Greater Boston Region."

MAPC's 101 member communities help accomplish our regional work through eight "subregions," each staffed by a coordinator from MAPC; the MetroWest subregion is led by an independent board and director. Each subregion includes municipal officials, along with other regional and community stakeholders, all of whom work together to develop an annual work plan and priorities. (See map of subregions above).

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Credits

The following MAPC staff helped produce Metropolitan Insights 2010: Amanda Linehan, Tim Reardon and Holly St. Clair for project coordination and editing; Mariana Arcaya, Manisha Bewtra, Chris Brown, Susan Brunton and Christian Spanring for mapping; and Joel Barrera, Joan Blaustein, Amy Cotter, Steve Daly, Rebecca Davis, Marc Draisen, Jim Gallagher, Jessie Grogan, Tom Hauenstein, David Loutzenheiser, Kathleen O'Connor Ives, Martin Pillsbury, Mark Racicot, Jennifer Raitt, Amy Reilly, Harry Taylor and Steve Winter for additional input and editing. Jason Fairchild of The Truesdale Group provided graphic design services.

From the MAPC Leadership

Dear Friends,

Few of us could have predicted the many challenges Greater Boston's residents have encountered this year, from municipal budget shortfalls and rising taxes to record-high rates of unemployment and consumer debt. Yet residents and elected officials have worked together to find opportunities in this time of crisis, coming together to share burdens and proffer solutions in a way that is unprecedented in recent memory.

MAPC is proud to say we've assisted the region in doing that – by helping communities to apply for and make the most of federal stimulus funds, by helping municipal leaders to collaborate on public safety, by working to regionalize municipal services, and by starting to implement our new regional plan, "MetroFuture," for a more sustainable metropolitan region.

Whatever the crisis of the moment, we all make better decisions when we know the facts – when we understand the data behind our daily lives. Our monthly calendar maps can help you to grasp and understand this data, perhaps in your own field of expertise, or maybe by revealing a surprising connection to another field.

The January map draws attention to one of the most important activities of 2010, the decennial U.S. Census. Did you know that Massachusetts can lose not only Congressional seats, but more than \$2,000 in federal funds for every person we fail to count? The "hard to count" communities extend well beyond Boston, as the January map indicates. We urge you to join with your local Complete Count Committee to make sure everyone is included in the 2010 Census.

The March map shows how many communities are beginning to take advantage of their new authority to levy a local meals tax and to raise their hotel/motel tax. The Massachusetts Department of Revenue estimates that cities and towns could realize \$75 million in added revenue were these options fully exercised. So far, 27 MAPC communities have chosen to enact a meals tax, while 29 have increased their hotel/motel taxes.

Next October, a year after we're writing this letter, we find a map that might serve as an incentive to curb our holiday intake of calories! Obesity is on the rise in Metro Boston, and one big culprit is the fact that we don't walk or bike nearly as much as we used to. We can all take steps to combat this epidemic in our homes, but public policies can help, too. Building more transit options, especially in the more densely developed suburbs, and establishing a "bike share" program in the Inner Core are just two of the ways MAPC is trying to keep all of us a little healthier.

We at MAPC remain optimistic about planning for our future in the Commonwealth, and we look forward to continue giving you – our cities, towns, elected officials, residents and employers – the tools needed to make this a healthier, more vibrant Greater Boston region.



Jay Ash
City Manager, Chelsea
President, Metropolitan
Area Planning Council

A handwritten signature in black ink that reads "Jay Ash".



Marc Draisen
Executive Director
Metropolitan Area
Planning Council

A handwritten signature in black ink that reads "Marc P. Draisen".

MAPC Program Highlights

The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the people who live and work in Metro Boston. With a mission to promote smart growth and regional collaboration, MAPC's work is guided by our regional plan, "MetroFuture: Making a Greater Boston Region."

Despite economically challenging times, MAPC has proudly helped the 101 cities and towns in Greater Boston in navigating the recession with an eye toward preserving our region's vast resources for future generations. Whether in the area of public safety, open space preservation, clean water, affordable housing, transportation equity, sustainable development or inter-municipal cooperation, MAPC is uniquely positioned to bring cities and towns together for the betterment of the region as a whole. Our work encompasses many facets of living and working in Massachusetts, but is always guided by smart growth principles, and the philosophy that collaborative approaches can best solve regional issues. Read on to learn more about the work of MAPC.



Guiding Future Development and Preservation

With MAPC's progressive new regional plan, "**MetroFuture: Making a Greater Boston Region**," the agency is helping to guide both development and preservation in Metropolitan Boston, now through 2030. The plan was approved in December 2008, and campaigns for its implementation were launched to the public at an energizing event in June 2009. With the plan officially in place, MAPC's work has turned to advancing and measuring its implementation.

Since the plan's adoption, MAPC staff has worked hard collecting input from hundreds of MetroFuture friends and supporters, whose ideas have helped craft four initial MetroFuture campaigns: Green Jobs and Energy, Local Smart Growth Planning, Transportation Investment and Zoning Reform. At the June 9, 2009 MetroFuture kickoff event, more than 300 people gathered to discuss and advise MAPC on strategies for advancing the first three campaigns. MAPC also released "From Plan to Action: A MetroFuture Summary," an accessible guide to MetroFuture goals and implementation strategies, which is available online at www.mapc.org and www.metrofuture.org.

In 2010, MAPC will continue to advance the MetroFuture campaigns and engage the "Friends of MetroFuture" in this work. We are also establishing a Regional Indicators Program to assess the region's progress in achieving MetroFuture's goals, as well as MAPC's effectiveness at undertaking the implementation strategies. We are pleased that two of our partners in establishing the MetroFuture plan are continuing their support of implementation. The Boston Foundation has contributed to MetroFuture implementation broadly, while an anonymous foundation has funded establishment of an Equity Report Card.

One way MAPC is advancing MetroFuture is through our work with the **Massachusetts Smart Growth Alliance (MSGGA)**. Through MSGGA, MAPC has successfully advocated for policies and initiatives that advance sustainable and equitable development, including increased state investment in transit and other transportation options, the state's "Gateway Cities" revitalization program, and meaningful zoning reform. MSGGA is also working with the Massachusetts Water Resources Authority (MWRA) to make sure that expansion of the MWRA is accompanied by smart growth requirements and water conservation.

continued on page 4

MetroFuture in Action

MAPC and member communities across the region are working on a variety of projects to implement MetroFuture. This map depicts a selection of our efforts to make a better, more vibrant Boston Region.



BURLINGTON, LEXINGTON, LINCOLN, WALTHAM & WESTON

Route 128 Corridor Plan

Transportation and land use planning for future economic growth along the Route 128 corridor.

MetroFuture Goal #51

Regional transportation planning will be linked with sustainable land use planning.

PEABODY & SALEM

Brownfields Assessment

Assessing conditions and planning for reuse of a former industrial area.



MetroFuture Goal #3

Brownfields will be cleaned up and re-used for parks or development.

ASHLAND, FRAMINGHAM, SOUTHBOROUGH, SUDBURY & WAYLAND

Nyanza Public Health Outreach Project

Engaging multilingual populations in understanding Sudbury River contamination.

MetroFuture Goal #22

Urban and minority residents will not be disproportionately exposed to pollutants and poor air quality.



Nancy Bryant

BOSTON

Participatory Chinatown

Fostering public participation in planning Boston's Chinatown by using a 3D virtual space.

MetroFuture Goal #31

The region's residents will be well-informed and engaged in civic life and community planning.



BRAINTREE & WEYMOUTH

Revitalizing Weymouth Landing

Planning for housing and economic development near a train station.

MetroFuture Goal #5

Most new homes and jobs will be near train stops and bus routes, and new growth will be designed to promote transit use.



Number of MAPC Projects

1-4

5-8

9 or more

MetroFuture Project



Hundreds of planners, legislators and municipal leaders discussed the federal economic stimulus package at an April forum hosted by MAPC at Suffolk Law School.

Through the MSGA, MAPC is also working with MassPIRG – the Massachusetts Public Interest Research Group – as well as Smart Growth America and other groups on the national “Transportation for America” campaign, which urges federal transportation policies that are consistent with smart growth principles. We are also working with leaders

from across New England in the “New England Regional Rail Coalition,” an association of planning, environmental, municipal and business groups from all six New England states that came together this year to improve the region’s competitiveness for rail investments. MAPC also counts itself a member of Smart Growth America’s “State and Regional Caucus,” which brings smart growth-focused organization leaders from across the country.

MAPC is also a founding member of “Our Transportation Future” (OTF), a coalition of business, labor, planning and environmental groups who are pushing for increased investment in the state’s transportation infrastructure. OTF played a key role in the 2009 transportation debate around reform and revenue. Although our effort to achieve an increase in the gas tax failed, the Legislature did commit \$275 million in funding to transportation from an increase in the sales tax.

MAPC strives to make every major development project in the region compatible with MetroFuture and the state’s Sustainable Development Principles. One way we do this is through our active involvement in the Massachusetts Environmental Protection Act (MEPA) process.

As we study and comment on major developments, MAPC communicates our perspective and recommendations to developers, municipalities, and state officials. In 2009, MAPC evaluated and commented on several key projects, including the Urban Ring, the South Coast Rail project, Lowell Junction, Beacon at 495, Route 18 in Weymouth and RiverGreen Technology Park.

Of special note is the “Commons at Prospect Hill” project in Waltham. MAPC collaborated with the 128 Central Corridor Coalition – which includes Burlington, Lexington, Lincoln, Waltham and Weston – to submit several joint comment letters to MEPA for this project.

Our MEPA comments consistently seek to minimize and mitigate traffic impacts, to expand transit, bicycle, and pedestrian alternatives, to safeguard critical environmental resources, to limit storm water impacts through “Low Impact Development (LID),” and to encourage a mixture of commercial and residential uses.

Better Planning through Technical Assistance

Cities and towns throughout the region continue to seek out MAPC for **technical assistance** on a variety of issues. Much of MAPC’s “on the ground” technical assistance work for municipalities has been made possible through funding from the District Local Technical Assistance program (DLTA). This program was created by the Legislature and Governor Deval Patrick in 2006 to assist communities with a variety of land use planning activities, especially expedited permitting of commercial and industrial projects. The program is now entering its third funding round, and it has been expanded to assist municipalities to regionalize planning, procurement and service delivery.

Using DLTA funding matched by the town, MAPC worked with Danvers to create mixed-use bylaws for targeted portions of Danversport. The bylaws

were crafted after extensive public input, including a “Visual Preference Survey” using Photoshop and Pictometry imaging tools, as well as a survey of Danvers residents on industrial-type uses. In addition, the “Danvers Mixed Use Report” suggested zoning revisions to other targeted industrial areas, and designed and presented a public program on the feasibility of using the state’s 40R Smart Growth Zoning program to redevelop parts of downtown Danvers.

MAPC staff also helped several municipalities to apply for federal stimulus money made available through the American Recovery and Reinvestment Act (ARRA). With assistance from MAPC, Revere received \$485,000 from the U.S. Department of Energy to help pay for the installation of a new roof with built-in photovoltaic panels and high efficiency air conditioning units at the Beachmont Elementary School.

Throughout 2009, MAPC develop the **Malden Master Plan**, utilizing Community Viz software, which helps community members visualize themselves inside four different scenarios for future residential development in Malden. MAPC staff used Community Viz in a live demonstration to compare alternative zoning scenarios and their impacts on different Malden neighborhoods. Participants provided instant feedback on each scenario using wireless keypads; following discussion, they voted on their preferred option.

MAPC began work on a Housing Production Plan for Bellingham. The plan includes an analysis of housing supply and demand, an analysis of barriers to development, a map series, and will include an extensive implementation plan with strategies to help the town achieve and maintain affordable housing goals. The work will also include formation of a “Municipal Affordable Housing Trust Fund Board of Trustees” to oversee implementation activities.

MAPC staff worked on housing publications this year, including one with The Citizens Housing and Planning Association (CHAPA), titled “**The Use of Chapter 40R in Massachusetts As a Tool for Smart Growth and Affordable Housing Production.**” An advisory committee on the project will explore policy improvements in light of the information revealed by the report. Staff also assisted the Massachusetts Housing Partnership on a Municipal Affordable Housing Trust Fund guidebook, which explains strategies for setting up a trust and gaining approval from the local legislative body.



MAPC Executive Director Marc Draisen welcomes supporters of the “MetroFuture” regional plan to a June, 2009 kickoff event in Boston.

This year, MAPC began working with municipalities that wanted help collaborating on the joint delivery of services, and these efforts were also funded under DLTA. Two of the projects focused on **consolidating public health services** among Arlington, Belmont and Lexington, and between Melrose and Wakefield. The Melrose/Wakefield project was implemented mid-year and met with success by year’s end. Working with the public health directors of Arlington, Belmont and Lexington, MAPC staff helped to build an organizational framework and governance structure for a single regional health department designed to serve the three towns

with improved service quality through a cost-effective approach. Action is expected at the 2010 spring town meetings.

Several other DLTA projects addressed public safety concerns. In the first, MAPC assisted in creating a **regional emergency communications center (RECC)**. A vendor was selected at the end of the year and the study will begin in January. A second project would regionalize an emergency planning committee (REPC) among seven communities in and around Norwood. MAPC researched model organizations, proposed a structure and set out a plan for implementation.



This year, MAPC began helping several communities to consolidate fire services, including fire inspections and dispatch services.

Another pair of projects focused on **consolidation of fire services**. Melrose and Wakefield asked MAPC to help them examine the potential of jointly providing fire department services, such as inspections, fire safety services and dispatch. Ashland and Hopkinton asked MAPC to help them evaluate combining their fire departments as a means of mitigating economic pressures. MAPC staff, aided by fire service professionals, collected data, analyzed response times and build-out trends, station locations and equipping and staffing, to deliver a report of findings and recommendations for next steps. Through our work with school departments on the North Shore, MAPC staff also developed a **combined teacher training schedule** for seven departments and helped create a **joint job posting** system designed to improve applicant pools, provide efficient candidate screening and lower advertising costs.

Encouraging and Supporting Collaboration among Municipalities

Subregional councils are a primary means of communication between MAPC and member communities, and MAPC continually seeks to expand participation in these councils. Each municipality in the MAPC region is included in one of eight subregions, led by a staff coordinator; the MetroWest Growth Management Committee plays this role in MetroWest, but is governed by an independent board, on which MAPC serves.

Subregions provide a venue for citizen input into regional planning as well as a forum for local elected officials, planners, community organizations, legislators and businesses to exchange information. Over the past year, subregional meetings addressed a wide variety of planning topics, such as the Ocean Management Act, the Green Communities Act, Scenic Byways, water usage, using GIS, economic development and more.

MAPC also facilitates regional dialogue and joint municipal action among chief elected and appointed officials in the region. Among the most prominent of such efforts are the **Metro Mayors Coalition** and the **North Shore Coalition**, which bring together mayors and city/town managers to collaborate across municipal boundaries.

The Metro Mayors helped further the mission of MAPC this year by responding quickly to the emerging economic crisis. MAPC has taken an active role in working to help cities and towns avoid layoffs and become

more efficient, through efforts like legislative advocacy in support of a comprehensive municipal relief package, of local options taxes, of participation in the Group Insurance Commission (GIC), and by studying the feasibility of regional 911 call centers in the Metro Boston region. MAPC also helped cities share information and develop strategies to cope with the foreclosure crisis.

A regional anti-youth violence initiative is another example of regional collaboration that MAPC helps to foster. Over the past three years, MAPC helped nine Metro Mayors Coalition cities, 10 North Shore Coalition municipalities, and two MetroWest towns to secure more than \$2 million annually in funding through the state's **Charles Shannon Community Safety Initiative**. MAPC is the fiduciary agent and program manager for these funds, helping communities to implement multi-jurisdictional, multi-disciplinary strategies to combat youth violence, gang violence and substance abuse. In August 2009, the Metro Mayors Coalition hosted its Second Annual Shannon Grant Basketball Tournament in Somerville. Participants in the tournament included law enforcement, prevention partners and youth.

MAPC continues to perform fiduciary, planning, and project management services for the **Northeast Homeland Security Regional Advisory Council (NERAC)**, managing \$4.65 million in grant funding for 85 cities and towns north and west of Boston. In 2009, MAPC took on the role of fiduciary for all four regional homeland security councils across the Commonwealth, managing \$13.4 million in grant funds and performing grant management, procurement and financial services for all four, while managing a team of three other regional planning agency partners who staff and support the Southeast, Central and Western councils. MAPC also participates in statewide homeland security planning efforts along with participants from several state agencies and all homeland security regions.

MAPC has expanded its fiscal management role in the public health arena as the "host agent" for the Region 4A Public Health Coalition, a cooperative of 34 public health departments ranging from Wilmington to Wrentham, between I-95 and I-495. MAPC assists the coalition in utilizing more than \$485,000 for emergency and pandemic preparedness efforts. As H1N1 "Swine Flu" pandemic concerns spread across the state, MAPC hosted an additional \$1.2 million in grant funding to provide vaccine clinics throughout the 4A region.



In August, the Metro Mayors Coalition hosted its second annual basketball tournament in Somerville, bringing together youth and law enforcement under the Charles E. Shannon Community Safety Initiative.

Preparing for Natural Disasters

After recent storm events – such as the Northeast ice storm in December 2009, and several heavy rains storms that caused flooding this summer – residents across the region are more aware than ever of the severe effects of natural disasters. To help allay these effects, MAPC completed **Natural Hazard Mitigation Plans** for 32 cities and towns in 2009, on top of the 41 other plans completed in recent years. Each plan includes a GIS map series depicting areas subject to various natural hazards, an inventory of critical facilities and infrastructure, a vulnerability analysis, and a mitigation strategy with recommended actions to reduce vulnerability.



MAPC offers monthly trainings in how to use our online mapping tools. Visit www.metrobostondatacommon.org for more information.

In 2010, MAPC will be completing the final set of plans for the region, helping 17 more communities. MAPC will also begin work this year on updating and renewing the Hazard Mitigation plans for 19 communities on the North Shore and South Shore, whose original plans were completed in 2005. FEMA requires that the plans be renewed every five years to reflect current data and conditions.

In many communities, brownfield sites such as abandoned industrial facilities hold much potential for redevelopment and community revitalization if properly cleaned up. MAPC is working collaboratively with Peabody and Salem using a \$1 million EPA Brownfields grant to assess several brownfield sites in the two cities. The sites are important for Peabody's plans to mitigate flooding in the downtown, and also for the expansion of open space, greenways, and economic development in both cities.

Municipal Savings through Shared Procurement

Some 35 communities are saving up to 20 percent on purchases of office supplies, paving services, and road maintenance by participating in MAPC's **Regional Services Consortia**. MAPC performed multiple procurements for municipalities in four consortia in the South Shore, MetroWest, North Shore, Metro Northwest, and Merrimack Valley regions.

Similar savings were realized by the 300 members of the Greater Boston Police Council (GBPC). During 2009, MAPC continued to broaden its array of GBPC-sponsored vehicle contracts to provide choices, convenience, and quality for public safety departments needing police cruisers, SUVs, general use vehicles, a range of trucks from light to very heavy duty, and a selection of hybrid vehicles. Overall, 187 vehicles were purchased, totaling more than \$12 million in sales.

In 2009, MAPC began its partnership with the Fire Chiefs Association of Massachusetts (FCAM) to develop a collective procurement service model to address the high cost of fire apparatus and ambulances.

MAPC procurement services will continue to be attractive as local governments face mounting budget constraints.

Making Data Accessible to All

Good planning requires access to good data. MAPC works to collect and analyze regional data and to make this data available to the public, while helping to increase analytic capacity at the local level.

Users throughout the region and around the world can access information about MAPC communities through our ever-expanding **Web-based mapping site**, www.MetroBostonDataCommon.org.

In an effort to develop an even more effective next generation of the DataCommon, MAPC is working closely with our colleagues in the Open Indicators Consortium (OIC), which includes data intermediaries from throughout the nation. OIC is working with researchers at UMass Lowell

to develop an "open source" technology to add more powerful analysis tools for researchers and a more intuitive interface for novice users.

Although users can access the DataCommon for most of their needs, MAPC still responds to daily data requests from municipalities, organizations, individuals, the media and state agencies. In 2009, MAPC answered more than 200 on-demand data requests.

In July 2009, MAPC held its biennial "Data Day" conference and received an overwhelming response, with more than 350 in-person attendees and at least 100 participating in a webcast. This conference, sponsored by MAPC, Northeastern University and The Boston Foundation's Boston Indicators Project, helps communities and non-profits to expand their capacity to use technology and data to advance their goals. MAPC continues to incorporate cutting-edge planning and technology tools into our region's planning processes. Using Google SketchUp and Community Viz, MAPC created a 3-D computer model of Weymouth Landing to enable planning workshop participants to take a "virtual tour" of the district – as it looks now and as it might look with different types of new development. The visualization tool helped participants to focus future solutions and supported a lively discussion about the types of development that should be encouraged.

A Digital Media and Learning grant from the MacArthur Foundation funded the development of the **region's first planning video game**. The Participatory Chinatown Project, a partnership with Emerson College and the Asian Community Development Corporation, is exploring how a planning video game that utilizes a 3-D virtual environment can facilitate citizen engagement in a neighborhood master planning process. The 3-D virtual environment augments the debate about new development, bringing in additional information, tracking effects of different decisions, and showing the results of those decisions so participants can experience what the space would look like under varied scenarios.

MAPC is an official Census affiliate, working with our municipalities and the Donahue Institute at UMass Boston to prepare for a complete and accurate count during the 2010 Federal Census, and to ensure that subsequent annual Census estimates are also accurate. MAPC provides training and assistance to municipalities and community-based organizations to help ensure that everyone in our region is counted.

Getting Around the Region

Transportation – and equitable access to reliable transit – is a major focus of MAPC's work. The agency serves as vice-chair of the **Boston Region Metropolitan Planning Organization (MPO)**, which establishes transportation funding priorities for the region. We conduct studies and develop plans to support transportation improvements, and advocate for a well-funded, accessible transportation system that provides choice and mobility. We also encourage the coordination of transportation and land use policies at the state, regional and municipal level.



In the Participatory Chinatown project, residents can use avatars to explore different virtual environments as a way to interactively plan for future development in Boston's Chinatown neighborhood.

MAPC is working along Route 9 – with Southborough, Framingham, Natick and Wellesley – to plan for anticipated growth in that area. In Phase 1 of this study, MAPC estimated the potential retail, office and industrial growth allowed under existing zoning adjacent to the roadway. This allowed MAPC to estimate likely increases in daily vehicular trips, as well as morning and evening peaks, for 56 zones in the corridor. In Phase 2, MAPC and the communities are studying alternative land use patterns to determine if these changes, along with mitigation measures such as improved transit, can allow growth without gridlock along Route 9.

Future economic development along parts of the already congested Route 128 corridor could lead to traffic increases of more than 50 percent on 128 and on local streets. In 2010, MAPC will complete a corridor plan with Weston, Lincoln, Waltham, Lexington and Burlington calling for establishment of a multi-modal transportation center along the Fitchburg commuter rail line, along with other steps to increase bus, pedestrian, and bicyclist opportunities.



Census Partner Specialist Cesar Monzon speaks on the importance of ensuring an accurate 2010 Census count in Massachusetts at MAPC's "Data Day" conference in July 2009.

To reduce existing and anticipated congestion and safety problems along Route 495 between Route 290 and the Mass Pike, MAPC and the Central Massachusetts Regional Planning Commission (CMRPC) worked with area communities and local business groups to look at a range of roadway, transit and land use options. The report's findings will be the starting point for a more detailed follow-up study to identify the specific steps to relieve congestion, to improve safety and to manage land use.

This year, MAPC broke new ground by working with Boston, Brookline, Cambridge and Somerville to secure a vendor to establish a **regional bike sharing network**, modeled after a successful system in Montreal. The system is projected to have several hundred bike-share stations throughout Boston, Cambridge, Somerville, Brookline, and Arlington within the next several years. The goal of the program is to increase mobility options within the Inner Core and to replace short automobile trips with biking. MAPC managed the procurement process and is helping each city establish contracts with the vendor, The Public Bike System Company.

Finally, In 2010 MAPC will work with communities along Route 2 to better coordinate regional transit service and prepare for the effects of large transportation changes along the corridor in the coming years.

Charting a Course to Regional Prosperity

MAPC's economic development work is based on a **Comprehensive Economic Development Strategy**, updated annually. This report presents current economic trends in a format useful to public officials and community-based organizations. It is also an important fundraising tool. In 2009, MAPC leveraged \$3.5 million in funding from the U.S. Economic Development Administration to help fund new research and

development space for the Fraunhofer Center for Sustainable Energy Systems in Cambridge. The Center is dedicated to serving the research needs of the sustainable energy industry, helping established industry as well as first time entrepreneurs move clean energy technologies from the laboratory to the production line.

MAPC also collaborated with North Shore InnoVentures, a life science business incubator, to locate the new Cleantech InnoVenture Center (CIVC) in the heart of Lynn. CIVC specializes in catering to the needs of clean energy and clean technology businesses that have already proven the value of their new product and are preparing to manufacture.

MAPC is supporting the innovation economy in Massachusetts by working collaboratively with business-driven organizations in every part of the region. Job creation remains the goal. What has changed are the tools we use to create jobs: information technology, transfer of knowledge, communication systems, and decision support tools that, together, harness the creative energy of people from different industry sectors, professional backgrounds, and cultures. MAPC is a regional information hub that catalogs commonly-held barriers to component parts of the innovation economy and facilitates a unified response on how to best mitigate these barriers.

From Beacon Hill to Capitol Hill

Making change on Beacon Hill requires dedication to advocacy and coalition-building. Under the guidance of our Legislative Committee, MAPC works with the Patrick Administration, legislators, and stakeholders of all stripes to advance legislation and policies across a diverse set of issues.

These issues include budgetary appropriations for programs as wide-ranging as the Charles Shannon Community Safety Initiative, the District Local Technical Assistance Program, and the Census Estimates Program. MAPC advocated successfully for passage of numerous bills, from legislation enabling cities and towns to locally opt for meals and hotel taxes, to the recently passed reforms of our transportation system.

We continue efforts to make it easier for cities and towns to regionalize municipal services, to improve and better fund the successful Community Preservation Act, to create a system to convey and reuse surplus state land in ways that are consistent with smart growth, and to reform health insurance for municipal employees.

MAPC is also increasingly active in Washington, working with the Obama Administration and our Congressional delegation to revamp the way transportation is funded in America, with an increased emphasis on lowering greenhouse gas emissions through a greater emphasis on transit. We are collaborating closely with the National Association of Regional Commissions and other allies to establish the so-called "sustainable and livable communities" program, which will fund the development and implementation of regional plans like MetroFuture.

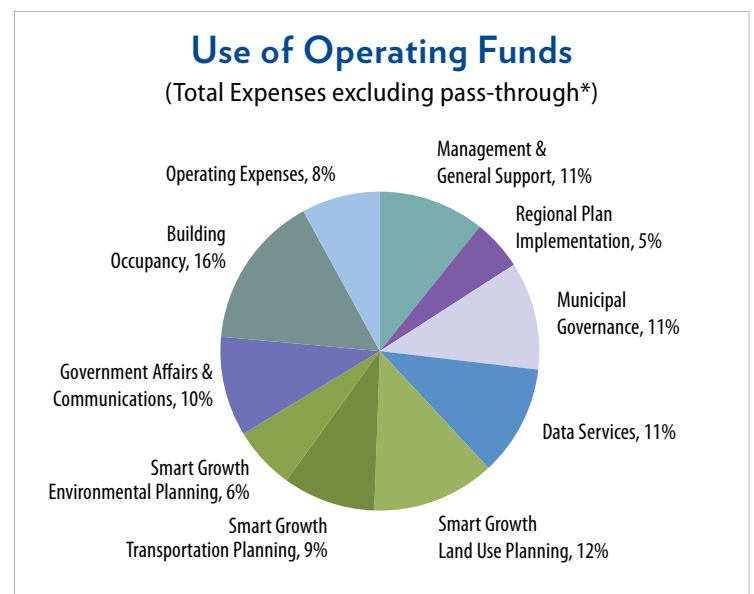
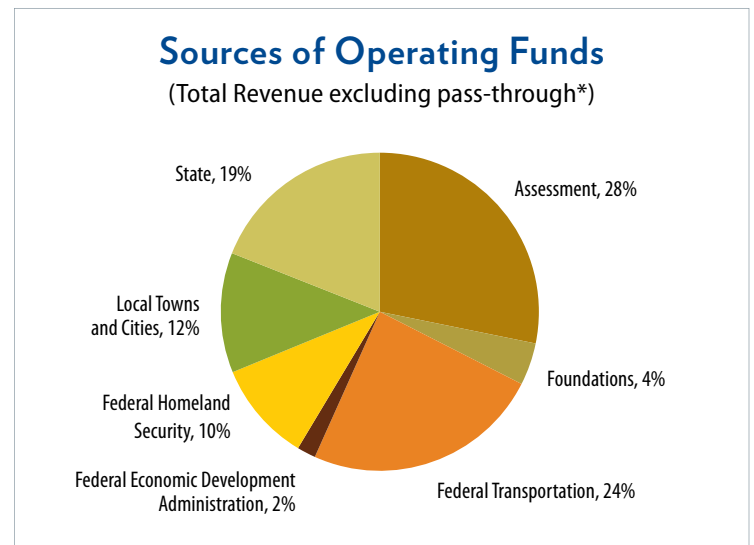
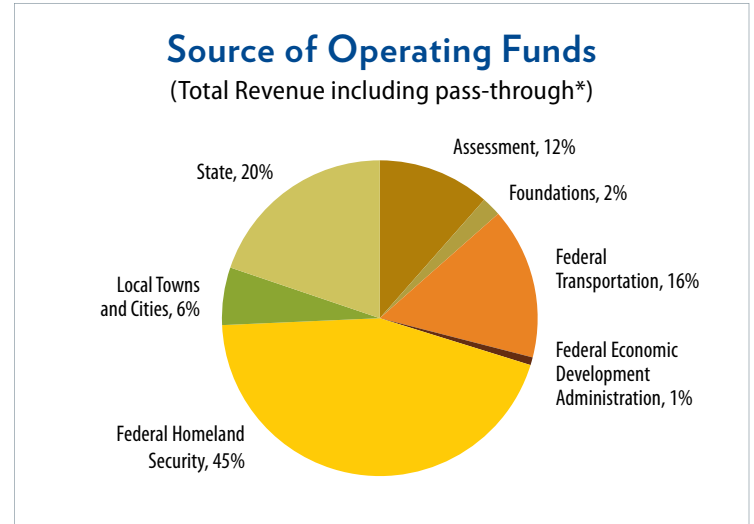


Senator James Timilty, D-Walpole, speaks to a crowd of crime prevention leaders from across the state at a rally in support of funding for the Shannon Grant Community Safety Initiative.

Financial Statement

STATEMENT OF CHANGES IN FUND BALANCE FOR THE YEAR ENDED JUNE 30, 2008, AUDITED

OPERATING REVENUES	
Grants & Contracts	\$ 6,536,165
Assessments	877,815
Charges for Services	<u>125,641</u>
TOTAL OPERATING REVENUES	\$ 7,539,621
INTEREST REVENUE	\$ 16,567
TOTAL REVENUE	\$ 7,556,188
DIRECT EXPENSES	
Salaries	\$ 1,392,744
Expenses (Including project-specific expenses and pass-through*)	<u>4,457,520</u>
TOTAL DIRECT EXPENSES	\$ 5,850,264
INDIRECT EXPENSES	\$ 1,935,607
TOTAL EXPENSES	\$ 7,785,871
INCOME (LOSS) BEFORE TRANSFERS & OTHER INCOME	\$ (229,683)
TRANSFERS IN (OUT)	
Fiduciary Transfers In	\$ 269,110
Operating Transfers Out	<u>(17,500)</u>
Total Transfers In (Out)	\$ 251,610
NET INCOME (LOSS)	\$ 21,927
FUND BALANCE - JUNE 30, 2007	\$ 343,650
FUND BALANCE - JUNE 30, 2008	\$ 365,577



This year's financial statement shows MAPC data only. Please contact MAPC for the financial statements of affiliated entities for which MAPC serves as a fiscal agent, such as the Central Transportation Planning Staff (CTPS) and MetroWest Growth Management Committee (MWGMC).

*Pass-through funds shown here include municipal grant programs managed by MAPC (such as the Shannon Grant Program) as well as equipment or services purchased by MAPC on behalf of municipalities.



MAPC Online Resources

Visit MAPC's Web site, www.mapc.org, to learn more about our work promoting smart growth and regional collaboration.



Say it with a map! Learn how to use MAPC's online mapping tool, the MetroBoston Data Common. www.MetroBostonDataCommon.org

Become a "Friend" of Metrofuture, and start making a Greater Boston Region! www.MetroFuture.org