



Wellesley Board of Selectmen  
525 Washington Street  
Wellesley, MA 02482

Via email

**Re: RFP Proposal for Wellesley Unified Plan**

To the Board:

It is with great pleasure that the Metropolitan Area Planning Council (MAPC) submits this proposal to work with the Town of Wellesley on its Unified Plan. We are confident this project will help Wellesley to think expansively and creatively about its future.

We are encouraged by the Town's concept of a Unified Plan that recognizes the interrelatedness of land use, housing, economic development, municipal governance and service delivery, transportation, health, and other factors. This holistic perspective drives much of MAPC's work, and our regional plan *MetroFuture*. We take a broad view of planning, and the breadth of our in-house expertise, which represents the full range of traditional and emerging planning disciplines, reflects that. Interdisciplinary work is our norm: it is in our DNA to believe that long-term livability can only be achieved when communities take an inclusive approach.

Wellesley's concept for the Unified Plan dovetails with MAPC's expertise in another critical way. Your desire to engage stakeholders *together across topic areas, rather than in separate silos*, is an excellent way to ensure that participants will continue to work together after the Plan is complete. MAPC brings many years of experience to this type of community engagement – we are one of the few Regional Planning Agencies (RPAs) in America with a dedicated Community Engagement staff, who focus their time on innovative ways of facilitating stakeholder conversations.

MAPC serves the people who live and work in the 101 cities and towns of Greater Boston. Our mission is to encourage smart growth and regional collaboration. We work to improve Great Boston's livability – its prosperity, safety, health, climate resilience, equity, and distinctive character.

MAPC has decades of experience partnering with municipalities on plans of all types, from master plans and strategic plans to plans dealing with specific topic areas.. We are presently conducting planning projects on topics as varied as housing demand projections, climate adaptation planning, downtown revitalization, disaster preparedness, and equitable transit-oriented development (E-TOD).

We have established a strong working relationship with Wellesley while working on the Route 9 Enhancement Study and Plan, a complex project that has included inventories, visioning, public forums, recommendations, and a great many other activities, all of which should inform the Unified Plan.

As you'll see in the pages that follow, MAPC is highly qualified to partner with Wellesley on the Unified Plan. You will see that we have an exceptional staffing plan, an extremely qualified team, and a long track record of success in working with municipalities on similar projects. We believe that our stakeholder engagement plan will result in a rich understanding of residents' aspirations, clear priorities for the Town, and actionable means of implementing these priorities. We believe that our approach will help to build understanding within and among public bodies and, ultimately, among the citizenry, about the intertwined issues the Town faces, and the ramifications of the priorities it adopts. Not least, our approach will build collaborative capacity in Wellesley, enabling more productive work in the years to come.

This project holds enormous promise. Such a plan, done correctly, could serve as a model for other municipalities in the region, and indeed beyond. We are eager to help make Wellesley's goals for the Unified Plan a reality. We would be honored if you agree that MAPC is the right match for this important work.

Yours truly,

Marc Draisen,  
Executive Director

Please direct all correspondence to

Marc Draisen, Executive Director  
Metropolitan Area Planning Council  
60 Temple Place  
Boston, MA 02111  
617.933.0700

# Wellesley Unified Plan

Technical Proposal by Metropolitan Area Planning Council



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# CONTACT INFORMATION

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## ABOUT MAPC

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. Our mission is to promote smart growth and regional collaboration. Our regional plan, MetroFuture, 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 for all.

# EXPERIENCE

## GENERAL EXPERIENCE

MAPC's mission is to promote smart growth and regionalization. To pursue that mission, we have developed expertise with municipal planning in all its permutations, and have deep institutional experience in smart-growth projects across the region. We have extensive applied experience in planning projects large and small: over five decades of on-the-ground work in throughout the region, and we devote time and resources to gleaning best practices from other parts of the country (and the world).

Our in-house expertise encompasses land use and zoning, economic development, transportation, housing, sustainability, and clean energy – and extends beyond to, governance, equity, community engagement, and public health. All of these intertwined topics are of critical importance to the continued vitality of Wellesley, and to the success of the Unified Plan.

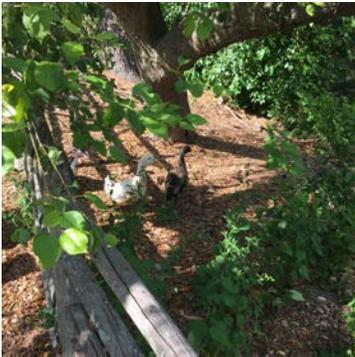
**MAPC's Focus on Interdisciplinary Work** As implied by Wellesley's Unified Plan RFP, municipal matters are inextricably intertwined: zoning, housing, economic development, clean energy, sustainability, governmental efficiency, transportation, housing, public services, facilities, public health – all matters in which MAPC has considerable experience and dedicated teams and expertise. We implement an interdisciplinary approach in all our work. We look at municipalities, neighborhoods, station areas, and corridors, populations, and issues from multiple perspectives. We believe that the best solutions are never invented in a single silo, but rather at the intersection of various disciplines.

**Zoning** MAPC staff have extensive experience in assisting communities in evaluation of their current zoning, facilitation of discussions with boards and the general public to determine the goals of the municipality regarding their future development, and drafting of new zoning regulations to implement the expressed community goals. We illustrate the potential development under existing zoning by means of buildout analyses and visualizations of permissible development. We develop community consensus regarding goals for future development through facilitated discussions and use of photographic examples of potential future development types, styles and densities. We have extensive experience in drafting new bylaws and ordinances, and if necessary, accompanying design guidelines. Examples of past work include downtown zoning, mixed use overlays, amendments to industrial or commercial zones, inclusionary zoning, and Chapter 40R Smart Growth Overlay Districts. Examples include Marlborough and Framingham's Downtown Overlay Districts and Salem's 40R District.

**Data** All of our planning activities are supported by the state-of-the-art work of our Data Services Department (also known as the Metro Data Center), which assists with demographic forecasting, market analysis, and public policy analysis. MAPC's data analysis and thought leadership help to shape Boston-area thinking about the planning disciplines. We specialize in evaluating large datasets, such as the driver

records of the Massachusetts Registry of Motor Vehicles, which help us to interpret the critical feedback loops between transportation and both residential and commercial development. The insight gained through this kind of work is tailored and applied with data-driven nuance to the level of the individual community, and would support the kind of integrated, innovative recommendations Wellesley seeks.

**Transportation** Promoting sustainable transportation is one of MAPC's highest priorities. MAPC focuses on the nexus of transportation, housing, land use, and economic development. Our planning practice includes Equitable Transit Oriented Development (E-TOD) plans, downtown parking utilization studies, and Complete Streets polices (one was recognized by Smart Growth America as the best policy in the nation in 2013). Communities we've helped with Complete Streets include Hudson and Swampscott. We have extensive work in parking policy planning, including optimizing existing parking and determining future needs and capacity for new development. We are developing a plan for a Greater Boston connected greenway network called LandLine, and we were instrumental in opening aqueducts for recreational use. MAPC played a key role in establishing the Hubway bike-share system and expanding it. Our dedicated bicycle/pedestrian plans include the Sharon Bike Plan.



**Housing** MAPC is a clear leader in housing planning, research, policy analysis, and legislative advocacy. We have helped dozens of communities, including Swampscott, Quincy, and Rockland, to develop Housing Production Plans, which have been approved by the Department of Housing & Community Development (DHCD) in accordance with state guidelines. We then help communities to implement those plans by writing or supporting zoning changes that would allow for multi-family and mixed-income housing as of right in districts most suitable for that type of development. We incorporate housing into E-TOD. We have issued report on the implementation of MGL Ch. 40R Smart Growth Zoning Overlay Districts and have used this expertise to help communities to establish 40R districts. We are currently working with the Mass Housing Partnership to develop a reasonable and consistent way to apply the "General Land Area Minimum" element under MGL Ch. 40B. We are currently helping municipalities to implement the new HUD rule on Affirmatively Furthering Fair Housing (AFFH). MAPC we created a Regional Fair Housing Plan for 13 municipalities in West Metro HOME Consortium.

**Clean Energy** MAPC's Clean Energy Department conducts municipal energy baselining and community energy profiling, as well as community energy plans, and we facilitate conversations between municipalities and utilities. We provide shared energy staffing services and municipal energy data management, and we perform regional procurement for energy savings performance contracting, solar, district energy, micro-grids, and LED streetlight conversions. We are at the leading edge of exploring new clean energy technologies and approaches, and partner with communities to design pilot projects.

**Sustainability** MAPC's Environment Department provides technical planning assistance and policy guidance on low-impact development; green infrastructure; water resources; stormwater management and funding; non-point source pollution; the EPA's new MS4 stormwater regulations; coastal and ocean resource management; watershed planning; green/open space protection; climate change and adaptation; brownfields; and solid waste and organics disposal.

**Economic Development** MAPC does extensive work in economic development, and we specialize in development scaled to the particular community. Our Economic Development Plans mesh our unmatched expertise in public engagement, data and market analysis, housing, traffic, parking, and zoning – not to mention public health, sustainability, equity, and governmental efficiency. We have deep experience in market analysis (commercial, office, retail), build-out analysis, downtown planning, priority development site identification, zoning to encourage economic development (mixed use, TOD, 40R), and more. Our Natick Center Plan featured a strong economic development element, and we've conducted many dedicated economic development plans, including in Duxbury's Hull's Corner and in Reading Downtown.

**Efficiency and Governance** MAPC's Municipal Collaboration Department will support efforts to develop the UP's vision and mission statements, develop outcome-oriented goals and metrics, and create the implementation plan. Municipal Collaboration staff, including Director Mark Fine, and Municipal Services Specialist Greg Miao, will also conduct the Public Services Review and Facilities Assessment components of the work. Both Mr. Fine and Mr. Miao have significant experience in such activities. Of most relevance, Mr. Fine served as the Managing Director of the Commonwealth of Massachusetts' Performance and Transparency Office, helping state government better use data to drive decision-making and creating the state's first comprehensive strategic plans for its eight Secretariats, including published performance reports showing how the state was progressing against its goals. Mr. Miao served in a municipal law practice, aiding towns and cities across the Commonwealth on difficult legal matters and presenting opinions to Town Meetings, City Councils and other governmental bodies. Together, they have helped build the Municipal Collaboration's team governance efficiency and reform practice. They have led successful projects to help communities improve service delivery, better understand service needs, develop strategic plans, assess facilities, and consider operational and governance innovations. These include, in the past year, the completion of a service review for the Town of Reading, a facilities assessment for the Town of Cohasset, and a strategic plan for the Town of Essex.

## **EXPERIENCE WITH PROJECTS SIMILAR TO WELLESLEY UNIFIED PLAN**

MAPC is currently leading and has recently led a number of Master Plan processes. The feedback from our towns has been that our performance is, and has been, very strong.

**Boxborough 2030: A Rural Engaged Community for All** The link to the Boxborough Master Plan web page on the town site is <http://www.boxborough-ma.gov/planning-board/pages/master-plan-update-process>. This site then connects to the Master Plan web site at <http://www.boxborough-ma.gov/boxborough2030>.

**Swampscott 2025: The Master Plan** The link to the Master Plan web site, including all documents prepared to date and summaries of meetings held, is at <http://swampscott2025.mapc.org/about-the-plan/>

**Woburn Plan for Progress** The link to the project web page on the MAPC site is <http://www.mapc.org/woburnplanforprogress>

Because the project is just getting started, the formal Melrose web site is not yet up and running. The best web presence for Melrose Forward: A Community Vision and Master Plan, is Facebook: <http://www.facebook.com/melroseforward/> or the Twitter account at: <http://www.twitter.com/melroseforward/>

**Hingham Master Plan Update** in 2014. See the web site at <http://www.hingham-ma.com/communityplanning/documents/HinghamMasterPlan.pdf> for the final report.

**Town of Reading Services Inventory and Public Service Review**

**Town of Essex Strategic Planning project**

**Town of Cohasset Space Needs Analysis**

## **QUALIFICATIONS**

**At a minimum, the Consultant must have at least five (5) years of experience in strategic planning, comprehensive plan development, public policy, or management consulting.**

As demonstrated in the Qualifications section of this proposal, MAPC easily exceeds the minimum five years of experience in planning and policy development. For more than 50 years, MAPC has served as the regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston. Members of the project team have extensive experience in the preparation of planning documents and reports – please see the project team resumes for more detail.

**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 project team expect and are available to attend daytime or evening meetings as required for all MAPC projects.

**The Consultant must have previous experience in the management of public information processes and developing municipal strategic plans and comprehensive/master plans. Completion of two (2) such projects in municipalities in Massachusetts within the last five (5) years is required, and completion of five (5) overall is desired (Provide website links to projects).**

The Qualifications section of our proposal details our experience with the preparation of municipal strategic plans and comprehensive/master plans. MAPC prepares dozens of such plans every year and some examples, along with project website links, are highlighted in our qualifications. Moreover, MAPC has both a Communications and a Community Engagement Department, both of which work with our planners to enhance the public outreach component of our planning projects.

**The volume of the Consultant'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 Consultant 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 proposes a schedule that meets Wellesley's requirements for this project. MAPC proposes an interdisciplinary project team for the Unified Plan that expects to commence work on this project in September 2016. Additionally, MAPC has extraordinary depth within each of its departments to ensure that all work is completed on time and within budget.

## **COMPARITIVE EVALUATION CRITERIA**

MAPC meets or exceeds each of the following Comparative Evaluation Criteria as described in the RFP.

**Staffing Plan** Highly Advantageous: The proposed staffing plan provides ample human resources to fully execute all aspects of the project with a qualified and experienced team and meets all the minimum applicant qualifications detailed in Section 9, "Consultant Qualifications," of the RFP as well as a strong and realistic assignment of staff to achieve project goals within the specified time frame and cost limitations. See the project team resumes and qualifications sections of the proposal.

**Methodology** Highly Advantageous: As illustrated in our proposal, the plan of services proposes a detailed, logical, creative, and highly efficient scheme for producing a complete project that addresses all of the required issues detailed in Section 4, "Conceptual Overview & Required Elements" of the RFP.

**Depth of experience with similar projects** Highly Advantageous: MAPC has provided technical assistance and planning services to its member municipalities since its inception more than 50 years ago, including projects that can compare to the Wellesley Unified Plan. Please see the Qualifications section of the proposal which includes descriptions and web links to similar projects.

**Ability and knowledge to serve as a resource to the Town** Highly Advantageous: Please see the Qualifications section of the proposal which includes descriptions and web links to similar projects.

**Strength and credibility of Client references** Highly Advantageous: Please see the list of references.

**Desirability of approach to the project** Highly Advantageous: The response contains a clear, creative, and comprehensive plan that addresses all of the project objectives stated in the RFP. MAPC has a Community Engagement Department that can cater to the specific needs of the municipalities in the region. Please see the Scope of Services and Qualifications sections of this proposal.

**A background and track record in promoting and sustaining a high degree of participation** Highly Advantageous: Please see description of the planning process and community outreach in the Scope of Services.

**Demonstrated ability to meet project budget and project timetable** Highly Advantageous: All of the Consultant's references indicate that the projects were completed within or below budget and on schedule.

## REFERENCES

### **TOWN OF SWAMPSCOTT**

S. Peter Kane, LEED Green Associate  
Director of Community Development  
22 Monument Ave  
Swampscott, MA 01907  
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### **CITY OF WOBURN**

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Planning Board and WRA Director  
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### **TOWN OF BOXBOROUGH**

Adam L. Duchesneau, AICP  
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Boxborough, MA 01719  
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# STAFFING

## ORGANIZATIONAL STRUCTURE OF PROJECT TEAM

Mark Racicot, MAPC's Land Use Planning Director, will be the Principal in Charge of the Wellesley Unified Plan project. Ralph Willmer, FAICP, will manage and lead the project. An interdisciplinary team of nine planners and professionals from other MAPC departments will join Mr. Willmer, and they will be assisted with communications, administrative, and other tasks as needed. As is the norm at MAPC, our full range of in-house experts are available for consultation on the project.

## PLAN FOR COMMUNICATION BETWEEN TEAM AND TOWN

MAPC will work closely with Town staff, the Steering Committee, (optional) Working Groups (e.g. Economic Development and Transportation Working Group; Housing and Neighborhood Working Group) and the Planning Board to formulate the Unified Plan, vet plan recommendations, and ensure robust public engagement.

Research conducted and data analyzed will be made available to the Town, Committees and Working Groups. Importantly, this project will build on findings and recommendations from recent planning including the Wellesley Open Space Plan & Recreation Plan, the Wellesley Downtown Vision and Action Plan, and more; and ongoing activities and analyses including the concurrent Housing Production Plan.

Draft materials and recommendations will be shared with the public regularly, and there will be several opportunities throughout the project for public participation including through several public meetings, and through the project website.

MAPC will maintain regular communication with Town of Wellesley staff, particularly the Town Planner, throughout the duration of the project. At the beginning of the project, MAPC staff will convene a community immersion day which will include initial meetings with the Wellesley Town Planner and if possible, the Executive Director, to further discuss project expectations and take a tour of the community.

## TEAM MEMBER NAMES, PRIMARY RESPONSIBILITIES, AND ESTIMATED TIME

Team Member & Role	Percentage
Mark Racicot, Land Use Planning Director Principal in Charge General supervision and consulting	5%
Ralph Willmer, FAICP, Principal Planner Project Lead Project management, project design, coordination, team communications	25%
Greg Miao, Municipal Services Specialist: Strategic planning	12%
Tim Reardon, Director of Data Services Projections, scenario modeling, analysis, demographics	10%
Emily Torres-Cullinane, Community Engagement Manager Meeting design, engagement strategy	10%
Anne Herbst, Regional Environmental Planner Environmental planning	8%
Karina Milchman, Regional Planner and Housing Specialist Housing	8%
Alison Felix, Senior Transportation Planner Mobility	7%
Ani Krishnan, Interim Manager of Clean Energy Clean energy	7%
Barry Keppard, Director of Public Health Public health planning	5%
Mark Samuel Fine, Director of Municipal Collaboration Strategic planning	3%

# TEAM BIOS

## **PRINCIPAL IN CHARGE:**

### **MARK RACICOT, LAND USE PLANNING DIRECTOR**

Mark Racicot has worked at MAPC since 1996. He supervises an interdisciplinary team of professional planners and collaborates with other MAPC divisions to



undertake a wide range of planning work throughout the region. Mr. Racicot leads the District Local Technical Assistance program (DLTA), a state-funded initiative that enables regional planning agencies to undertake planning work with municipalities. Mr. Racicot has led numerous planning projects at the local level. In addition to zoning, Mr. Racicot has led a range of other local planning projects. He worked with other MAPC staff to create a build-out analysis

technique that was selected by the Massachusetts Executive Office of Environmental Affairs for use in a state-wide planning effort. He subsequently supervised the Executive Order 418 Community Development Planning work for the MAPC region, where staff prepared plans for more than 20 communities, and managed contractual arrangements for planning consultants undertaking work for more than 50 other MAPC municipalities. He has a past history and strong interest in open space preservation.

## **PROJECT LEAD:**

### **RALPH WILLMER, FAICP, PRINCIPAL PLANNER**

Ralph Willmer joined MAPC in 2015 after many years as Senior Planner/Project Manager at VHB. As MAPC's Principal Planner, Mr. Willmer provides municipalities



with a wide range of community master planning services. His understanding of land use, open space and recreation, and affordable housing, in addition to his experience in revision and updating zoning codes, has provided him with the expertise necessary to assist municipalities to move the planning and implementation process forward. Previously, at VHB, MA, Mr. Willmer prepared numerous master plans and open space and recreation plans, drafted zoning

revisions and updates, participated in downtown and transit-oriented development plans, and was a consultant under the Massachusetts Housing Partnership Chapter 40B Technical Assistance Program.

**MARK SAMUEL FINE, DIRECTOR OF MUNICIPAL COLLABORATION**

Mark Fine is the Director of MAPC's Municipal Collaboration department, which aims to partner with cities and towns to support regional collaboration and help them



become more effective, efficient and innovative. Mark is seeking to build on the department's successful shared service, collaborative procurement and homeland security practices. Before joining MAPC, Mark served as the Managing Director of the Office of Commonwealth Performance, Accountability and Transparency, which was a newly created office within the Executive Office for Administration and Finance. In that role, he led the

state's MassResults performance management initiative and efforts to improve the transparency of state spending and performance information through new online tools. Mark had previously spent seven and a half years working as a civil servant in the British Treasury on a range of issues, such as infrastructure finance, housing policy, local taxation and public services reform. Before that, he worked as Chief of Staff to Massachusetts State Senator Cynthia Stone Creem and as a senior legislative aide to Chicago Congressman Luis V. Gutierrez.

**BARRY KEPPARD, DIRECTOR OF PUBLIC HEALTH**

As Director of Public Health, Mr. Keppard supervises and provides technical assistance on MAPC's Health in All Policies and healthy community design projects.



MAPC's work focuses on increasing the accessibility and affordability of healthful foods, assisting cities and towns with adoption of comprehensive community design approaches to enhance walking, bicycling, and active transportation, and increasing tobacco- and smoke-free settings. Mr. Keppard also manages the Department's health impact assessment (HIA) practice which aims to strengthen the connection between physical and environmental factors and health, and to look at how policies and programs can reduce health

inequities. MAPC has used HIAs to positively influence policies affecting public transit, speed limits, school building, and funding for community development as well as to shape a private equity fund. Additionally, Barry is leading MAPC's internal Health in All Policies initiative to integrate approaches, findings, and recommendations into the organization's strategic initiatives, including Smart Growth and Transportation, Municipal Collaboration, and Climate Change.

**TIM REARDON, DIRECTOR OF DATA SERVICES**

Timothy Reardon has worked at MAPC since 2003. He has over fifteen years of experience in regional planning, with a focus on using analysis and technology to support public engagement and informed decision-making.



In addition to overseeing the work of the entire Data Services Department, Mr. Reardon is directly involved in many of the department's applied research activities. These projects include integrated transportation and land use planning, scenario modeling for municipalities and development sites, socioeconomic projections, development of new datasets, policy-oriented technical analysis, and creation of local and regional indicators. He helped to pioneer the use of technology

and decision support tools at MAPC such as wireless keypads, interactive websites, and online data collection methods.

**ALISON FELIX, SENIOR TRANSPORTATION PLANNER**

Alison Felix has served as a Transportation Planner with MAPC since 2009. She develops and conceptualizes complex transportation plans and projects – among them Wellesley’s Route 9 Enhancement Study and Plan, for which she is the project manager. Ms. Felix has implemented a fully automated demand-responsive bus dispatching system for a local TMA and collaborated on developing an RFP to select a vendor. She Works on a team preparing a contract bid and is selecting a vendor who can retrofit fuel powered vehicles to hybrid electric vehicles. She is a member of group led by MA Executive Office of Energy and Environmental Affairs to develop a tiered electric vehicle rebate program that focuses on providing electric vehicle access for low-income residents. Ms. Felix is an active member of the Women’s Transportation Seminar (WTS) and has been Co-Chair of their Newsletter Committee for several years. In 2007, she was the recipient of WTS-Boston’s ‘Member-of-the Year’ award. She is also a member of the American Planning Association (APA).



**ANNE HERBST SENIOR REGIONAL ENVIRONMENTAL PLANNER**

Ms. Herbst is a recent addition to MAPC – she started work at the agency this month. She will be managing climate adaptation and hazard mitigation planning projects, as well as providing technical assistance to cities and towns on a wide variety of environmental concerns. Ms. Herbst joins us from the Town of Hull. There, as Conservation Administrator, she directed the Conservation Department, was responsible for MA Wetlands Protection Act permitting and enforcement, and led climate change adaptation initiatives. Ms. Herbst oversaw the town’s environmental and floodplain projects and performance, developed and delivered environmental education programs.



**ANI KRISHNAN, INTERIM MANAGER OF CLEAN ENERGY**

Mr. Krishnan, who has been with MAPC since 2013, works daily with member communities to identify and implement progressive energy initiatives. Mr. Krishnan specializes in energy data acquisition, quantitative energy analysis, renewable energy policy, and building energy efficiency. He develops energy baselines, plans, and programs for member communities to reduce energy consumption and GHG emissions. He manages a wide variety of municipal and community projects and provides assistance on procurement administration, policy adoption, and program implementation. He often presents MAPC findings and recommendations to town Energy Committees, Chambers of Commerce, and Boards of Selectmen, and he created a sustainable energy toolkit as a central clearinghouse of information about MAPC’s services and best practices.



**GREG MIAO, MUNICIPAL SERVICES SPECIALIST**



Mr. Miao works on building collaborative relationships among MAPC communities by providing research and drafting agreements for communities that are looking to work together. Such agreements include: collective procurement of goods and services, contracting with other municipalities for services, and the creation of new governing organizations to provide services on a regional basis. Additionally, Mr. Miao has worked to help merge two municipal fire departments, create regional public

health districts, create regional animal control districts, and help implement 911 emergency response dispatch centers.

**KARINA MILCHMAN, REGIONAL PLANNER & HOUSING SPECIALIST**



Ms. Milchman works to achieve the goals of regional equity and housing affordability set forth in MAPC's MetroFuture plan. She provides direct planning and housing technical assistance to municipalities, working closely with them to design Housing Production Plans and Action Plans; investigate local concerns about neighborhood change, housing, and competing planning priorities; and develop implementable strategies to realize their planning objectives. Her interests and expertise include issues of neighborhood change, housing need and market demand analyses, and barriers to housing affordability and production. She is skilled in urban design

and written, verbal, and visual communications.

# TEAM RESUMES



## **MARK G. RACICOT**

### **DIRECTOR OF LAND USE PLANNING**

Mark Racicot has worked at MAPC since 1996. He has built an interdisciplinary team of world-class professional planners and leads them in a wide range of planning work throughout the region.

### **RELEVANT EXPERIENCE**

#### **Metropolitan Area Planning Council, Boston, MA**

**Director of the Land Use Division, 2000 to present** Supervises staff planners working on land-use related projects for member communities, manages budgets and grant reports, provides technical advice and participates as a professional planner in a wide range of land use planning projects with MAPC communities.

**Open Space and Natural Resources Planner, 1996-2000** Worked as a member of a broadly experienced planning team to carry out a variety of planning projects for communities and subregions within the MAPC region. Developed methodology for GIS-based buildout analysis that was subsequently adopted by the Commonwealth for a statewide program.

#### **Columbia Land Conservancy, Chatham, NY**

**Executive Director, 1994-1996** Columbia Land Conservancy is a non-profit county-based land trust whose goal is the preservation of the farmlands, wildlife habitats, water quality and natural character of Columbia County, New York. Formulated policy and implemented Conservancy's main programs in land acquisition, conservation easements, technical assistance, and public education.

#### **Vineyard Open Land Foundation, Vineyard Haven, MA**

**Executive Director, 1986 -1994** The Vineyard Open Land Foundation is a non-profit land trust which is dedicated to proper land use planning and the preservation of the rural character of the island of Martha's Vineyard. VOLF's role is to preserve open space through planning and implementing limited density residential developments which preserve critical open space habitats. Planned and implemented projects which preserved more than 600 acres of land.

#### **Forest Preserve District of Will County, Joliet, Illinois**

**Natural Resource Planner, 1981-1985** Senior Planner for the Forest Preserve District of Will County, a county level park system which owns 4,000+ acres in 23 sites. Worked on all aspects of land acquisition program, including developing long range plans, evaluating parcels and property, assisting appraisers, writing Federal and State grants, and negotiating with landowners.

### **EDUCATION**

**Yale University** MA in Forest Science, 1981

Area of Specialty: Natural Resource Management

**Tufts University** BS in Biology, Magna Cum Laude, 1979

## COMMUNITY LEADERSHIP

**Conservation Commissioner** Towns of Tisbury (1992) and Stoughton (1998), Massachusetts

**Town meeting Member**, Stoughton Massachusetts (2005-2007)

**Boy Scout Troop 516**, Stoughton Massachusetts  
Scoutmaster, 2008-2013  
Adult Leader, 2003-2007, 2013- Present



## RALPH R. WILLMER PRINCIPAL PLANNER

Mr. Willmer is the Principal Planner in MAPC's Land Use Group. He specializes in zoning, land use planning, open space, and housing. He has extensive experience working on zoning rewrites, community master plans, and the preparation of strategic land use, open space, and housing plans.

## RELEVANT EXPERIENCE

### Metropolitan Area Planning Council, Boston, MA

**Principal Planner, 2015- Present** working to assist municipalities within MAPC's 101 cities and towns in the Greater Boston area, concentrating on housing production plans, master plans, open space and recreation plans, and zoning amendments. Ralph will work to advance MAPC's mission to promote smart growth and regional collaboration, through public policy research and advocacy, technical assistance, mapping and analysis, and regional planning.

### Vanasse Hangen Brustlin, Boston, MA

**Senior Planner, 2005-2015** Ralph was a Senior Planner at VHB, specializing in the preparation of master plans, open space and recreation plans, housing plans, and the drafting of land use codes, particularly zoning ordinances and bylaws.

### Lexington open Space and recreation Plan Updates, Lexington, MA

**Planner, 2008 & 2014** Developed the implementation program with specific prioritized recommendations that incorporated land acquisition goals, parks and conservation land management, capital improvements for parks, and facility accessibility. Mr. Willmer conducted public forums and analyzed the results of a survey to ensure that public opinions were heard. He oversaw preparation of GIS maps to illustrate the existing conditions and the action plan.

### Arlington Open Space and Recreation Plan Update, Arlington, MA

**Project Manager, 2008 & 2014** Maintained the delicate balance between development needs and conservation of the natural environment. He developed a plan that included the implementation program with specific, prioritized recommendations, as well as assisted the Town with creation of GIS maps to illustrate the existing conditions and the action plan. Mr. Willmer established a public participation program in concert with the Town's Open Space Committee and used a variety of techniques to ensure that the public was informed about the process and had opportunities to express their opinions.

**Master Plan, Webster, MA**

**Project Manager, 2013** for preparation of a Town Master Plan that balanced tax base development, job creation, and economic development with environmental quality, sustainability, recreation, open space, and quality of life issues. He conducted site reconnaissance field work, including identifying Town land and building use, protected and unprotected natural resource areas, housing issues, and areas that were approved or considered for development. He also conducted an overall assessment of the physical conditions in the Town, including utilities and infrastructure. He evaluated existing land use and development patterns in the Town and assessed uses to determine whether the existing inventory met community goals.

**Open Space and Recreation Plan Update, Weymouth, MA**

**Project Manager, 2012** Developed the implementation program with specific prioritized recommendations that incorporates land acquisition goals, parks and conservation land management, capital improvements for parks, and facility accessibility. He oversaw preparation of GIS maps to illustrate the existing conditions and the action plan. He also conducted public meetings relating to the plan update.

**Recreation Facilities and Open Space master Plan, Middletown, RI**

**Project Manager, 2010** for updating the inventory, re-evaluating the Town's properties and facilities, identifying current and future needs, and planning an implementation strategy to meet the Town's needs. He conducted a public workshop focusing on goals and visions to determine how those have changed. He developed a realistic, implementable action plan that identifies high priority strategies.

**Master Plan, Sturbridge, MA**

**Project Manager, 2010** preparation of a Town Master Plan that would develop a vision for the future that achieves long-term Town objectives, promotes economic development, addresses energy and sustainability issues, and enhances the quality of life in Sturbridge. He conducted site reconnaissance fieldwork including identification of Town land and building use, development patterns along major corridors, pedestrian safety and transportation improvements, protected and unprotected natural resource areas, and approved developments (or areas proposed/being considered for development). He coordinated a town-wide survey of residents and conducted public forums to assess short- and long-term planning initiatives.

**Master Plan Update, Bedford NH**

**Project manager, 2010** update of the Town's 2010 Master Plan to facilitate economic growth while preserving and improving the unique heritage, character, and quality of life that its residents enjoy. Project elements included analyzing and enhancing land use, transportation, natural resources/open space conservation and preservation, recreation and cultural resources, community design, and sustainability/energy.

**Open Space and recreation Plan Update, Salem, MA**

**Project Manager, 2007** worked closely with the City's Open Space and Recreation Committee and Conservation Agent to achieve the goals of the update project, while incorporating new and current data into the planning process that meet the

requirements of the Division of Conservation Services (DCS). The plan included a five-year implementation program with specific recommendations that are prioritized and assigned to a relevant agency. The plan has been approved by DCS.

### **EDUCATION**

**Tufts University** MA in Urban and Environmental Policy, 1986

Honors: LaGuardia Full Fellowship

**SUNY College of Environmental Science and Forestry** BS Resource Management, 1977

### **AWARDS**

**Comprehensive Award for the Hudson Master Plan, 2014** American Planning Association Massachusetts Chapter

**2010 Plan of the Year for the Bedford, NH Master Plan, 2010** American Planning Association New Hampshire Chapter

**Distinguished project Award for the Southborough, MA Master Plan, 2009** American planning Association MAPC/ Massachusetts Chapter

**Regional Planning Award for the Charlton, MA Master Plan, 2008** Central MA Regional Planning Commission

**Distinguished Contribution Award, 1998** National American Planning Association

**Planning Award for Cost of Community Services in Southern New England Study, 1997** American Planning Association Rhode Island Chapter

**Merit Award for Cost of Community Services in Southern New England Study, 1997** American Planning Award Massachusetts Chapter

**Distinguished Service Award, 1997** American Planning Association Massachusetts Chapter



### **ALISON FELIX**

#### **SENIOR TRANSPORTATION PLANNER**

Alison Felix has served as a Transportation Planner with MAPC since 2009. Ms. Felix is an active member of the Women's Transportation Seminar (WTS) and has been Co-Chair of their Newsletter Committee for several years. In 2007, she was the recipient of WTS-Boston's 'Member-of-the Year' award. She is also a member of the American Planning Association (APA).

#### **RELEVANT EXPERIENCE**

##### **Metropolitan Area Planning Council, Boston, MA**

**Senior Transportation Planner, 2009- Present** Develop and conceptualize complex transportation plans and projects. Implement a fully automated demand-responsive bus dispatching system for a local TMA. Collaborate with developing an RFP to select a vendor. Works on a team preparing a contract bid and is selecting a vendor who can retrofit fuel powered vehicles to hybrid electric vehicles. Member of group led by MA Executive Office of Energy and Environmental Affairs to develop a

tiered electric vehicle rebate program that focuses on providing electric vehicle access for low-income residents.

**Parsons Brinckerhoff, Boston, MA**

**Senior Planner, 2007-2009** Researched market conditions which may influence existing and future needs for improved utility facilities between Orlando International Airport and Port Canaveral. Evaluated strategies to maximize the efficiency of rail and highway travel modes for the delivery of goods to promote economic opportunities for the region.

**Boston Transportation Department, Boston, MA**

**Transportation Planner, 1999-2006** Analyzed data for pilot program to test new parking meter technologies and served on selection committee member to select a vendor.

**EDUCATION**

**University of Massachusetts Amherst MA** in regional Planning, 1995

**Brandeis University** BA in Anthropology, 1992

**AWARDS**

**Member of the Year, 2007** WTS-Boston

**Dedication to the Neighborhood Transportation Issues, 2000** City of Boston

**MEMBERSHIPS**

**American Planning Association, 1992**

Massachusetts Chapter- Transportation  
Co-Chair since 2014

**Women's Transportation Seminar, 2000**

Special Projects Committee Co-Chair since 2015



**MARK SAMUEL FINE**

**DIRECTOR, MUNICIPAL COLLABORATION**

**Metropolitan Area Planning Council, Boston, MA**

**Director, Municipal Collaboration Department, 2014 – Present** Lead multi-disciplinary department partnering with towns and cities to promote regional collaboration and make local government more effective and efficient, particularly in the areas of public safety and emergency preparedness coordination.

**Executive Office for Administration and Finance, Commonwealth of Massachusetts, Boston, MA**

**Managing Director, Office of Performance, Accountability, and Transparency, 2012 –2014** Created and administered new office to embed data-driven practices across state government and develop platforms for making vital information about government spending and performance available to citizens.

**Performance and Reform Unit, British Treasury, London UK**

**Head of Public Services Reform, 2010 – 2011** Led development of the Government's public services modernization strategy, setting objectives, evaluating policies aimed at providing quality services at lower cost.

**Strategy and Performance Directorate, Department of Communities and Local Government, London, UK**

**Team Leader/Strategy, 2007 – 2010** Managed teams evaluating the implementation and impact of strategic priorities and spending commitments in support of Ministers and the Departmental Board.

**Budget, Tax, & Welfare Directorate, British Treasury, London, UK**

**Senior Advisor/Infrastructure Finance & Property Tax, 2004 – 2007** Managed cross-departmental project team to devise a new property development taxation and infrastructure finance regime to support smart growth in England.

**Office of Senator Cynthia Stone Creem, Massachusetts Senate, Boston, MA**

**Chief of Staff/Communications Director, 1999 – 2004** Developed and marketed policy agenda, managed relations with local communities and officials. Managed day-to-day operations.

**Office of US Representative Luis V. Gutierrez, US House of Representatives, Washington, DC**

**Senior Legislative Assistant/Public Communications Manager 1995 – 1998** Policy lead on economic development, environment, energy, trade, science, transportation, labor, small business, foreign policy, defense, and Veterans Affairs Committee issues.

**EDUCATION**

**George Washington University** MA International Affairs  
Distinction in International Politics

**Boston University** BA in History, Cum Laude  
Phi Alpha Theta History Honor Society  
Golden Key Society



**ANNE HERBST**

**SENIOR REGIONAL ENVIRONMENTAL PLANNER**

Anne Herbst, Senior Regional Environmental Planner, started work at MAPC in July 2016. She will be managing climate adaptation and hazard mitigation planning projects, as well as providing technical assistance to cities and towns on a wide variety of environmental concerns.

**RELEVANT EXPERIENCE**

**Town of Hull, Hull, MA**

**Conservation Administrator 2005-2016** Directed Conservation Department. Responsible for MA Wetlands Protection Act permitting and enforcement. Led climate change adaptation initiatives. Oversaw town's environmental and floodplain projects and performance. Develop and delivered environmental education programs. Grant writer and administrator. FEMA Community Rating System Coordinator. Member of Emergency Management Team.

**Service Employees International Union, Local 509, Cambridge, MA**

**Director of Organizing 1997-2001** Developed and managed statewide organizing program. Coordinated all aspects of organizing campaigns including targeting, strategy, materials development, political and community support. Led state government lobbying efforts. Recruited, trained, and supervised staff and member volunteers.

**Service Employees International Union, Local 285, Boston, MA**

**1989-1996 Health Care Division Director** Directed the Local's efforts in the hospital and mental health industries. Headed strategic planning, campaign development, and staff training initiatives.

*Education Director* Responsible for all aspects of member training program. Conducted needs assessment, developed curriculum, and trained members in leadership and union skills.

*Union Representative* Negotiated and administered contracts for hospital, public sector, and social service workers. Developed workplace campaigns; coordinated multi-union coalition bargaining.

**EDUCATION**

**Massachusetts Institute of Technology, MA** in City Planning, 2005

**University of Massachusetts-Boston** Completed program in Environmental Studies, 2003

**University of Massachusetts-Boston** BA in Economics, minor in History, 1988  
Honors: Summa Cum Laude

**AWARDS**

**National Oceanic and Atmospheric Administration, Walter B. Jones Memorial Award for Excellence in Local Government, 2010** for climate adaptation initiatives for the Town of Hull, MA

**Public Policy Fellow, Rappaport Institute for Great Boston, Harvard Kennedy School, 2004.** Evaluated farm impacts on water quality for the Massachusetts Department of Agricultural Resources



**BARRY KEPPARD  
MANAGER, PUBLIC HEALTH DIVISION**

Barry supervises and provides technical assistance on MAPC's Health in All Policies and healthy community design projects. MAPC's work focuses on increasing healthy living through comprehensive community design approaches, reducing health inequities, and increasing community resiliency. Barry has over 14 years of planning experience, including work in land use, transportation, environmental sustainability, public health, and public policy.

**RELEVANT EXPERIENCE**

**Metropolitan Area Planning Council, Boston, MA**

**Public Health Manager, 2013-Present** Advanced agency's public health and planning practice which has led to the adoption of over 20 complete streets policies, site plan and subdivision regulatory changes, and tactical placemaking interventions.

Coordinated public health policy initiatives, including formation of a new financing option, a rule change for public housing for seniors and persons with disabilities, and smokefree policy guidance for local public housing. Initiated and shared innovative practices at MAPC, including financial incentives for focus groups participants, Photovoice and placemaking initiatives, and use of health and hospitalization data in planning projects.

**Senior Regional Planner, 2010-2013** Managed and worked on smart growth planning projects focused on public health, transportation, land use, and environmental issues. Led multi-partner, regional smart growth project to identify priority development and preservation areas as well as transportation investments in a 37 town and city study area along the Interstate 495 corridor. Managed agency's first vulnerability and adaptation study of potential coastal impacts from climate change that was leveraged to secure a Gulf of Maine technical assistance grant.

**Michael Baker International, Princeton, NJ**

**Planner II, 2006-2010** Led a 14-month smart growth planning study, including the development of a vision plan, regional planning document, and community design guidelines. Developed municipal bicycle and pedestrian plans that included compatibility assessments, preliminary cost estimates, and conceptual design improvements. Performed research into best practices for roadway, transit, and bicycle and pedestrian improvements. Facilitated numerous steering committees and community workshops to engage the public in project decision-making.

**Greater Mercer TMA, Princeton, NJ**

**Transportation Planner, 2005-2006** Coordinated integrated land use and transportation corridor implementation project through a partnership of municipal, county, and state planning organizations. Initiated and managed smart growth corridor vision study through a collaboration of a regional Chamber of Commerce, local businesses, and municipalities. Expanded organization's Geographic Information System (GIS) capabilities and data resources.

**City of Springfield, Springfield, MA**

**City Planner, 2001-2005** Initiated citywide active living and safe routes to school programs through collaboration between municipal officials, non-profit organizations, and health professionals. Initiated and supervised redevelopment of multiple city-owned commercial properties. Directed development of individual and multi-neighborhood plans focused on housing, streetscape, and transportation investments. Conducted site plan and zoning reviews for commercial, residential, and institutional developments.

**EDUCATION**

**University of Massachusetts Amherst** MA in Regional Planning, 2001

**Ursinus College** BS in Biology, 1999

**AWARDS**

**Social Advocacy Award, 2014** American Planning Association Massachusetts, 2014

## **RECENT PUBLICATIONS AND PRESENTATIONS**

### **Inner Core Community Health Improvement Initiative American Public Health: Increasing Access to Healthy Foods**

Association Annual Meeting 2015

### **Community Development + Health: Building the Health Capacity of Community Development Organizations**

Mel King Institute 2015

### **HIA + Community Engagement: A Journey towards Deeper Engagement and Integration of Empathy**

Health Impact Assessment National Conference 2015

## **RELATED SKILLS**

### **Microsoft Office Suite**

### **Microsoft Visio**

### **Adobe Creative Suite**

### **Constant Contact**

### **Social Media**

### **ArcGIS**



## **ANI KRISHNAN**

### **CLEAN ENERGY PLANNER**

As a Clean Energy Planner for MAPC, Mr. Krishnan works daily with member communities to identify and implement progressive energy initiatives. Mr. Krishnan specializes in energy data acquisition, quantitative energy analysis, renewable energy policy, and building energy efficiency.

## **RELEVANT EXPERIENCE**

### **Metropolitan Area Planning Council, Boston, MA**

**Clean Energy Planner, 2013-Present** Develops energy baselines, plans, and programs for member communities to reduce energy consumption and GHG emissions. Manages a wide variety of municipal and community projects and provides assistance on procurement administration, policy adoption, and program implementation. Presents MAPC findings and recommendations to town Energy Committees, Chambers of Commerce, and Boards of Selectmen. Coordinates energy-related forums, events, and workshops. Created a sustainable energy toolkit as a central clearinghouse of information about MAPC's services and best practices.

### **City of Dallas, Dallas, TX**

**Energy Strategy Consultant, June 2012- August 2012** Reviewed energy use data for all City of Dallas facilities to identify potential energy efficiency and conservation strategies. Analyzed financial and environmental implications of proposed strategies. Strategy focus areas included transmission charges, preventative

maintenance, and demand-side energy management. Presented an implementation plan to the Assistant City Manager outlining the resulting energy and cost savings.

#### **AECOM Design + Planning, Abu Dhabi, United Arab Emirates**

**Environmental Planning Intern, June 2011-July 2011** Analyzed sustainability performance of clients' development master plans. Proposed design recommendations to improve compliance with the national sustainable development initiative. Designed a Cost Model tool to provide project-specific insight on the feasibility of implementing sustainability principles.

#### **Environmental Agency Abu Dhabi (EAD), Abu Dhabi, United Arab Emirates**

**Energy Efficient Consultant, June 2010-August 2010** Collaborated with the local government to develop the first building energy efficiency code for the Emirate of Abu Dhabi. Conducted extensive research on international building energy efficiency policy and standards. Ran simulation models to evaluate energy consumption in local residential buildings using current and proposed standards. Performed sensitivity analyses to quantify the effect of critical building design features on energy efficiency.

#### **EDUCATION**

**General Assembly Certification in front-End Web Development, 2015**

**Massachusetts Commonwealth Seminar, 2013**

**The University of Texas at Austin** MS in Community and Regional Planning, 2012

**Georgia Institute of Technology** BS in building Construction and Management, 2009

#### **AWARDS**

**Environmental Defense Fund Climate Corps Fellowship, 2012**

**YoungEnergy Fellowship for Emerging Smart Grid Technology and Policy Conference, 2010**

#### **RECENT PUBLICATIONS & PRESENTATIONS**

**"Community Energy Data: Challenges & Insights"**, presentation at Boston Cleanweb Hackathon, April 2016

**"Planning for Clean Energy beyond the Municipal Sector"**, presentation and panel moderation at MAPC Clean Energy Forum, October 2015

**Solar outreach model Webinars**, community shared solar, and managing municipal solar between June and September 2015.

#### **SKILLS**

**Software** ArcGIS, Energy+, RETScreen, Photoshop, Illustrator, InDesign, MS Office Suite, Implan, AutoCAD

**Language** Fluent in Hindi and Tamil, Intermediate level in Spanish, Beginner level in HTML5, CSS3, JavaScript, and JQuery

**Certifications** Former LEED Green Associate. Completed OSHA Outreach Training Program in Construction industry safety.



**GREGORY MIAO, J.D.**  
**MUNICIPAL SERVICES SPECIALIST**

Mr. Miao works on building collaborative relationships among MAPC communities by providing research and drafting agreements for communities that are looking to work together. Such agreements include: collective procurement of goods and services, contracting with other municipalities for services, and the creation of new governing organizations to provide services on a regional basis. Additionally, Mr. Miao has worked to help merge two municipal fire departments, create regional public health districts, create regional animal control districts, and help implement 911 emergency response dispatch centers.

**RELEVANT EXPERIENCE**

**Brackett & Lucas, Worcester, MA**

**Associate Attorney, January 2012-October 2015**

Represented multiple small and medium sized Massachusetts Municipalities on a wide range of municipal issues, including the sale and leasing of municipally owned property, the municipal budgeting process, solar zoning and permitting, medical marijuana zoning, drafting and amending general and zoning bylaws, and municipal contracting and procurement. Additional responsibilities included representing clients in complex municipal construction, administrative, and zoning litigation.

**Boston Redevelopment Authority Boston, MA**

**Compliance Intern Summer 2010**

Performed legal and statistical research concerning the legality of, and feasibility enforcing, the Boston Residents Jobs Policy. Participated in and helped facilitate the Article 80 development review process.

**The Center for Social Justice Cleveland, OH**

**Research Assistant “The Foreclosure Walkaway Project” Fall 2009 – Spring 2010**

Researched and reviewed real estate and foreclosure filings in the City of Cleveland between 2005-2009 in order to quantify and study the impacts and causes of the subprime mortgage crisis with particular attention paid to foreclosures proceedings initiated, but not completed by banks.

**EDUCATION**

**Northeastern University** M.S. in Urban and Regional Policy, 2014

Capstone: Better Bus Service for Greater Boston: Next Steps for the MBTA’s Key Bus Routes Program

**Case Western Reserve University School of Law** Juris Doctor, 2011

Member, Cleveland Roundtable on Housing and Community Development Law

**St. Lawrence University Canton** B.A., Government, May 2007



**KARINA MILCHMAN**  
**REGIONAL PLANNER & HOUSING SPECIALIST**

Karina works to achieve the goals of regional equity and housing affordability set forth in MAPC's MetroFuture plan. She provides direct planning and housing technical assistance to municipalities, working closely with them to design Housing Production Plans and Action Plans; investigate local concerns about neighborhood change, housing, and competing planning priorities; and develop implementable strategies to realize their planning objectives. Her interests and expertise include issues of neighborhood change, housing need and market demand analyses, and barriers to housing affordability and production. She is skilled in urban design and written, verbal, and visual communications.

**RELEVANT EXPERIENCE**

**Metropolitan Area Planning Council, Boston, MA**

**Regional Planner & Housing Specialist, July 2015-Present, Housing Planner, 2014-2015** Provide planning and housing technical assistance to communities in the Boston metropolitan area; construct research queries and conduct quantitative and qualitative analysis to assess market demand, housing needs, land use scenarios, and zoning impacts; focus on issues of neighborhood change, barriers to housing affordability and production, and anti-displacement strategies; produce reports and presentations, develop webpages; produce site plans, massings, renderings, and other visuals; and facilitate public meetings.

**Nicholas Dagen Bloom, Editor, New York, NY**

**Contributor, August 2013-December 2013** Authored several pieces for *Affordable Housing in New York City: Triumph, Challenge, & Opportunity* (Princeton University Press, forthcoming).

**Fenway Community Development Corporation, Boston, MA**

**Planning Intern, June 2012-August 2012** Researched and wrote *Student Housing Patterns in the Fenway: A report on the pressures of university expansion on neighborhood housing stock* to support advocacy and community planning work; attended community meetings and liaised with board members.

**MIT COLAD, Cambridge, MA**

**Intern, June 2012-August 2012** Helped launch the Urban Research-Based Action Network, a national network of scholars and practitioners designed to facilitate collaboration and coordinate needs; wrote the concept paper, designed and wrote the inaugural newsletter; planned and organized meetings and conferences

**New York Magazine, New York, NY**

**Editorial Intern, 2007-2008** Reported news and wrote lifestyle pieces; blogged on the subjects of arts and culture; conducted research for senior writers; fact checked and copy edited, including the 40th anniversary anthology; organized and assisted on photo shoots.

**New York Press, New York, NY**

**Associate Editor, Staff Writer, 2006-2007** Launched the website's blog, contributed numerous posts daily, and edited material by junior bloggers; wrote feature articles and art, film, and restaurant reviews for the print edition; fact checked and copy edited.

**Andrew Solomon, Author, New York, NY**

**Research Assistant, 2008-2010** Researched and wrote multiple reports of 100-plus pages each for his book, *Far From The Tree: Parents, Children, and the Search for Identity* (Scribner, 2012).

**AVENUE Magazine, New York, NY**

**Managing Editor 2010-2011** Associate Editor 2008-2010 Managed junior editors, writers, columnists, and the intern program; balanced the budget; reported the real estate section; contributed features, profiles, and marketplace stories; organized and managed photo shoots; fact checked and copy edited.

**EDUCATION**

**Massachusetts Institute of Technology** MA in City Planning; Urban Design Certificate with a concentration in City Design & Development, 2013  
Master Thesis: "The Forgotten Class: Reconceptualizing middle-income housing in New York." Research assistant to Prof. Brent Ryan, Urban Design and Public Policy

**Tufts University** BA in Studio Art with a minor in Art History, 2006

**SKILLS**

**Graphic** InDesign, Illustrator, Photoshop, SketchUp, hand drawing

**Research & Data Analysis** Microsoft Excel, ArcGIS, LexisNexis

**Communications** Exceptional writing, visual presentation, and public speaking skills; experience engaging with diverse communities; proficient in various social media platforms



**TIMOTHY GRAF REARDON  
DIRECTOR OF DATA SERVICES**

Timothy Reardon has worked at MAPC since 2003. He has over fifteen years of experience in regional planning, with a focus on using analysis and technology to support public engagement and informed decision-making. In addition to overseeing the work of the entire Data Services Department, Mr. Reardon is directly involved in many of the department's applied research activities. These projects include integrated transportation and land use planning, scenario modeling for municipalities and development sites, socioeconomic projections, development of new datasets, policy-oriented technical analysis, and creation of local and regional indicators. He helped to pioneer the use of technology and decision support tools at MAPC such as wireless keypads, interactive websites, and online data collection methods.

**RELEVANT EXPERIENCE**

**Metropolitan Area Planning Council, Boston, MA**

**Director of Data Services 2015-Present** responsible for oversight of all aspects of the Data Services Department, a 10-person team of planners, research analysts, GIS specialists, programmers, and IT professionals.

**Assistant Director of Data Services, 2013-2015** Conducted technical analysis for *MetroFuture*, MAPC's long-range regional planning process. Developed fine-scale

land use projections for 164 municipalities. Designed comprehensive regional land use model using Community Viz software. Model included mechanisms that allowed stakeholders to modify key assumptions in public setting and view outcomes. Created four alternative regional growth scenarios.

**Manager of Planning Research, 2011-2013, Senior Regional Planner, 2007-2011**

Managed a wide variety of technical analysis and modeling efforts, including population and housing demand projections for Metro Boston; adoption of a land use allocation model for the region; development of a local scenario modeling platform for Massachusetts municipalities; creation of a new online tool for performance measurement of Safe Routes to School programs; a regional transit-oriented development analysis and accompanying website ([www.tstation.info](http://www.tstation.info)); creation of the Massachusetts Housing Data portal ([www.housing.ma](http://www.housing.ma)); and a wide variety of projects related to local and subregional planning efforts.

**Regional Planner, 2003-2007** Led communications efforts of *MetroFuture*, MAPC's long-range regional planning process. Conceptualized, designed, and implemented various public engagement efforts, presentations, and print materials. Wrote and produced documents summarizing results of public meetings, surveys, and review of municipal planning documents. Principal author and editor of *MetroFuture* Regional Plan and Implementation Strategies.

**Planners Collaborative, Boston, MA**

**Project Planner, 1998-2001** Developed and conducted public participation, education, and visioning programs. Wrote and edited local and regional land use plans. Mediated discussions among municipalities and water utilities regarding exclusive service areas. Wrote and edited public information documents for the Federal Transportation Administration and Massachusetts Water Resources Authority.

**Earth Tech., Concord, MA**

**Environmental Scientist, 1997-1998** Coordinated federal, state, and local environmental permitting for utilities, developers, and municipalities. Delineated wetlands, assessed impacts, and designed mitigation measures. Wrote and edited permitting documents, participated in public hearings, and interacted with regulatory agencies

**EDUCATION**

**Massachusetts Institute of Technology** MA in City Planning, 2003

Thesis: Septic Regulations and Suburban Development patterns: An Analysis on Soil Data in Norfolk County, Massachusetts

**Oberlin College** BA Biology and Geology, 1995

**AWARDS, PRESENTATIONS AND PUBLICATIONS**

**Open Planning Tools- Exemplary Implementation Award, 2014** Open Planning Tools Group

**Robert Davidson Staff Recognition Award, 2008** Metropolitan Area Planning Council

**Outstanding Planning Award, Low Impact, Development Toolkit, 2005**

Massachusetts Chapter of the American Planning Association

**Putting Legacy First: Planning for the Boston 2024 Olympics**

MAPC, Boston; June, 2015

**Is the Program Working? New Spatially-Discrete Tools for Rapid Assessment & Program Evaluation of SRTS Mode Shift Impacts**

Transportation Research Board Moving Active Transportation to Higher Ground: Opportunities for Accelerating the Assessment of Health Impacts, April 13, 2015

**Reshaping the Region: Transit Proximity and Leverage in Metropolitan Boston**

Transportation Research Record 94<sup>th</sup> Annual Meeting Compendium of Papers, 2015

**We're Not as Young as We Used to Be: Observations and Projections of**

**Demographics and Housing in Metro Boston** Southern New England American Planning Association Conference, Oct. 24, 2014

**Tailoring Community-Based Wellness Initiatives with Latent Class Analysis — Massachusetts Community Transformation Grant Projects**

Preventing Chronic Disease 11:130215, 2014

**Population & Housing Demand Projections for Metro Boston: Regional Projections and Provisional Municipal Forecasts**

MAPC, Boston, Jan. 2014

**Kids Are Commuters Too! Measuring and Maximizing Walk to School Potential**

141<sup>st</sup> American Public Health Association Annual Meeting, Boston, Nov. 2013

**Mixed Income Communities in Metro Boston: Defining the Regional Context**

2013 Massachusetts Smart Growth Conference, Boston, November 2013

**Growing Station Areas: Understanding the Variety and Potential of TOD in Metro Boston**

Southern New England American Planning Association Conference, Worcester, November 2013

**Kids Are Commuters Too! Measuring and Maximizing Walk to School Potential**

141<sup>st</sup> American Public Health Association Annual Meeting, Boston, November 2013

**The Democratization of Planning: A Demonstration of Emerging Tools**

New Partners for Smart Growth Conference, San Diego, February 2012

**Vehicle Miles Traveled in Massachusetts: *Who is driving and where are they going?***

Massachusetts House Committee on Global Warming and Climate Change, April, 2010

**MetroFuture Land Use Scenario –Transportation Impacts and Implications**

Massachusetts Smart Growth – Smart Energy Conference, December 2008

**Metro Boston Growth Trends and the Region's Food System**

Farming the City: Changing the Way We Think about Food, Hunger and Health, April 2007

**I-495 Water Resources Strategy: Trends and Tools for a Water Smart Region**

New England Water Works Association Conference, September 2007

## **Creating LID-Friendly Communities through Regulation, Evaluation, and Collaboration**

Environmental Business Council of New England, Low Impact Development Conference, June 2007



### **EMILY TORRES-CULLINANE COMMUNITY ENGAGEMENT MANAGER**

Emily Torres-Cullinane is MAPC's Community Engagement Manager, and has deep familiarity with the political terrain in both Boston and the Commonwealth. Ms. Torres-Cullinane is the principal author of MAPC's Community Engagement Guide, has supported numerous community visioning events throughout Boston and the region, and has spoken at conferences. Ms. Torres-Cullinane garners constituent involvement and spreads awareness on MAPC's planning work with innovative, inclusive and engaging meeting planning. She is experienced in stakeholder analysis at the local, regional, and state levels and has led a series of leadership and facilitation trainings and workshops with local constituents.

### **RELEVANT EXPERIENCE**

#### **Metropolitan Area Planning Council, Boston, MA**

**Assistant Director of Land Use Planning 2013-Present**, (concurrent with position listed below) Oversee and manage six staff, manage major projects, and manage relationships with member municipalities and allied organizations. Manage eight coordinators of subregional councils.

**Community Engagement Specialist, 2012-2014** Worked the City of Salem and community partners to create a vision to improve the quality of life in the culturally diverse Point neighborhood. The final plan was a product of a year-long grassroots, neighborhood-level visioning process where city officials and community leaders, residents, students, service providers, property owners, and others engaged in a series of conversations to consider practical approaches for building upon the assets of the Point and making it an even better place to live, work, study, and visit. An online game was incorporated into the outreach as well as a youth initiative. The Action Plan was completed in August 2013 and received an APA-MA Social Advocacy and Public Engagement Award

#### **Community Liaison, 2010-2012**

#### **United States Census Bureau, Boston, MA**

**Bilingual Spanish Partnership Specialist, 2009-2010** Developed "Census on Campus" an engagement toolkit for college students, which was adopted by the Census' national headquarters. Created and fostered partnerships with 350 regional colleges and universities, 40 Boston academic institutions and over 100 community-based organizations, faith-based groups, media outlets, and businesses. Conducted and participated in awareness activities at large-scale events and conferences in and out of Boston.

#### **Don Quijote Tours of New England, Boston, MA**

**Marketing Assistant & Tour Guide, 1997-2008** promoted Boston tourism at international trade shows and conducted numerous walking, bus, and dinner tours throughout the City of Boston in English and Spanish.

**MA State Representative and Boston City Council**

Held Strategic positions in campaigns for both the MA State Representative and Boston City Council Offices'

**MA State and US Senate**

Held assistive positions in campaigns for both the MA Senate and the US Senate

**EDUCATION**

**Suffolk University** BA in Public Relations from the College of Arts & Sciences

**Interactive Institute for Social Change (IISC)** Essential Facilitation, Certification of Complete, 2012

**Initiative for Diversity in Civic Leadership** Certificate of Complete, 2012

**Commonwealth Seminar** Graduate, 2010

**AWARDS**

**Social Advocacy and Public Engagement Award, 2014**

## APPROACH

The RFP for Unified Plan clearly shows Wellesley's intent to conduct an extraordinarily comprehensive and innovative planning process. The Selectmen and Steering Committee seek not only the plan elements listed in MGL §81D, but many elements beyond. Significantly, they highlight the importance of working with these elements as one whole, working across what can be "silos" of different interests and bodies, interactive consensus building, new thinking, and achievability. The RFP's guiding principle signals a sophisticated understanding of planning. The Town seeks a living document; one that not only provides a vision for the Town's spatial and policy aims, but also serves as a blueprint for Town leaders to use in delivering that vision for years into the future.

MAPC's general approach to planning is multidisciplinary, informed by data, animated by deep public engagement, and dedicated to producing actionable results. Our approach has been perfected over the multiple plans – comprehensive plans, strategic plans, transportation plans, and numerous other kinds and combinations of plans – we have crafted for municipalities throughout Greater Boston.

The way we will go about Wellesley's Unified Plan will be to augment and deepen our general approach in ways that will respond to the Town's additional topical interests and its priority on integration.

We regard the Steering Committee as the hub of the process. The participants, representing as they will a wide range of knowledge bases and opinions, will be an invaluable source of information. In addition, their work together, as they discuss priorities and strategies to achieve them, will in itself be integral to aligning perspectives. For example, the creation of a brand approach, which we anticipate to be one of the Committee's first tasks, will spur conversation and consensus.

Much more detail about what we have in mind for the Committee can be found in the Scope/Methodology section of this document.

At the outset, MAPC proposes immersing its team in the community for a day. This immersion will allow us to deepen our familiarity with Wellesley. We will tour key facilities and open spaces, and make introductions to staff. Such meetings are a critical element in ensuring that all members of the team are in general agreement as to the scope and conduct of the work.

Preparation is central to making the most out of any meeting. Prior to this initial meeting, MAPC will review all of Wellesley's legacy plans and highlight those sections of continuing value and those likely to require updating. We will prepare an

outline that identifies the roles of both MAPC and the Town in collecting the necessary information to complete the Plan in a timely manner. At the meeting, we will establish a schedule and plan for outreach to other relevant Town commissions and boards.

In consultation with our award-winning Data Service Department, MAPC will use our extensive and flexible database, MAPC's Metro Boston Data Common to quantify and document changes since the previous plans. Demographic changes, such as in age, gender, disabilities, race, and related data, as well as changes in housing and income, will all be considered. In this area, MAPC's data expertise distinguishes our services above any other.

Our goal is to use this data to support programs and facility improvements that meet the needs of all of Wellesley's residents, regardless of age, background, or ability.

An important aspect of the plan will be community engagement, another area in which MAPC shines. We will work with Wellesley to develop an inclusive process to ensure that all stakeholders – even those who are often underrepresented in the planning process – have an opportunity, and are encouraged to participate in the plan. We will reach out to the people who live, work, and play in Wellesley in interesting, energizing, and accessible ways.

# SCOPE OF SERVICES

The Metropolitan Area Planning Council will produce a Unified Plan, consisting of the traditional elements of a Master Plan combined with the elements of a Strategic Plan, for the Town of Wellesley, with an anticipated start date of September 2016 and concluding no later than March 2018. This Unified Plan will serve as Wellesley's decision-making guide for land use, development, and preservation, as well as strategic plan implementation, over the ten year period ending in 2028. The plan will be formulated in close communication with Town staff, Unified Plan Committee members, and the Planning Board, with substantial public input.

This scope of work for the Unified Plan is composed of the following:

- Traditional Master Plan Elements, which describes the different topics the plan will address.
- Strategic Plan Enhancements, which will be in addition to the standard Master Plan elements
- Process, which explains how MAPC will accomplish project tasks.
- Deliverables, which describes the products MAPC will produce.
- Schedule, which outlines the expected timeframe for project milestones and meetings.
- Budget, which outlines the costs for project tasks (Note that this budget document is submitted separately per the RFP for this project).

## TRADITIONAL MASTER PLAN ELEMENTS

As part of the Unified Plan effort, MAPC will prepare materials related to the following Master Plan elements:

- Wellesley's Vision for the Future
- Setting the Stage: Wellesley Today
- Housing
- Natural, Historic and Cultural Resources
- Open Space
- Public Facilities and Services
- Transportation, Accessibility and Circulation
- Economic Development
- Land Use and Zoning
- Implementation

In addition, MAPC will incorporate the Public Health Element that MAPC will be preparing for the town utilizing \$25,000 of MAPC Technical Assistance Funding (separately awarded to the Town). Note that the scope for this aspect of the project is not described in this proposal.

The final plan may be organized somewhat differently, but will cover what is described below:

## WELLESLEY'S VISION FOR THE FUTURE

What does the community envision for Wellesley in ten years? Community members will come together to articulate a vision for the Town to guide the overall planning

process. MAPC will review findings, and create a summary vision that will guide all plan elements and recommendations.

### **WELLESLEY TODAY**

This element will serve as the introductory element in the plan and will provide an overview of existing conditions in Wellesley: its location, history, demographic overview, previous/current planning activities, community assets, government structure, basic land use and zoning.

### **HOUSING**

This Housing element will incorporate appropriate data, analyses, and implementation recommendations, with the overall goal of providing for the diverse housing needs of its residents by developing a comprehensive set of housing goals, policies and strategies on a town-wide basis. It will include a housing needs and demand assessment based on current data, population trends, and regional growth factors, including an analysis of regulatory and non-regulatory constraints and opportunities for the development of affordable housing in Wellesley.

### **NATURAL, HISTORIC AND CULTURAL AMENITIES**

Wellesley's natural resources are addressed in the 2015 – 2022 Open Space and Recreation Plan and this information will be incorporated into the Unified Plan. Sustainability issues will be highlighted in this element but will also be addressed in related sections including land use and zoning. MAPC will research and document existing cultural and historic resources, including the existing Historic Districts that have been established by the Town, and identify potential additions (districts or structures), and will include other options for preservation of these resources. Through the work of the Historical Commission and the Historic District Commission, many of these resources have been documented, but it will be important to address these issues within a future land use context.

### **OPEN SPACE**

Wellesley's existing 2015 – 2022 Open Space and Recreation Plan will serve as the basis for this element of the plan. A summary of existing amenities, and future priorities, will be presented. Focus will be on utilization and accessibility to open space amenities, including the existing and potential trail links to the open space areas, train stations, villages and neighboring communities.

### **TRANSPORTATION, ACCESSIBILITY AND CIRCULATION**

MAPC will provide an overview of the existing transportation network. Working with the community and stakeholders, MAPC will formulate a series of goals, strategies and actions to effectively create a more efficient multimodal transportation network that addresses auto, rail, bus, bike and pedestrian needs.

Priority areas of study will include major auto corridors including Routes 9, 16, and 135, as well as cut-through streets; the commuter rail station; and connections to downtown and villages. Additionally, with assistance from the Town Planner, existing parking amenities will be studied and strategies will be developed to address future needs. The ongoing Route 9 Enhancement Study and Plan - Phase 2, being undertaken by MAPC, will inform our work on the Transportation element.

### **ECONOMIC DEVELOPMENT**

MAPC will provide an overview of the existing economic climate including an analysis of the community and economic diversity, industry clusters, composition of the workforce, existing commercial centers, etc. MAPC will also review local zoning, permitting regulations, and land use constraints as related to economic development and a retail gap analysis will provide insight into retail opportunities. Finally, MAPC will develop a set of goals, policies and strategies to maximize downtown and other areas for future redevelopment, in order to maximize the commercial tax base.

### **LAND USE AND ZONING**

A review of existing land uses and zoning within Wellesley will be undertaken. A future land use plan and map will be developed with areas for residential (single-family, multifamily), commercial (retail, office), industrial, open space, institutional, and mixed use, etc. identified to guide growth. A review of existing zoning will then be performed, and a set of zoning recommendations developed to help achieve the future land use plan. Design criteria to ensure development is compatible with existing town character will be highlighted.

### **PUBLIC SERVICE REVIEW AND FACILITIES ASSESSMENT**

MAPC will conduct a Public Services Review and Facilities Assessment of all Wellesley Town Departments, building off the subject specific work detailed above. The review will include an inventory of all the services provided by each Department, broken down into those considered by Town leaders, officials and residents to be “essential” versus those that are seen as discretionary. As part of this review, Town residents will be surveyed and asked questions at public forums about what services they consider most important, what services they believe most need to improve and what services they believe the Town needs, but does not yet offer, and offers but does not need. Innovative ideas for delivery of excellent public services within limited departmental budgets will be sought. Lastly, data will be collected on service usage, staffing and budgets to provide a picture of the how much the Town and its residents receive for the investment made in each service area. Educational opportunities, community services and programming, facilities and asset planning, financial management, and government efficiency will be included in this review.

Alongside this review, MAPC will conduct an assessment of the Town’s public facilities. The assessment will include a review of existing facilities analyses or studies provided to the Town, an examination of how each facility is currently being used by Town employees and residents. Through engagement with department heads and Town residents, facility deficiencies and potential improvements will be identified, with a specific focus on operational issues, safety and staff working conditions. As the Facilities Assessment will be done alongside the Public Services Review recommendations for service and facilities improvements can be considered together and subsequently translated into the Unified Plan’s goals, objectives and priorities. Sustainability, as it relates to public facilities will be assessed here.

In advance of the public forum, MAPC will meet with all appropriate department heads and local officials to gather data and develop initial implementation priorities for review at the open house forum.

## **EXECUTIVE SUMMARY AND PLAN IMPLEMENTATION**

MAPC will develop an executive summary (and poster), and compile all of the plan recommendations from various sections (including the Strategic Plan Enhancements cited in the next section) into an overall implementation section of the Master Plan. Each recommendation will identify who is responsible for implementation, other parties that might be involved, an approximate timeline for implementation, and resources required.

## **STRATEGIC PLAN ENHANCEMENTS TO FORMULATE THE UNIFIED PLAN**

In order to convert the traditional Master Plan into the Wellesley Unified Plan, MAPC will work with the Steering Committee to include data, analysis and discussion to incorporate core strategic planning concepts into the development of the Wellesley Unified Plan. The aim of this work will be to develop an outcome-oriented document that enables Town leaders, officials and residents to work toward the same overriding vision to guide the implementation and measurement of success.

MAPC will incorporate the discussion of these strategic plan components into the four public forums that are proposed as part of this plan. Appropriate research and discussions with town staff/boards will occur prior to these public sessions to gather information and initial ideas for goals and recommendations; these will be reviewed with the Steering Committee in advance of the public programs, using the Steering Committee to surface any additional ideas, concerns and recommendations.

## **VISION AND MISSION**

Based on the views and feedback of Town residents and officials about what makes Wellesley unique and special, as well as in response to the challenges identified through the visioning and engagement process, MAPC will develop and present options for articulating the Town's vision and mission, developing clear outcome-oriented statements that capture where the Town wants to be and how it intends to get there. This will be described from the perspectives of what Town residents want the Town to strive for and achieve in the future, as well as how the Town's government will work to respond to the ambitions of its residents.

## **GOALS, OBJECTIVES AND PRIORITIES**

Based on the comprehensive engagement that will be undertaken to inform the Unified Plan, MAPC will work with the Steering Committee to develop a concrete set of measurable, outcome-oriented goals across all of the areas identified in the RFP and the Unified Plan Prospectus. As the goals themselves will be articulated in a quantifiable, action-oriented manner, they will lend themselves to regular evaluation and provide a clear direction for Town leaders and officials about the priorities they are to pursue. Each goal developed will also include a time horizon for achievement (i.e. either five or ten years), thereby enabling the identified "goal-owners" (i.e. the responsible Board and/or official) to develop underlying implementation plans to a set of achievable deadlines. MAPC will also facilitate a process whereby the Steering Committee determines which goals are top priorities in each area. Underlying baseline/benchmarking data will be analyzed to inform the goals, objectives and priorities for the plan's elements.. Draft goals, objectives and priorities will be developed and released to all Wellesley's Boards and Committees for comment, as well as to the public through a series of public forums.

### **IMPLEMENTATION PLANNING**

To enable implementation, MAPC will develop an implementation plan whereby each goal will be underpinned by a set of action steps that will be identified as critical to achieve a goal. These actions will be collated in a plan of action for each goal area, setting out when the proposed action is due to be completed. Setting out concrete actions against each goal will enable progress in implementation to be clearly tracked, lending itself to public accountability and regular reporting of progress to Town residents on the Unified Plan. MAPC will also provide guidance and templates the Town can use in tracking implementation and measuring outcomes for each goal.

### **LONG-TERM STRATEGIES**

The implementation plan will form the basis for the Town's long-term strategy for delivering the Unified Plan. The implementation plan will identify clear owners for each goal and action but where cross-departmental or Board collaboration is necessary, the plan will also recommend collaborators from across Town government that must be involved to deliver actions and/or ensure goals are being achieved. Other long-term strategies will include recommendations from the Public Service Review for reforms to operational or governance structure that would contribute to successful implementation of the Unified Plan's goals and actions. Key risks to successful delivery will also be identified via a "risk register". The register will note those factors and challenges that need to be overcome for goals to be achieved and suggest some basic mitigation steps that goal-owners can take to avoid such pitfalls. Finally, high-level cost analysis will be provided for the goals and key action steps that will allow the Town to determine how best to incorporate these actions into its long-term financial projections and plans.

## **Process**

MAPC will work closely with Town staff, the Steering Committee and the Planning Board to formulate the Unified Plan, vet plan recommendations, and ensure robust public engagement.

Research conducted and data analyzed will be made available to the Town via the staff and the Steering Committee. Importantly, this project will build on findings and recommendations from recent planning including the 2015 - 2022 Wellesley Open Space & Recreation Plan, the 2007 - 2017 Wellesley Comprehensive Plan, and ongoing activities and analyses provided by the members of the Steering Committee from their respective boards and committees.

Draft materials and recommendations will be shared with the public regularly, and there will be several opportunities throughout the project for public participation including through several public meetings, and through the project website.

Most importantly, as noted elsewhere in this document, MAPC will take advantage of the diversity of perspectives resident in the members of the Steering Committee members, and their connections to their respective boards and committees, to vet data, issues, and draft recommendations prior to these being brought to public forums.

### **COMMUNICATION WITH TOWN STAFF**

MAPC will maintain regular communication with Town of Wellesley staff, particularly the Town Planning Director, throughout the duration of the project. At the beginning of the project, MAPC staff will meet with the Wellesley Planning Director, the chair/co-chairs of the Steering Committee, and if possible, the Executive Director, to further discuss project expectations and take a tour of the community.

Many components of the plan will require data provided by the Town, and MAPC's ability to complete the plan within the schedule and budget hinges upon timely delivery of information requested. Additionally, along with MAPC's outreach coordinators and project staff, the Wellesley Town staff will take lead responsibility for outreach during the project and actively participate in project meetings and forums.

### **STEERING COMMITTEE**

The Steering Committee comprised of 40 – 45 individuals representing the diversity of boards and committees in Wellesley will be formed at the beginning of the project.

This Committee will have an active role in ensuring broad public input and participation by a diversity of constituencies. Committee members will be responsible for serving as Unified Plan ambassadors at community events whenever possible and will be asked to attend and take leadership roles at public forums. Since it is critical that the residents perceive the commitment of the Steering Committee to this effort, it is proposed that the Steering Committee make the initial presentation to Town Meeting in March 2017. In addition, the individual members of the Steering Committee will be responsible for bringing updates back to their committees and boards on a regular basis, and for making a final presentation and securing the buy-in and endorsement of the Unified Plan from their committees and boards at the end of the process.

The Steering Committee will meet with MAPC at least seven times during the planning process to check in on outreach efforts, review MAPC analysis, discuss proposed recommendations, and keep the project moving efficiently. The Steering Committee may meet additional times with the Planning Director and other town staff. In addition, active participation by the Unified Plan Committee in other outreach activities and programs is critical to this project's success.

Since the Steering Committee will include such a broad participation from town boards and committees, there will not be a need for any additional working groups as part of this planning process. MAPC anticipates utilizing the Steering Committee as a working group, to review draft materials, to provide initial thoughts regarding vision and goals, and to test formats and ideas for process that will be used at the broader public forums.

### **PLANNING BOARD**

The MAPC Project Manager and the Wellesley Planning Director will maintain regular communication regarding the Unified Plan throughout the project.

The Wellesley Vision will be presented to the Planning Board by the Planning Director for comment, and MAPC staff will present the draft Unified Plan and recommendations to the Planning Board for comment. At the end of the project,

MAPC and the Planning Director will present the final Unified Plan to a joint meeting of the Planning Board and the Board of Selectmen for endorsement.

It is expected that some Planning Board members will participate in the Steering Committee, and that Planning Board members will regularly attend public forums and other community events related to this project.

### **PUBLIC FORUMS**

MAPC has undertaken a number of complex plans in the recent past, and our experience has led to a strong belief that the number of major public meetings should be limited, in order to avoid “meeting fatigue” on the part of the public. We have found that it is far better to invite the public to participate in a limited number of carefully planned, convenient, and interesting public meetings. To make the public meetings as informative and efficient as possible, MAPC anticipates using the Steering Committee to review all materials and test proposed programs/methods prior to each of the public forums.

MAPC proposes four public meetings during the project. Each meeting will use a variety of techniques that may include the following:

- Presenting data and maps in open house formats to encourage interaction between participants and opportunities to provide anecdotes and insights based on information presented by MAPC.
- Interactive, hands-on group activities such as reviewing and marking up maps at round tables or using toy blocks to model development and land use proposals.
- Interviews with participants to collect images and quotations that capture plan recommendations.
- Slide presentations with an interactive component, such as electronic keypad polling or virtual tours, to encourage audience engagement and participation.
- Opportunities to network and socialize.

MAPC and the Steering Committee will explore ways to make these forums inviting, inclusive, and fun while also using each forum as a critical opportunity for feedback and input from community members.

**Visioning Forum** MAPC and Town staff will present initial research such as town demographics, findings and recommendations from recent plans, and information on community assets to spur discussion about what the community envisions for Wellesley’s future. Participants will share their ideas for the Wellesley Vision, mark up maps, participate in visual preference surveys, and identify potential goals for various plan elements.

(Following the public kickoff, MAPC will draft the Vision. MAPC will receive comments on this vision and update accordingly, with guidance from Town staff and the Unified Plan Committee.)

**Housing and Neighborhoods Open House** MAPC and Town staff will hold an “open house” meeting focusing on issues related to housing, historic preservation, community character and open space. At the meeting, attendees will view a

presentation, and provide input at several stations, including feedback on draft goals and policies for plan elements.

**Economic Development, Transportation/Circulation, and Public Facilities and Services Open House**

MAPC and Town staff will hold a second “open house” focusing specifically on economic development, public facilities and services, and transportation. A presentation will kick off the meeting highlighting existing conditions and impediments. Following the presentation, a series of feedback stations will allow participants to identify nodes for future economic development, areas for transportation improvements (auto, bike, pedestrian, transit), draft goals and policies, and more. Included in this forum will be activities designed to obtain feedback on financial/strategic priorities of the residents related to Public Facilities and Services.

**Draft Plan Forum** MAPC will present the full draft plan including the vision, analysis, and the draft Future Land Use Plan and Recommendations for the Wellesley Unified Plan. This forum will be an opportunity to gather additional input before the plan is finalized and presented to the town boards and committees for their endorsement, and the Selectmen and Planning Board for their adoption.

**COMMUNITY EVENTS**

In addition to meetings with Town staff, the Steering Committee, Planning Board hearings, and public forums, MAPC anticipates active outreach by Steering Committee members such as presentations to local organizations or attendance at community events. Again, based upon past planning projects, we have found that it is most successful to go to already-planned and popular community events (e.g., Boxborough Fifer’s Day, Melrose Victorian Fair), and to provide fun, interesting and easy means for participants to provide feedback on the Plan.

Throughout the duration of the project, MAPC will work with the Steering Committee to identify community events, public places, and regularly scheduled meetings that reach different segments of Wellesley’s population. Committee members will be expected to attend these various events, to the extent feasible, to gather input about the plan. MAPC will work with the Committee to prepare talking points and questions to facilitate these discussions.

## **Deliverables**

MAPC will produce online and print deliverables, including a website and related social media, maps and data, and a visually compelling executive summary.

**WEBSITE**

MAPC will create a website (in the form of a project page on the existing MAPC web site) for the Wellesley Unified Plan at the beginning of the project. The site will serve as the primary web-based portal for plan information (e.g. project announcements, schedule/milestones, meeting information), access to plan documents, public comment, and eventually the home for the final plan upon its completion. The town may also link to this web page from its own web site, and will of course house the final plan on the town web site at the end of the project.

### **DRAFT UNIFIED PLAN ELEMENTS**

MAPC will deliver electronic copies of all plan elements to the Executive Director, Planning Director, Steering Committee members, and Planning Board for review. Upon approval by the Steering Committee, plan elements will be posted to the project website for public review.

(Hard copies can be made available upon request.)

### **UNIFIED PLAN DOCUMENT WITH POSTER-STYLE EXECUTIVE SUMMARY**

MAPC will deliver up to ten hard copies of the full Unified Plan. Additionally, MAPC will create a visually compelling Executive Summary poster/pamphlet, intended to provide community members with a summary overview of the Wellesley Vision, plan recommendations, and highlights from each plan element. The Executive Summary document can be distributed more widely in the community than the full, 100+ page document. For those interested in reading the complete plan, links and QR codes will be included in the document connecting readers to the full plan elements online.

## **Schedule**

This project is anticipated to kick off in September 2016 and will be completed by the end of March 2018.

Dates in this proposed schedule are tentative, but are provided here to give a sense of how the project is expected to flow, when interim deliverables can be expected, and when meetings will occur. A more specific schedule will be worked out with the Steering Committee early in the planning process.

### **SUMMARY SCHEDULE/CALENDAR**

#### **September - October 2016**

Meeting with Town Staff and Wellesley Tour

Plan Elements: DRAFT Setting the Stage: Wellesley Today

Branding: Initial discussions with town staff and Committee chairs (if appointed)

Website: Launch

#### **October 2016**

Steering Committee Meeting #1

- Review scope, schedule
- Finalize Branding for the Unified Plan project
- Review format for Public Meeting #1 Visioning
- Begin discussion of presentation to March Town Meeting (format, data, etc)

Plan Elements: Existing conditions on all Plan Elements commences

## November 2016

Public Meeting #1: Wellesley Visioning Forum (early November)

Plan Elements:

- MAPC will prepare draft of the Wellesley Vision.
- Continue work on existing conditions on all Plan Elements (for March Town Meeting)

## January 2017

Steering Committee Meeting #2:

- MAPC will present the Wellesley Unified Plan Vision to the Steering Committee; Planning Director will present to the Planning Board. MAPC receives feedback and over the next month prepares final version of Unified Plan Vision
- Review existing conditions information for all plan elements (for March Town Meeting)
- Begin discussion of issues and potential goals for:
  - Public Facilities and Services
  - Economic Development
  - Transportation and Circulation

Plan Elements: Complete DRAFT elements, including initial draft goals, strategies and actions for:

- Public Facilities and Services
- Economic Development
- Transportation and Circulation

## February 2017

Steering Committee Meeting #3

- Steering Committee to review updated Unified Plan Vision, and plan for how to present Vision to Wellesley Town Meeting in March
- Discuss agenda and format for public meeting #2 (scheduled for April after Town Meeting)

## March 2017

Steering Committee and Planning Director – Present Unified Plan Vision, as well as Existing Conditions data, and remainder of schedule of Unified Plan Activities to Wellesley Annual Town Meeting

## April 2017

Public Meeting #2: Economic Development, Transportation and Circulation, and

Public Facilities and Services: Existing conditions information will be presented along with several opportunities for the public to provide input, including identifying priorities.

Plan Elements: Complete DRAFT elements, including initial draft goals, strategies and actions for:

- Housing
- Historical and Cultural Resources
- Open Space

#### May 2017

Steering Committee #4:

- MAPC will provide overview of the results of Public Meeting #2 about the draft elements: Economic Development, Transportation and Circulation, Public Facilities.
- Review existing conditions, and potential goals for:
  - Housing
  - Historical and Cultural Resources
  - Open Space

#### June 2017

Public Meeting #3: Housing and Neighborhoods Open House (early June): Existing conditions information will be presented along with several opportunities for the public to provide input, including identifying priorities.

#### July 2017

Steering Committee #5: MAPC will provide overview/highlights of Public Meeting #3 and seek comments on the draft elements: Housing, Historical and Cultural Resources, Open Space.

#### August 2017

Plan Elements:

- Based on input from Unified Plan Committee and Town Staff, finalize DRAFT elements for:
  - Economic Development
  - Transportation/Circulation
  - Public Facilities and Services
  - Housing
  - Historical and Cultural Resources
  - Open Space
- DRAFT Land Use Plan and Zoning Chapter and Executive Summary: Review with Town Staff

Website (end of August/Early September): MAPC will make drafts of all elements available for comment on the project website.

#### October 2017

Public Comment Period: All draft elements available for comment prior to final meeting to provide context.

Steering Committee Meeting #6: MAPC will discuss and seek input about Draft Land Use Plan. Agenda and format for final public meeting will be discussed.

#### November 2017

Public Meeting #4: MAPC will present the full Draft Plan to the public and seek final input.

Plan Elements: FINALIZE all plan elements based on comments from Unified Plan Committee and public. Submit to Unified Plan Committee.

#### December 2017

Steering Committee Meeting #7 and Planning Board Meeting: MAPC will present final documents – full document and executive summary – to the Unified Plan Committee and Town staff; Planning Director will present same materials to the Planning Board, and if possible, the Board of Selectmen any final comments.

#### January – February 2018

FINAL PLAN DELIVERY: Make final changes and deliver final documents to Town. Post to website.

Unified Plan Committee members bring Unified Plan to their respective Boards for approval

#### March 2018

Unified Plan Committee and Planning Director present final Unified Plan to Selectmen and Planning Board for endorsement