

Preserving  
our values  
and advancing  
our region

2017

Metropolitan  
Area  
Planning  
Council

Calendar &  
Annual Report

Join us online at  
[mapc.org](http://mapc.org) or  
[@MAPCMetroBoston](https://twitter.com/MAPCMetroBoston)  
to get involved.

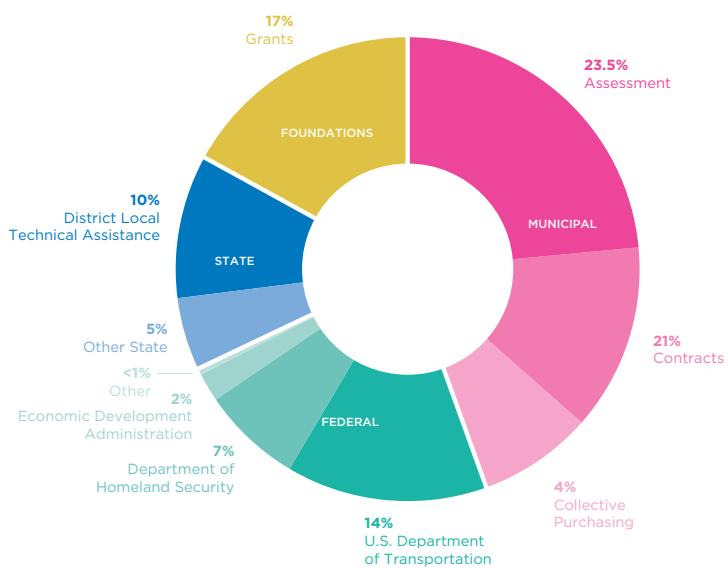
# FINANCIAL STATEMENT

STATEMENT OF CHANGES IN FUND BALANCE FOR THE YEAR ENDED JUNE 30, 2015, AUDITED

## OPERATING REVENUES

Grants and Contracts	\$ 11,515,415
General Assessments	\$ 2,690,472
Charges for Services	\$ 728,115
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 14,934,002</b>
INTEREST REVENUE	\$ 345
<b>TOTAL REVENUE</b>	<b>\$ 14,934,347</b>

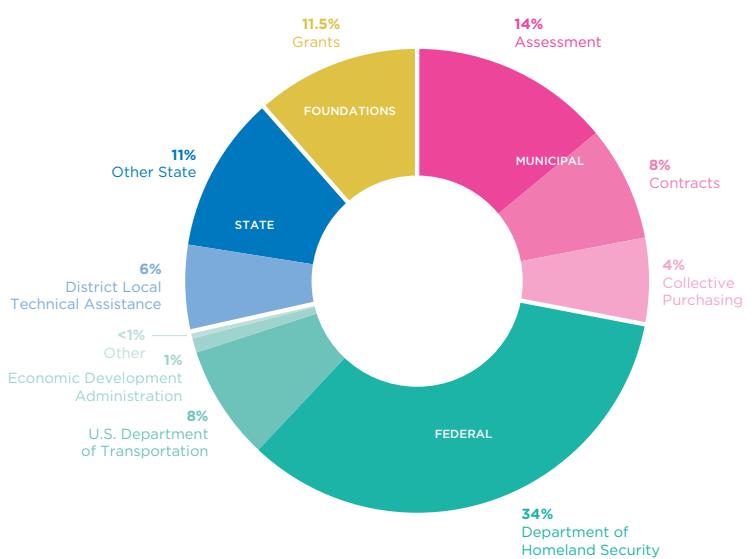
## SOURCES OF OPERATING FUNDS (TOTAL REVENUE EXCLUDING PASS-THROUGH\*)



## DIRECT EXPENSES

Salaries and Benefits	\$ 2,754,544
Expenses (including project-specific expenses and pass-through*)	\$ 8,722,161
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 11,476,705</b>
INDIRECT EXPENSES	\$ 3,584,519
<b>TOTAL EXPENSES</b>	<b>\$ 15,061,224</b>
INCOME (LOSS) BEFORE TRANSFERS AND OTHER INCOME	(\$ 126,877)
TRANSFERS IN	
Fiduciary Transfers In	\$ 272,000
Operating Transfers Out	—
<b>TOTAL TRANSFERS IN</b>	<b>\$ 272,000</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 145,123</b>

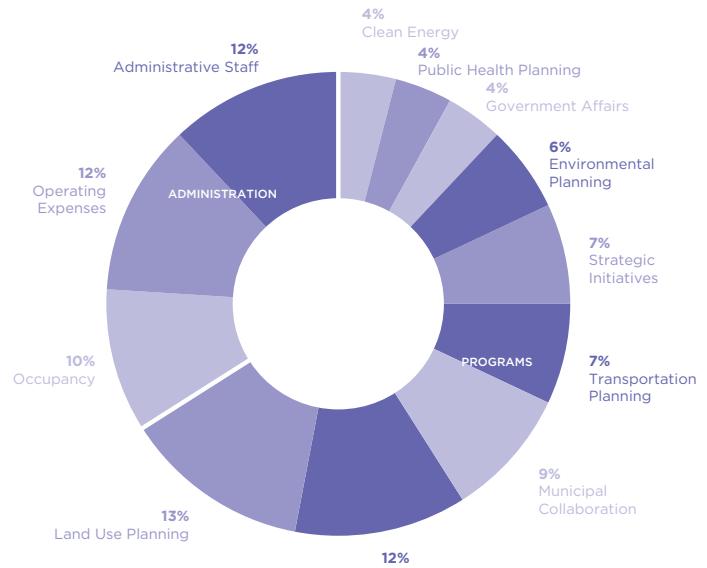
## SOURCES OF OPERATING FUNDS (TOTAL REVENUE INCLUDING PASS-THROUGH\*)



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

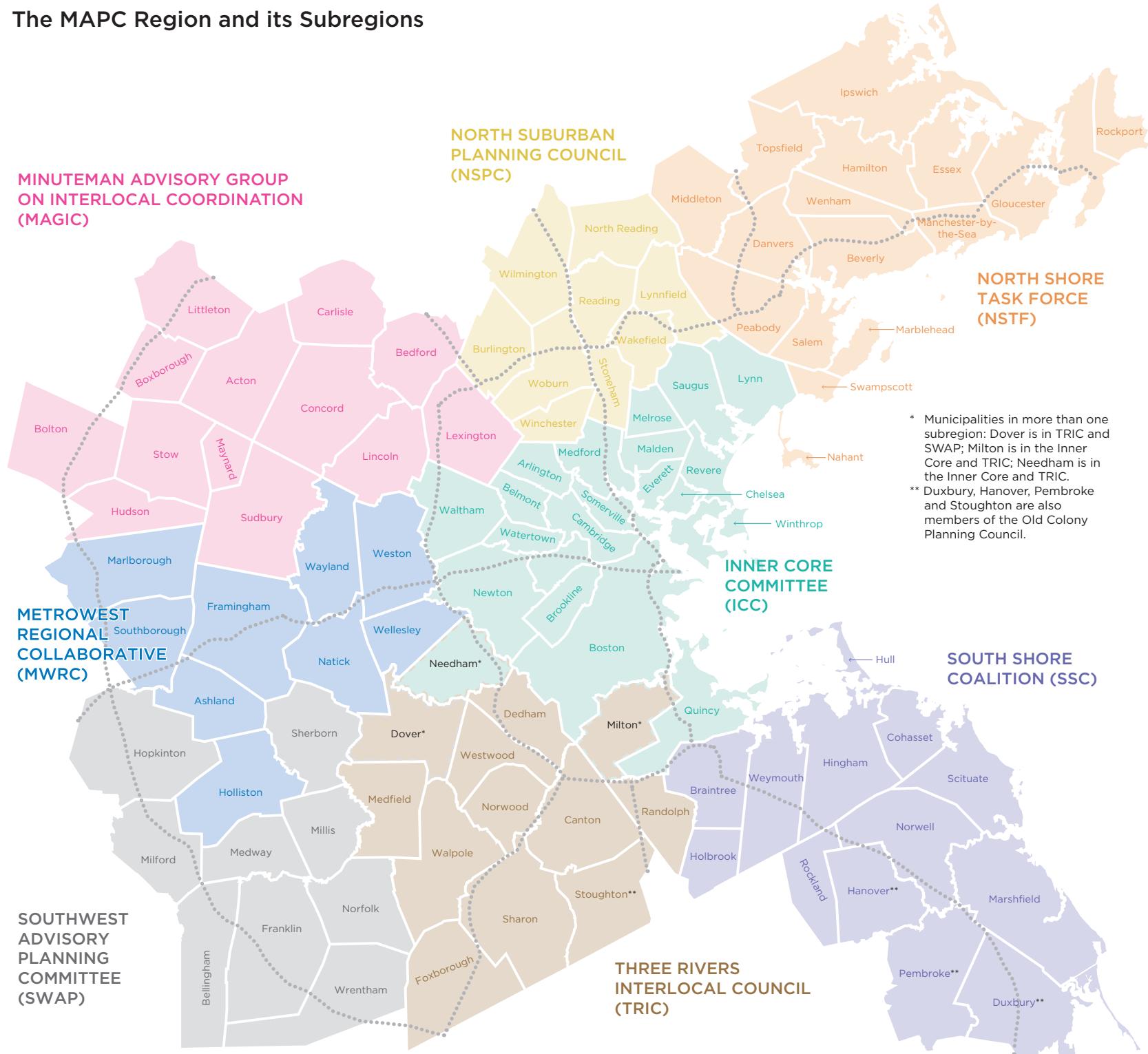


## USE OF OPERATING FUNDS (TOTAL EXPENSES EXCLUDING PASS THROUGH)



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

## The MAPC Region and its Subregions



# PRESERVING OUR VALUES AND ADVANCING OUR REGION

Life isn't easy for folks who spend their days promoting smart growth, regional collaboration, equity, and a robust approach to climate change. But then again, the leaders and staff at MAPC are not given to easy tasks. We love the unique and historical region we call Metro Boston, and we are committed to **all** the people who call it home—men and women, young and old, rich and poor, residents of all sexual orientations, gender identities, racial, ethnic and religious backgrounds, people with disabilities, and all the people who have recently arrived from near and far.

In 2016, MAPC continued to transform the planning field with exciting new practices—integrating arts and culture into land use projects, weaving web-based tools into local decision-making, expanding our public safety work to help address the opioid crisis, baking public health into municipal planning, and exploring the impact of automated vehicles on the region's mobility. Whether it's making the region safer, ensuring equitable access to opportunity, or planning for the effects of climate change, MAPC will continue to make sure that leaders and stakeholders have the facts and strategies they need to improve the quality of life for everyone who lives and works here.

Uncertain political times lay ahead, but MAPC remains steadfastly committed to our core values of equity

and inclusion. We will work with anyone who wishes to advance the goals contained in *MetroFuture*—sustainable development, preservation of our environment, a stronger and fairer economy, and a better life for everyone. We will oppose all efforts to roll back the gains we have made, and we will resist every effort to turn the residents of our region against one another, or to close the doors of our region to newcomers who can make our future even stronger. Depending on the path chosen by the federal government, the responsibility may fall to local and state leaders to demonstrate that fairness and inclusion can generate the strongest economy and the brightest future for America. We know our region's leaders will accept that challenge, and MAPC will work with them to craft the plans and policies to make that happen. No one is going to let Massachusetts go backwards.

We are honored to continue making Metro Boston a national model in smart growth planning, public policy, and civic engagement. Join us online at our brand new web home, [mapc.org](http://mapc.org), and on Twitter @MAPCMetroBoston to get more involved. This year, to better conserve resources, we have once again chosen to publish our entire Annual Report online. Please visit [2016.mapc.org](http://2016.mapc.org) to read the full report, and to learn what else MAPC is up to!

## 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.

We work toward sound municipal management, sustainable land use planning, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, an informed public, and equity and opportunity among people of all backgrounds. In 2014, MAPC adopted a 5-year strategic plan, including 4 Strategic Priorities: encouraging development and preservation consistent with smart growth principles; enhancing municipal collaboration, effectiveness, and efficiency; helping the region to achieve greater equity; and reducing greenhouse gas emissions and adapting to climate change. These goals, all derived from our regional plan, *MetroFuture*, guide our daily work. MAPC is governed by representatives from each city and town in our region, as well as gubernatorial appointees and designees from major public agencies. Each municipality belongs to one of eight subregions (see above) staffed by an MAPC coordinator with membership comprising local leaders, regional officials and community stakeholders.

**President** Keith Bergman  
**Vice President** Erin Wortman  
**Treasurer** Taber Keally  
**Secretary** Sandra Hackman  
**Executive Director** Marc Draisien

## CREDITS

The following MAPC staff helped produce the 2017 calendar:

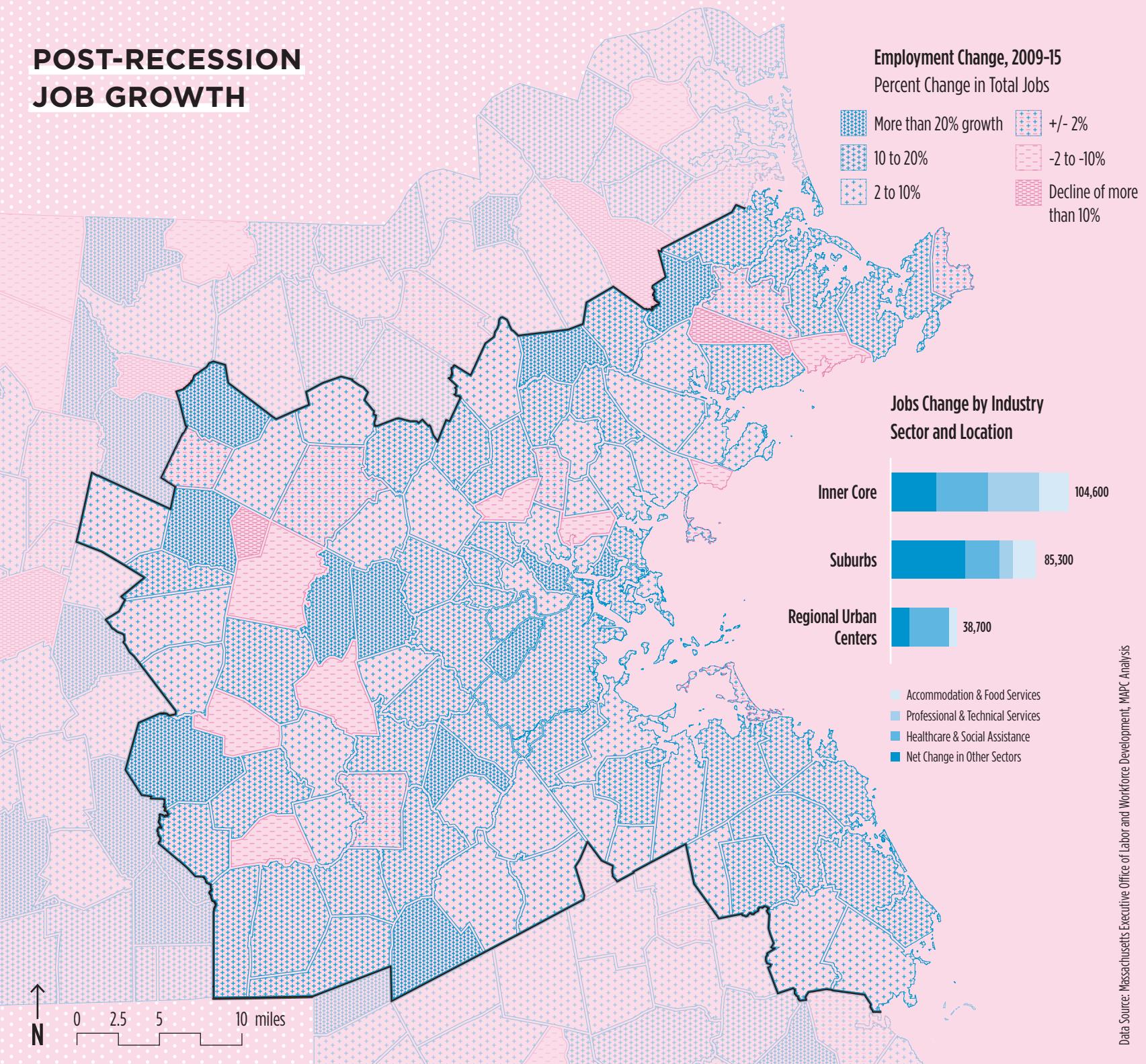
**Project management**  
Amanda Linehan, Jessie Partridge, Tim Reardon

**Contributors**  
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**Graphic design**



# POST-RECESSION JOB GROWTH



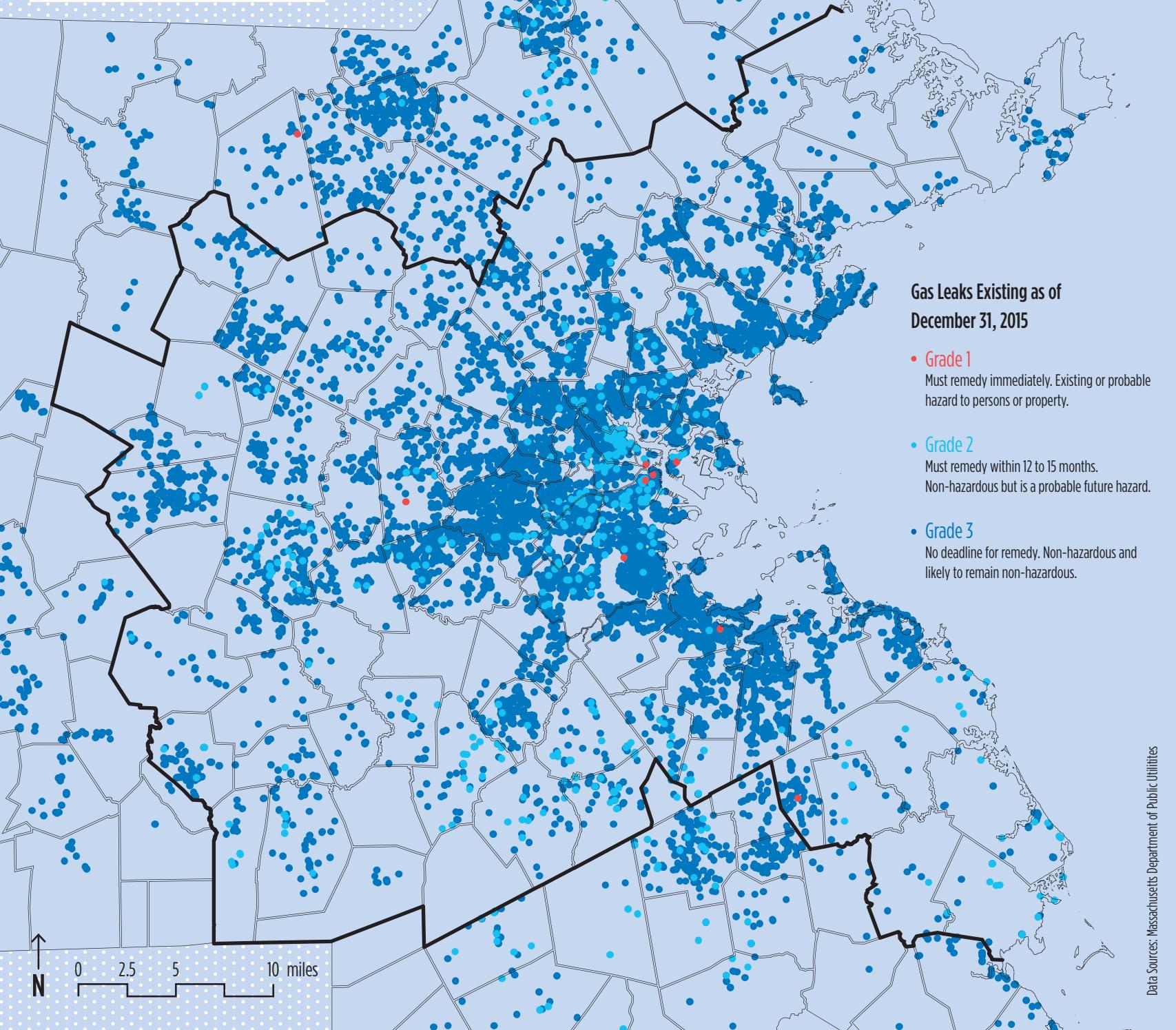
Compared to other parts of the country, Metro Boston's economy performed relatively well during and after the Great Recession—though, like the rest of the nation, the recovery's benefits were not felt equally across communities and sectors. Metro Boston lost 74,500 jobs (-3%) between 2008 and 2009, but then grew by an average 1.4% annually. Since 2013, total jobs have exceeded the previous peak set in 2001.

The recovery was driven by strong growth in high-wage business and health care jobs and a substantial number of low-wage food service and hospitality jobs. Combined with sustained losses in middle-income manufacturing and wholesale trade jobs since 2001, the result has been increased wage polarization and income inequality.

The recovery has also been selective geographically, with certain corridors and subregions seeing faster job growth since 2009. Job recovery has been concentrated in the Inner Core, where 104,600 jobs were added from 2009 to 2015 (12% growth). Three cities in the core—Brookline, Somerville and Chelsea—grew more than 20%. Suburban jobs overall grew 10%, adding 85,300 jobs. Ten suburbs grew more than 20%, but 10 also lost more than 2%, with two losing more than 10%. Regional Urban Centers all added jobs since the recession, though at a relatively slow pace (8%, 38,700 jobs).



## FIXING OUR PIPES



Massachusetts has over 5,000 miles of leak-prone natural gas pipes. In addition to safety risks, gas leaks are a problem because methane (the main ingredient in natural gas) suffocates the roots of trees and other plants and increases ground-level ozone, which is associated with asthma. Methane is a potent greenhouse gas with heat-trapping potential many times higher than CO<sub>2</sub>. Leaks are also a financial burden for ratepayers, with the cost of lost gas totaling an estimated \$90 million per year. The utilities don't pay for the leaks—consumers do.

Replacing all of the state's leak-prone pipes will not be easy or cheap. It will take 20 to 25 years and cost multiple billions of dollars, according to MAPC analysis of Department of Public Utilities data. One way to save money and minimize disruption is for gas companies and municipalities to coordinate pipe replacement with other utility projects, roadway reconstruction, or repaving.

Increasingly, municipalities are establishing policies to encourage this type of coordination so that gas companies are tapped to fix pipes before roadway or utility work. This way, the gas company doesn't need to cut into a newly paved street, saving them the cost of repaving and reducing damage to roadways. These savings can enable companies to replace more pipes each year, accelerating the overall repair timeline and ultimately saving money for both ratepayers and taxpayers.

Learn more at [fixourpipes.org](http://fixourpipes.org).

**02** February

29 S 30 M 31 T 1 W 2 T 3 F 4 S

5 6 7 8 9 10 11  
Officers 9:30AM NSPC 9AM

12 13 VALENTINE'S DAY 14 15 16 17 18  
Executive Committee 11:30AM MWRC 8AM NSTF 9AM

19 PRESIDENTS DAY 20 21 22 23 24 25  
TRIC 9AM

26 27 28 1 2 3 4 5 6 7  
JANUARY 2017

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MARCH 2017

## LOCAL ACCESS SCORES

The figure is a map of a regional road network, likely in Massachusetts, showing the "Route 9 corridor running through Wellesley, Natick and Framingham". The map uses a color-coded legend to represent the "Composite Utility Score" for local access roads. The legend ranges from "Lowest" (light blue) to "Highest" (dark green). Major roads are labeled with route numbers: 90, 126, 27, 9, 16, 30, and 135. Towns labeled include SUDSBURY, FRAMINGHAM, ASHLAND, NATICK, WELLESLEY, NEEDHAM, SHERBORN, and HOLLISTON. A large black circle highlights a specific area in the center-left of the map, around Ashland and Holliston. A callout box over this area states: "Knowing which roadways have low utility scores can also be useful for local officials, many of whom prioritize improvements based in part on constituent requests. The data can help officials to rank those requests more objectively, and can provide justification for deferring improvement on some low-utility segments so that resources can be prioritized to other projects that will benefit more walkers and bikers." Another callout box at the top right states: "The Route 9 corridor running through Wellesley, Natick and Framingham is an example of a high-utility roadway that might not typically be considered for complete streets treatments. It is currently inhospitable to walking and biking, but could serve as an important connection to shops and services from nearby neighborhoods." A scale bar indicates distances up to 2 miles, and a north arrow is present.

Knowing which roadways have low utility scores can also be useful for local officials, many of whom prioritize improvements based in part on constituent requests. The data can help officials to rank those requests more objectively, and can provide justification for deferring improvement on some low-utility segments so that resources can be prioritized to other projects that will benefit more walkers and bikers.

The Route 9 corridor running through Wellesley, Natick and Framingham is an example of a high-utility roadway that might not typically be considered for complete streets treatments. It is currently inhospitable to walking and biking, but could serve as an important connection to shops and services from nearby neighborhoods.

Composite Utility Score

- Lowest
- Low
- Moderate
- High
- Highest

Water

Open Space

0 0.5 1 2 miles

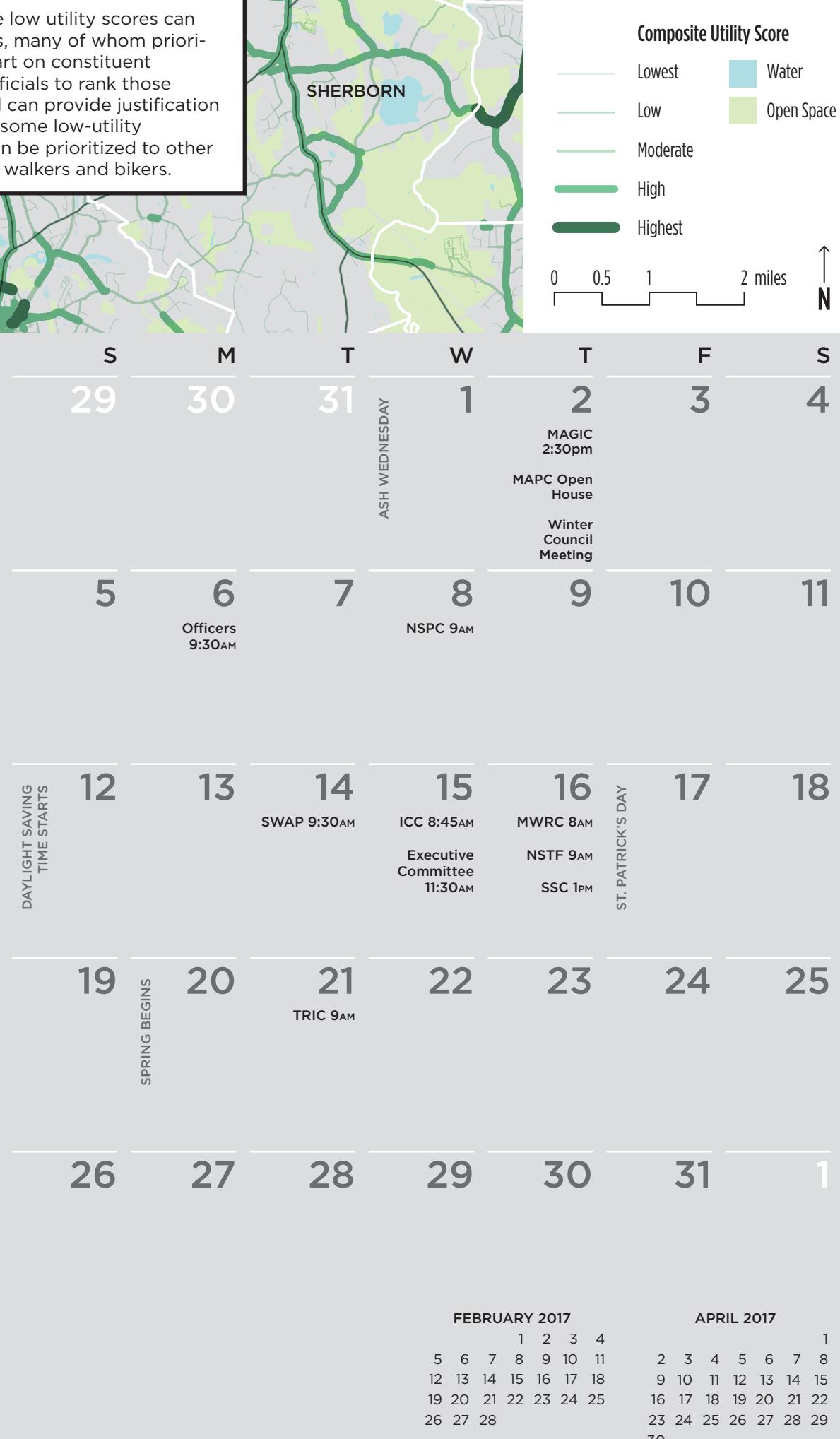
N

Data Source: MAPC's Local Access Score

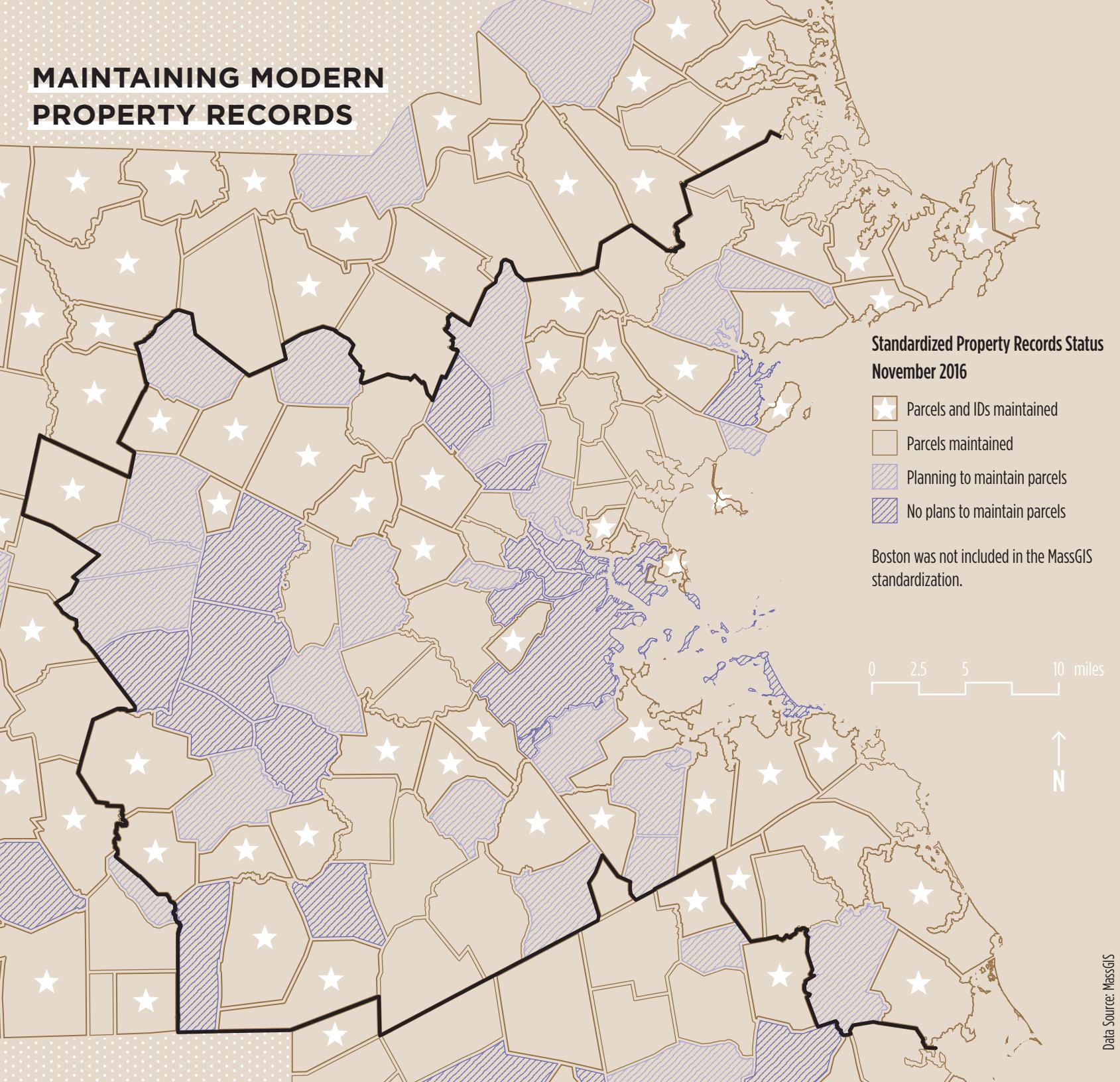
Across the Commonwealth, communities are looking for ways to make walking and biking a safer, healthier, and more convenient way to get around. It is increasingly clear that the need for new sidewalks, wheelchair ramps, bike lanes, and protected infrastructure like cycle tracks is great. Resources, however, remain limited. Municipalities pursuing a “Complete Streets” approach—making roads accessible to all users, whether walking, biking, driving or riding transit—face the challenge of setting priorities among a long list of capital and programmatic needs.

How does a community determine which improvements would have the most utility for walkers and bikers? For a given segment of roadway, how many people would find it a useful route between points A and B? MAPC's "Local Access Score" estimates how useful each street segment would be for connecting residents with schools, shops, restaurants, parks, and transit stations, *if* safe and convenient pedestrian and bike facilities were available. By overlaying this data with information on sidewalk conditions, crashes, and available rights-of-way, communities can use the Local Access Score to inform and set priorities among Complete Streets projects, as well as road and sidewalk maintenance, snow clearance, and vegetation management.

Local Access Scores are available via an interactive online map and data download, and have been used by many cities and towns to support successful complete streets funding applications. To view this new tool, visit [LOCALACCESS.MAPC.ORG](http://LOCALACCESS.MAPC.ORG).



# MAINTAINING MODERN PROPERTY RECORDS



In 2013, Massachusetts completed a 2.3 million dollar effort to bring municipal property records into the 21st century. MassGIS established digital standards for parcel and assessors' data, and enlisted contractors to upgrade records from every city and town to meet those standards. Standardized property records support effective and coordinated emergency response operations, enable cross-municipal land use comparisons, and bring a new level of transparency to the tax assessment process.

The Department of Revenue and the Massachusetts Association of Assessing Officers strongly encourage municipalities to maintain standardized property data. To do so, municipalities must (1) keep their digital parcel boundaries updated and (2) keep assessors records linked to those parcels with a special identifier (LOC\_ID). These steps are neither complicated nor expensive, and Mass-GIS has provided substantial additional funding to make the process easier for communities.

Unfortunately, not all municipalities are taking these steps. Statewide, 80% of municipalities are maintaining standardized parcel maps, but only 60% of those are also including the LOC\_ID in their assessors' records. As a result, fully-maintained data are only available for about half of the state's cities and towns. A commitment to standardization would help to preserve the investments made by the state, and create a resource with benefits for all.

04 April

MARCH 2017							MAY 2017						
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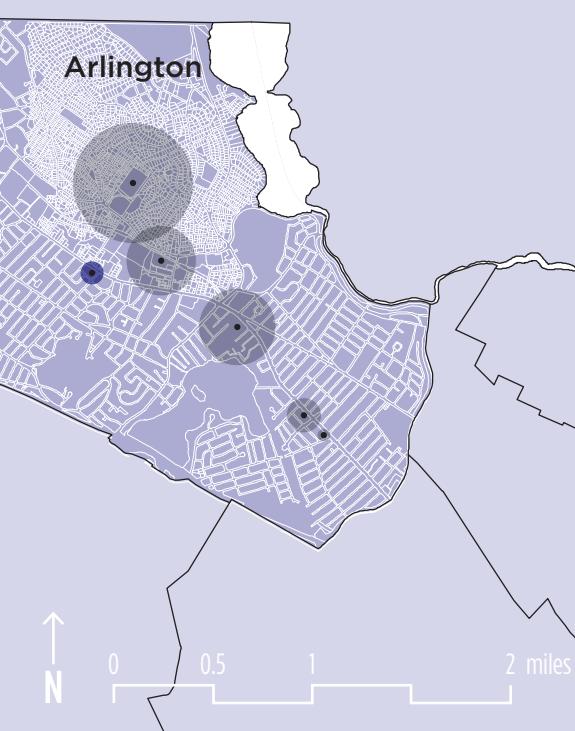
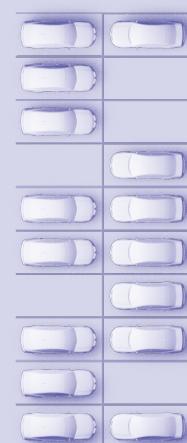
# PERFECT FIT PARKING

MAPC surveyed 80 residential buildings across five municipalities.

The average building had 58 parking spaces. See typical parking lot below.

**43 Occupied Spaces  
15 Unused Spaces**

**Only 74% of spaces occupied**



Parking is a hotly debated issue across the region, yet until now there has been little hard data on how much parking we have, and how much we need. MAPC's Perfect Fit Parking Initiative aims to provide a better understanding of parking supply and demand in multifamily residential developments. We conducted middle-of-the-night counts at 80 developments in 5 municipalities north of Boston, and found that one quarter of the available spaces were empty. On average, 1.15 parking spaces are provided per housing unit, but only 0.85 spaces per unit are occupied. In total, we counted nearly 1,200 empty spaces, representing a tremendous waste of space and money.

Even as parking is already oversupplied, there are signs that demand may be waning further. A growing number of households without a vehicle—driven by growing use of transit, car-sharing, ridesharing, and biking—means that tomorrow's households will need fewer spaces than those living in the area today. By setting parking requirements that are more in line with actual demand, and establishing policies that encourage more efficient use of the parking supply we already have, municipalities can help to create more livable, walkable, and affordable communities.

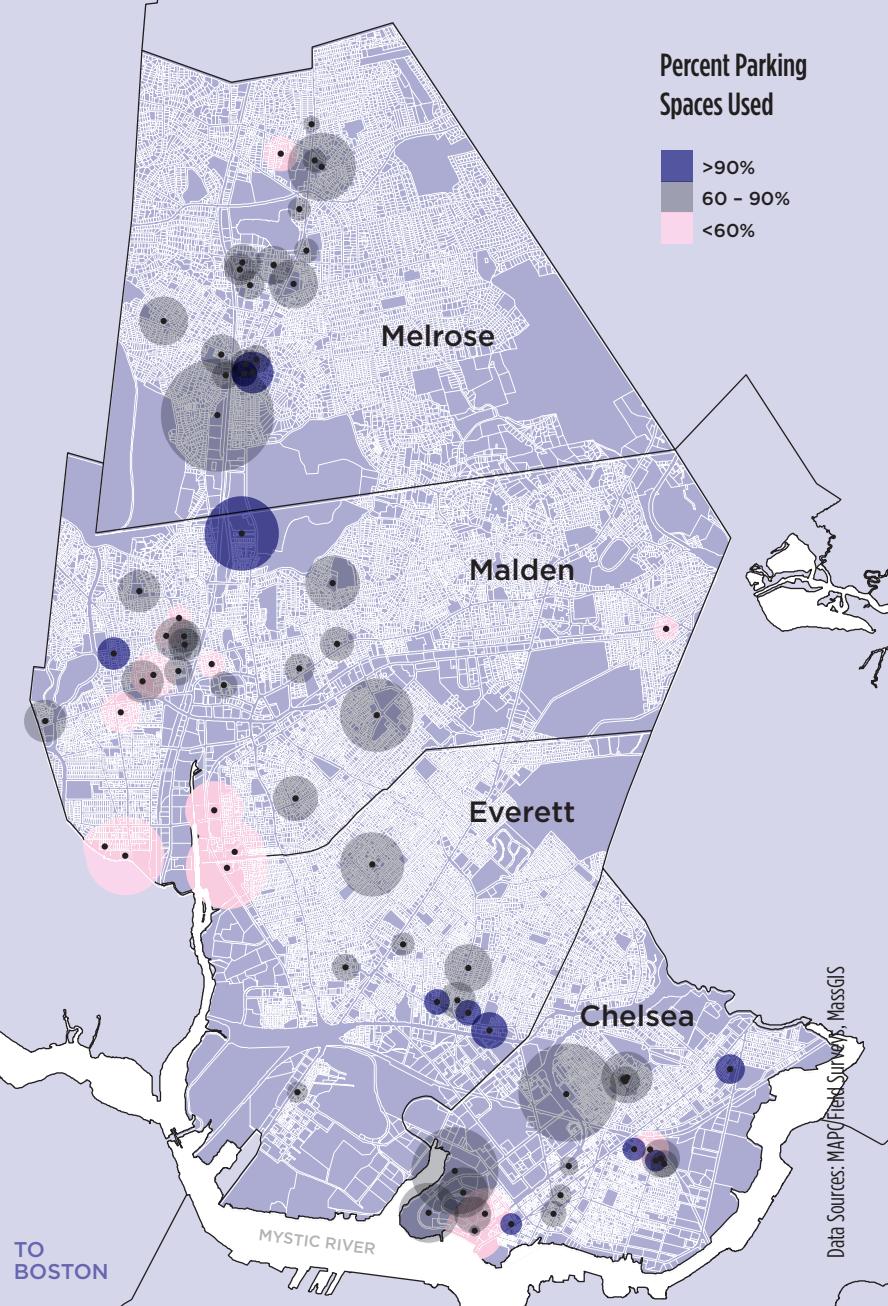
MAPC is expanding the Perfect Fit Parking initiative to more communities in the Inner Core, and has already begun the survey process in Cambridge. To learn more, see [PERFECTFITPARKING.MAPC.ORG](http://PERFECTFITPARKING.MAPC.ORG).

**05** May

Number of Existing  
Parking Spaces



Percent Parking  
Spaces Used



S 30 M 1 T 2 W 3 T 4 F 5 S 6

Officers 9:30AM

MAGIC 2:30PM

7 8 9 10 11 12 13

SWAP 9:30AM NSPC 9AM

14 15 16 17 18 19 20

TRIC 9AM ICC 8:45AM MWRC 8AM  
Executive Committee 11:30AM NSTF 9AM SSC 1PM

21 22 23 24 25 26 27

Annual Meeting

MOTHER'S DAY RAMADAN BEGINS

28 29 30 31 1 2 3

APRIL 2017

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30		

JUNE 2017

# HOUSING OUR FUTURE WORKFORCE

2015 to 2030

MAPC estimates that new workers will form 493,000 new households in Metro Boston between 2015 and 2030. This image shows the projected income levels and housing preferences of those households.

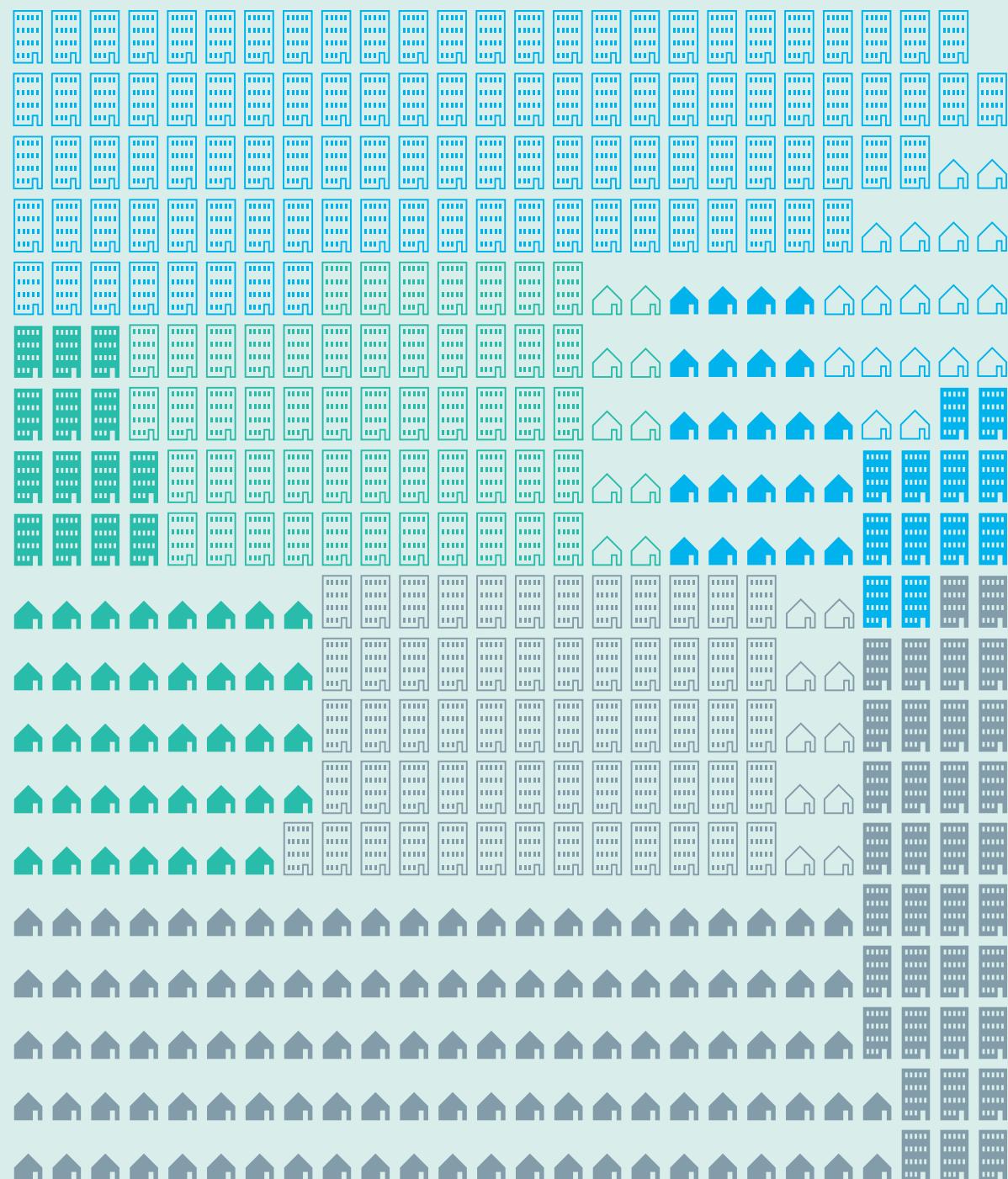
 = 1,000 households in single-family homes

 = 1,000 households in multi-family homes

 Renter

 Owner

Low-income  
Middle-income  
High-income



Data Source: U.S. Census Bureau Public Use Microdata Sample (PUMS) 2010-14, MAPC Analysis

Workforce housing needs are as diverse as the workforce itself. Metro Boston has one of the most innovative and competitive economies in the nation, thanks largely to the diversity and skill of our workforce. To keep the economy growing over the next 15 years, the region will need at least 717,000 new workers just to fill positions left vacant by retirees, and even more to staff new jobs that are created.

MAPC estimates that new entrants to the workforce—those taking a job for the first time—will form 493,000 new households by 2030. Each household will need a place to live, and their needs, preferences, and incomes will vary, as reflected in the graphic here. If the region continues to add large numbers of low-wage jobs, about one-third of new working households will qualify as low income, according to housing subsidy eligibility guidelines. About one quarter of new working households will be middle income (around \$60k to \$120K per year), and nearly half are likely to be high income. While many single family houses may be freed up by downsizing Baby Boomers, this turnover may satisfy only 60% of the expected demand. As a result, it is essential for communities to encourage the diverse new housing—especially multifamily, rental, and affordable units—needed to accommodate the workforce of the future.

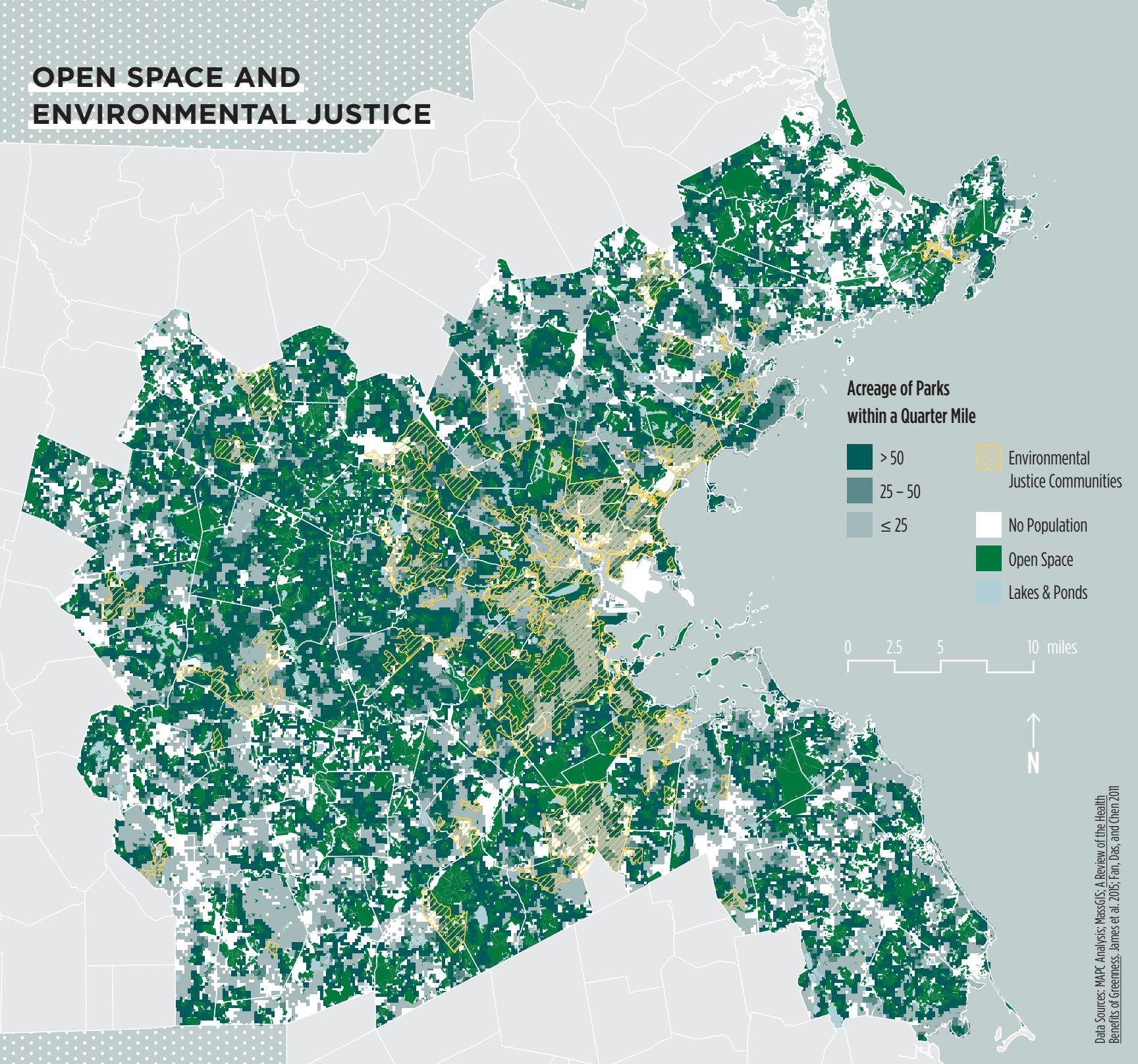
To learn more about the region's workforce housing needs, visit [MAPC.ORG/ULI-WORKFORCE-HOUSING](http://MAPC.ORG/ULI-WORKFORCE-HOUSING).



MAY 2017						JULY 2017					
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29	30	31									

06 June

# OPEN SPACE AND ENVIRONMENTAL JUSTICE



Access to open space improves health by promoting physical activity, decreasing stress, and mitigating pollution. Environmental Justice (EJ) communities—those that are low-income, English-language isolated, or predominantly people of color—have historically been under resourced and exposed to disproportionate environmental burden. Disparate access to open space is one such burden.

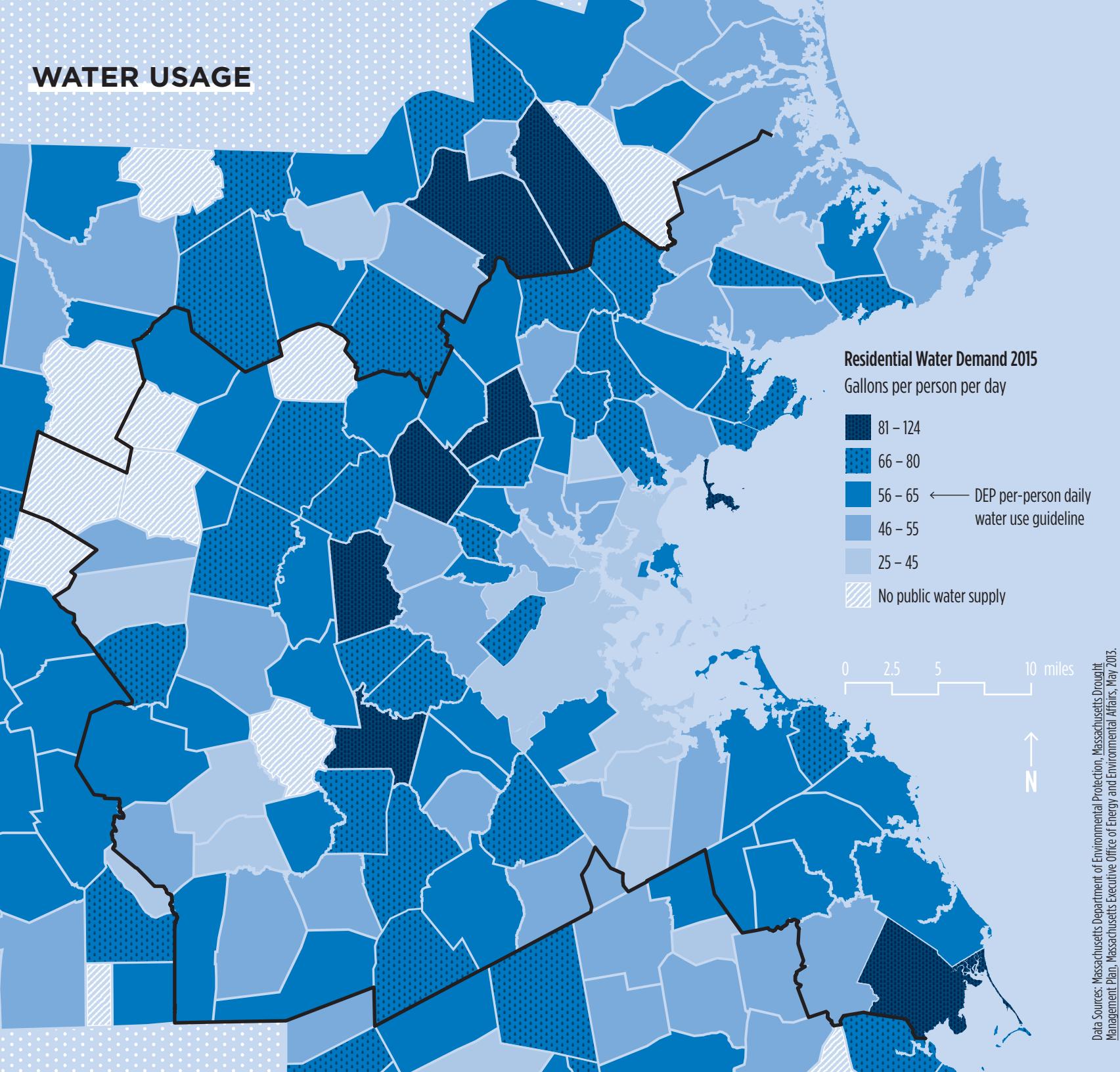
To measure open space access, MAPC calculated the total acreage of parks located within a five minute walk for every resident in the region. Across the region, the median acreage available to residents living in EJ areas is 32, while for residents outside EJ areas it is 59. The good news is that, in some suburban communities, the trend is reversed, and residents of suburban EJ areas have access to slightly more open space acreage (69) than residents of non-EJ areas (60).

Even though less than 10% of residents living in EJ areas are in these suburban towns, this insight amplifies the opportunity to plan and design open space and recreational facilities with the needs and preferences of EJ communities in mind. By law, the Massachusetts EJ Policy and the Open Space Planners Workbook require municipalities to conduct targeted outreach to identify specific needs of EJ communities and look for opportunities to enhance their access to these resources when preparing Open Space and Recreation Plans. MAPC helps many communities to prepare these plans, and we review them all prior to adoption by the state.



07 July

## **WATER USAGE**



In the summer and fall of 2016, Massachusetts experienced the most severe drought conditions it had seen since 1985. The impacts of this drought were compounded by the effects of local water withdrawals from aquifers and reservoirs. Especially during drought years, these withdrawals reduce the amount of water available for streamflow, wildlife, and recreational uses. Water conservation can reduce these negative impacts.

The Massachusetts Department of Environmental Protection (DEP) guideline for residential water use is 65 gallons per person per day. Yet, in 2015 (before the drought) almost a third of MAPC municipalities exceeded that standard, according to DEP reports. Six water suppliers saw residential demand exceeding 80 gallons per person per day: Dover, Duxbury, Lexington, Nahant, Weston, and Woburn. Fortunately, residents in 66 cities and towns used less than the standard. (Five towns in the region rely solely on private wells.)

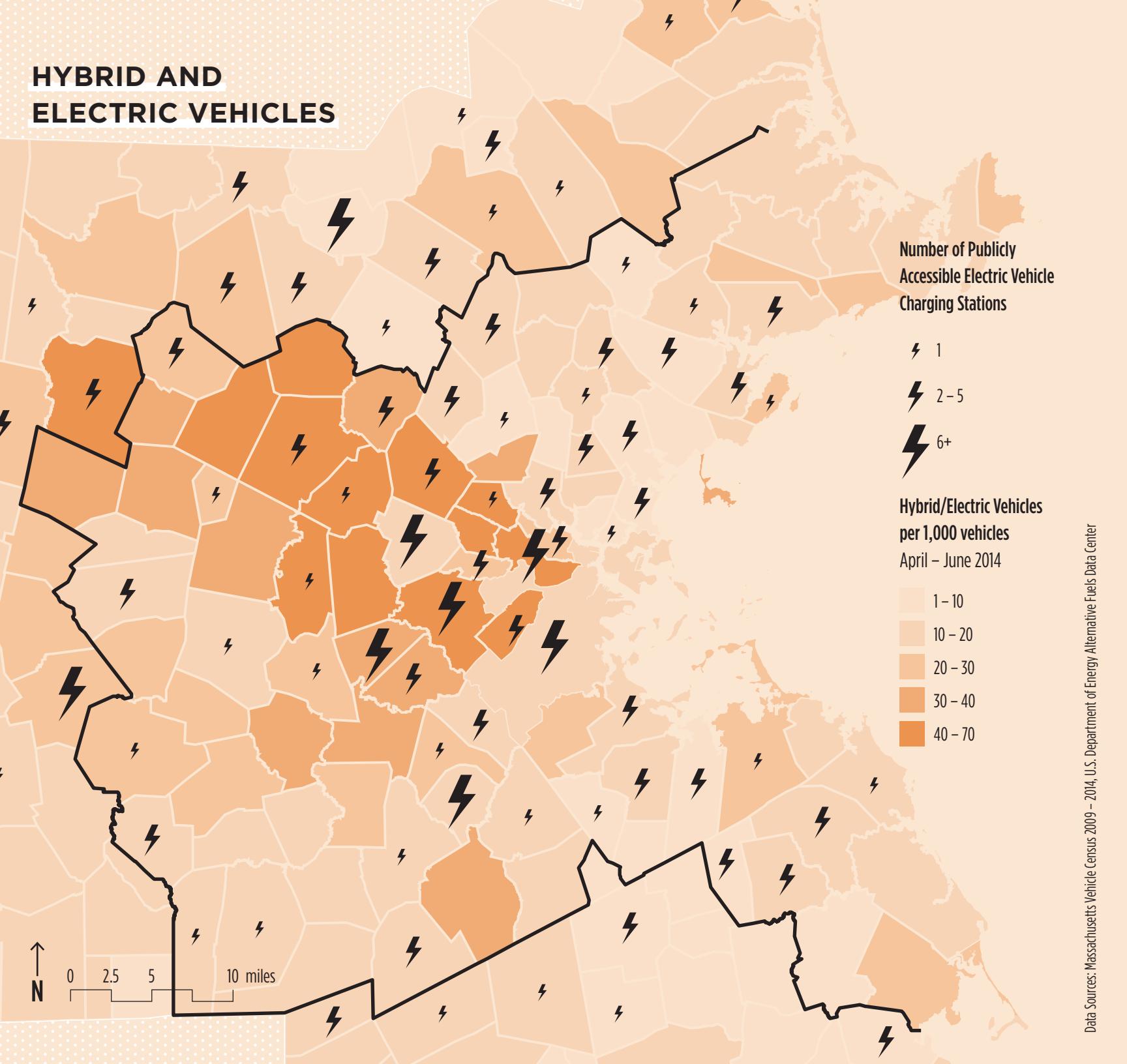
In response to the drought, 58 MAPC municipalities implemented water use restrictions in 2016. It remains to be seen whether these were effective in reducing water use to below the state's guidelines. However, as the region continues to experience the effects of changing climate, conserving water every year becomes more and more important. We can never be sure what the next summer will bring.

08 August

**Data Sources:** Massachusetts Department of Environmental Protection, Massachusetts Drought Management Plan, Massachusetts Executive Office of Energy and Environmental Affairs, May 2013.

JULY 2017								SEPTEMBER 2017								1	2
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## HYBRID AND ELECTRIC VEHICLES



Hybrid and plug-in electric vehicles made up only 2% of all registered passenger vehicles in Massachusetts at the end of 2014. Still, the number of hybrids more than doubled over the five year period from 2009 to 2014, rising from 38,700 to more than 89,000 statewide. The number of fully electric vehicles is much smaller, but their growth has been meteoric, rising from just 23 in late 2009 to nearly 1,500 at the end of 2014. The increased prevalence of these vehicles has contributed to increased fuel efficiency in the passenger vehicle fleet since 2009, and their increased adoption is essential for the state to achieve its greenhouse gas reduction goals. However, Massachusetts has a target to have 300,000 zero-emission vehicle (ZEVs) on the state's roads by 2025, so there is still much work to be done in reaching this goal.

Clean-fuel vehicles are more prevalent in the MAPC region, where 25 of every 1,000 vehicles are electric or hybrid. Registration rates vary widely, ranging from fewer than 10 per 1,000 in Saugus, Revere, Holbrook, and Rockland to more than 60 in Brookline, Lexington, Concord, and Lincoln. Their prevalence is highly correlated with educational attainment (even more so than household income); the percent of adults with a bachelor's degree explains about two-thirds of this variation, though the strong geographic clustering suggests that social networks and community influence may also play a role in vehicle purchases.

To learn more about vehicle ownership and driving patterns in your community, visit [VEHICLECENSUS.MAPC.ORG](http://VEHICLECENSUS.MAPC.ORG).

Data Sources: Massachusetts Vehicle Census 2009 – 2014, U.S. Department of Energy Alternative Fuels Data Center

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3 LABOR DAY 4 5 6 7 MAGIC 2:30PM 8 9

10 Officers 9:30AM 11 SWAP 9:30AM 12 NSPC 9AM 13 MWRC 8AM 14 15 16

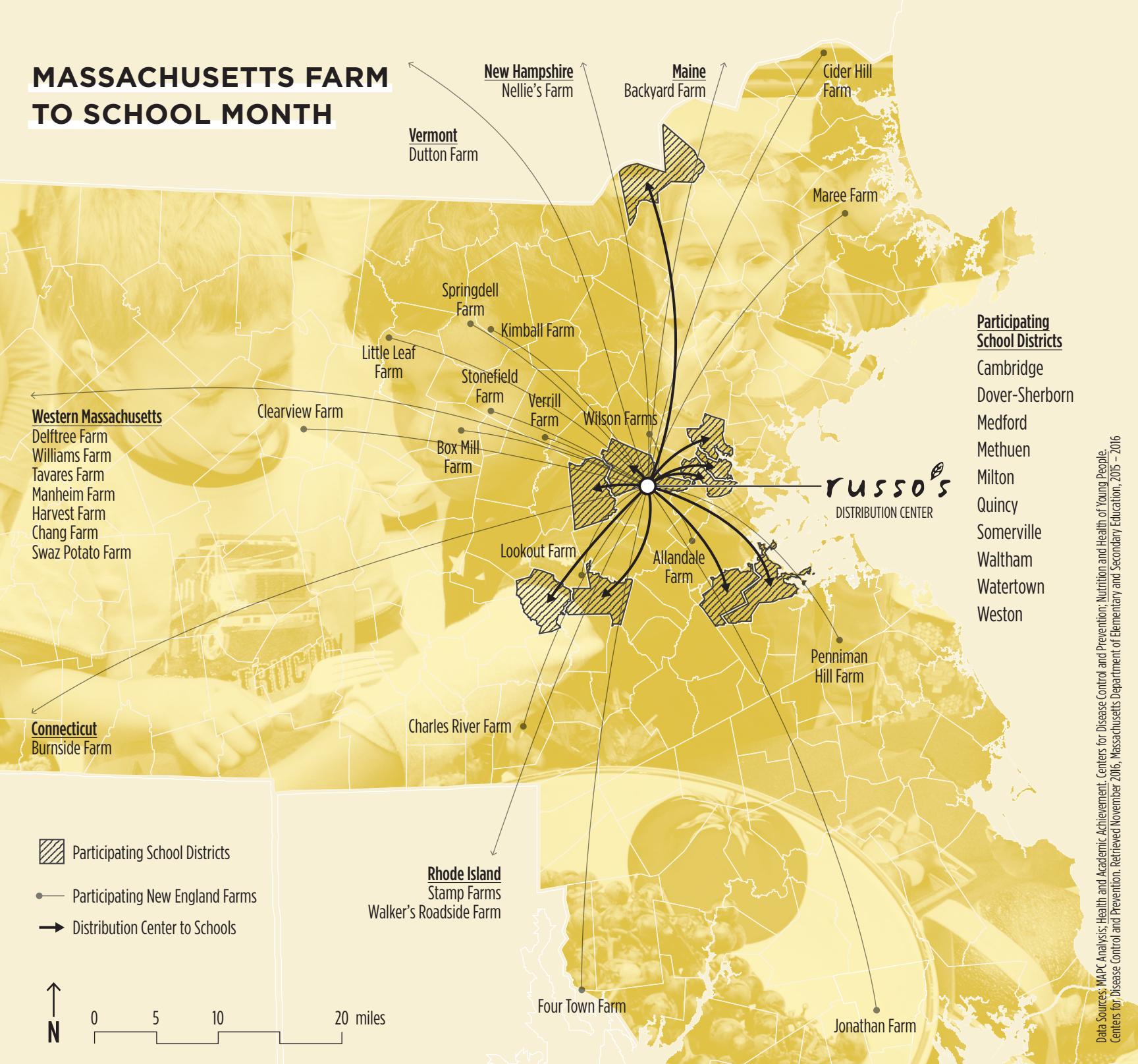
17 TRIC 9AM 18 19 ROSH HASHANAH BEGINS AT SUNDOWN 20 ICC 8:45AM Exec. Comm. 11:30AM 21 NSTF 9AM SSC 1PM 22 23

24 25 26 27 28 29 YOM KIPPUR BEGINS AT SUNDOWN 30 YOM KIPPUR

AUGUST 2017							OCTOBER 2017						
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09 September

# MASSACHUSETTS FARM TO SCHOOL MONTH



Healthy students are better learners. When students eat nutritious meals, they tend to be sharper and to achieve better grades, test scores, and attendance. Conversely, students with poor diets have lower academic performance, higher absenteeism, and more social and health problems. Students from low-income families experience greater food insecurity and more of the associated academic and health problems. Meals served during the school day are crucial to supporting academic performance and health, because students spend a major part of their days in school.

MAPC is making it easier for schools to buy fresh fruits and vegetables. On behalf of 10 school districts, MAPC manages a produce contract with distributor A. Russo and Sons, supporting school food directors and helping to streamline purchasing. Our contract helps schools source more local produce, through Russo's partnerships with farms across Massachusetts and New England.

These efforts support the health and academic performance of nearly 50,000 students enrolled in participating schools, including more than 12,000 economically disadvantaged students who qualify for free meals. The schools' purchases also support the New England farm and food economy and encourage sustainable practices throughout the food supply chain.

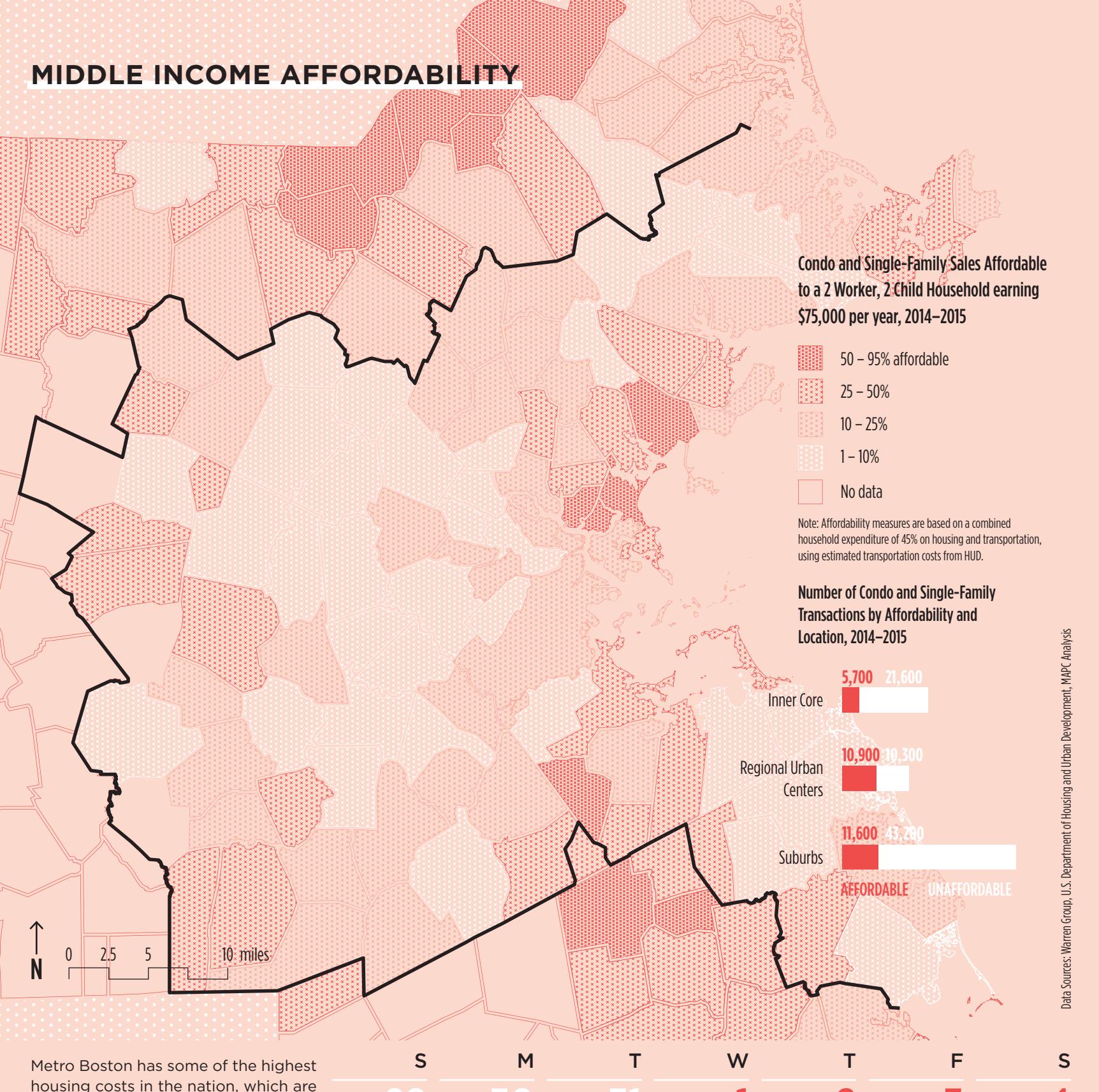
To learn more about school produce procurement, contact MAPC Municipal Collaboration Director Mark Fine at [MFINE@MAPC.ORG](mailto:MFINE@MAPC.ORG).

**10** October

S	M	T	W	T	F	S
1 Officers 9:30AM	2	3	4	5	6	7
8 COLUMBUS DAY	9	10 SWAP 9:30AM	11 NSPC 9AM	12	13	14
15	16	17 TRIC 9AM	18 Executive Committee 11:30AM	19 DIWALI MWRC 8AM NSTF 9AM SSC 1PM	20	21
22	23	24	25 Fall Council Meeting	26	27	28
29	30 HALLOWEEN	31	1	2	3	4
SEPTEMBER 2017				NOVEMBER 2017		
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
26	27	28	29	30		

Data Sources: MAPC Analysis; Health and Academic Achievement, Centers for Disease Control and Prevention; Nutrition and Health of Young People, Centers for Disease Control and Prevention. Retrieved November 2016. Massachusetts Department of Elementary and Secondary Education

# MIDDLE INCOME AFFORDABILITY



Metro Boston has some of the highest housing costs in the nation, which are burdensome for many working families, including a growing share of middle-income households. Economists and public policy makers are concerned that high housing costs present a significant impediment to long-term economic growth.

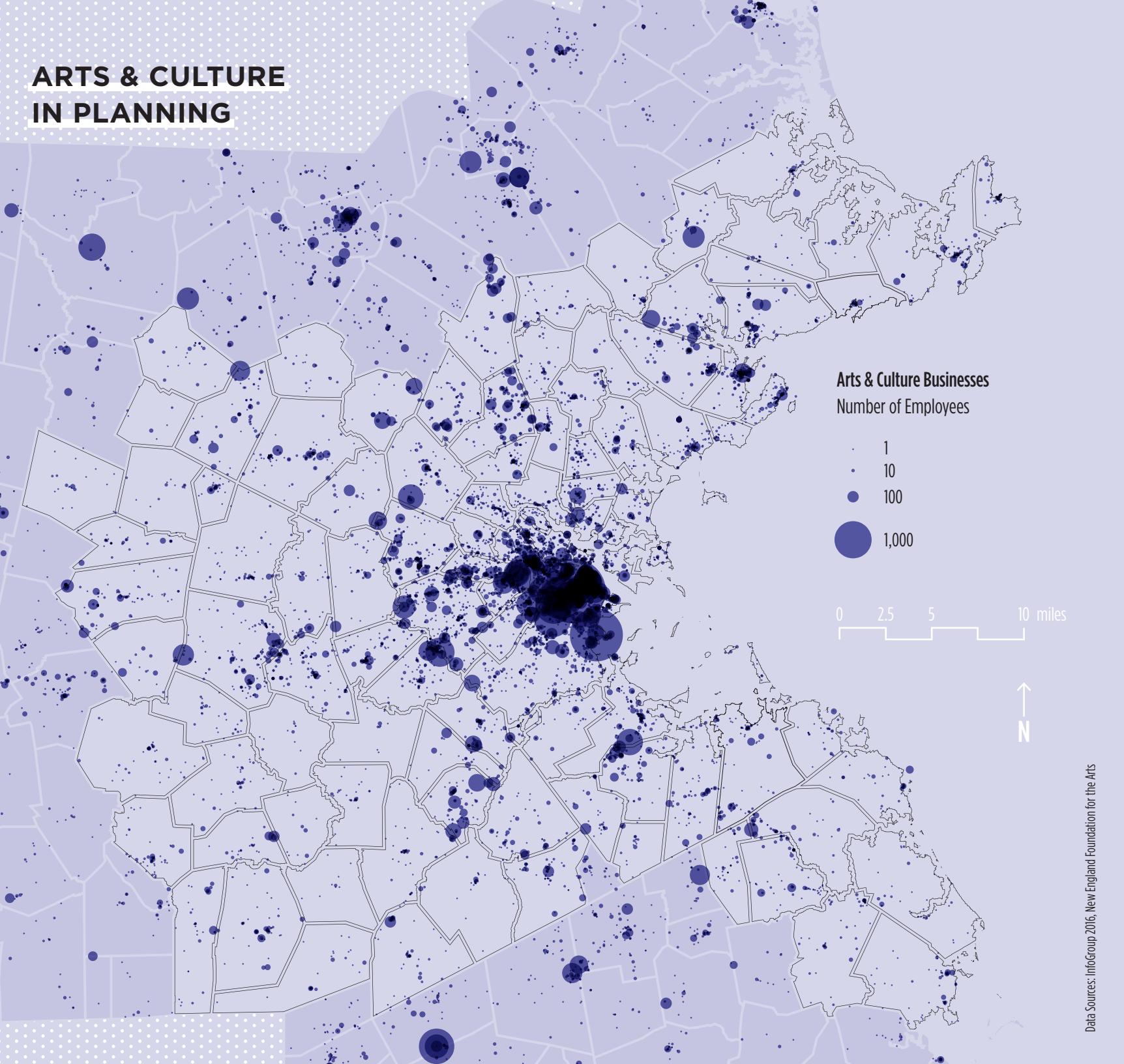
To illuminate the challenges and opportunities facing middle-income households, MAPC analyzed property sales from 2014 and 2015 to determine which homes would be considered affordable to middle-income working households, after accounting for purchase price, financing, taxes, and transportation costs. Regionwide, only 22% of single-family homes and 39% of condos sold in 2014 and 2015 were affordable to a typical 4-person household earning \$75,000 per year. That household would be effectively priced out of nearly 40 municipalities (almost all suburbs) where fewer than 10% of the sales were affordable. In contrast, they could afford the majority of homes sold in Regional Urban Centers (such as Lawrence, Brockton, Lowell, and Chelsea), which contain about half of the total affordable transactions. Unfortunately, concerns about schools, safety, and quality of life—both real and imagined—may discourage middle-income families from taking advantage of these opportunities.

These findings suggest that middle-income housing choices can be expanded not only by producing moderately priced housing in exclusive communities, but also by efforts to make affordable communities more attractive to the middle class.

**11** November

OCTOBER 2017							DECEMBER 2017						
1	2	3	4	5	6	7	8	9	10	11	12	13	14
9	10	11	12	13	14		3	4	5	6	7	8	9
15	16	17	18	19	20	21	10	11	12	13	14	15	16
22	23	24	25	26	27	28	17	18	19	20	21	22	23
29	30	31					24	25	26	27	28	29	30

# ARTS & CULTURE IN PLANNING



Arts and culture help to make places and communities healthy, connected, and vibrant. They enrich lives by providing opportunities for people from different walks of life to socialize, learn, and play, and provide experiences that help people to engage with elements of the past, present, and future. They also create unique, exciting opportunities to understand and interact with the built and natural environment.

Businesses that embrace art and creativity in their work provide jobs and careers in an ever-growing creative economy. About 4% of jobs in the MAPC region are in the creative economy, defined as occupations and industries with a focus on the production and distribution of cultural goods, services, and intellectual property.

Since 2012, MAPC has found ways to invest resources in planning projects and initiatives that support arts, culture, and creativity. In 2016, the agency established a new practice on arts and culture in planning. The initiative started with cultural planning and cultural economic development projects in Arlington, Wakefield, and Upham's Corner in Boston. Central to these projects is innovative engagement, including interactive cultural asset mapping and engagement of artists in public meetings. Through these activities and the development and implementation of these plans, MAPC hopes to contribute to building creative, healthy and prosperous communities in the region.

To learn more, visit MAPC's Arts and Planning Toolkit

[ARTSANDPLANNING.ORG](http://ARTSANDPLANNING.ORG).

**12 December**

Data Sources: InfoGroup 2016, New England Foundation for the Arts

S	26	M	27	T	28	W	29	T	F	S
3	4	Officers 9:30AM	5	6	7	8	9	10	11	12
10	11	HANUKKAH BEGINS AT SUNDOWN	12	FIRST DAY OF HANUKKAH NSPC 9AM	13	MWRC 8AM	14	15	16	
17	18		19	HANUKKAH ENDS	20	Executive Committee 11:30AM	21	22	23	
24	CHRISTMAS DAY	KWANZAA BEGINS	26		27	WINTER BEGINS NSTF 9AM	28	29	30	
31	NEW YEARS EVE									

NOVEMBER 2017				JANUARY 2018			
1	2	3	4	5	6	7	8
9	10	11	12	13	14	15	16
15	16	17	18	19	20	21	22
21	22	23	24	25	26	27	28
26	27	28	29	30			

