

# **The 495/MetroWest Partnership**



**Strategic Plan 2022 – 2027**

## Table of Contents

|       |   |    |
|-------|---|----|
| I.    | Letter from the Director.....                     | 3  |
| II.   | Introduction.....                                 | 4  |
| III.  | The Strategic Planning Committee and Process..... | 5  |
| IV.   | History.....                                      | 6  |
| V.    | The 495/MetroWest Region.....                     | 8  |
| VI.   | Community Needs Assessment.....                   | 10 |
| VII.  | Guiding Principles .....                          | 11 |
| VIII. | Strategic Goals.....                              | 12 |
| IX.   | Critical Strategic Issues.....                    | 13 |
| X.    | Goals Language.....                               | 15 |
| XI.   | For More Information.....                         | 20 |
| XII.  | Appendix.....                                     | 21 |

Appendix A: Board of Directors and Executive Steering Committee

Appendix B: Needs Assessment Summary

Appendix C: Outcomes Benchmarks

## I. Letter from the Director

I would like to express my sincere thanks to the members of the 495/MetroWest Partnership's Board of Directors, our Strategic Planning Committee, my staff, and our broader stakeholder community for their work in producing this plan. Special thanks also to Ann Budner of ABudner Strategy Consulting for her guidance and patience, as well as to Jay Vogt from Peoplesworth for helping to lead our large contingent of supporters in discussion.

Thanks to the tireless work of the Partnership's staff and Board leadership over its 18 years of operation, this organization has built a strong, positive reputation throughout the region. Since taking on this role in January 2020, it has been clear to me in interactions with stakeholders that they hold the organization in high esteem. What is also clear is that the Partnership has come to mean different things to different audiences. While these expectations speak to a high degree of faith in the organization and its abilities, they are also a warning signal that the organization has not been articulating clearly what its areas of focus are.

***When the mission is substantial, but resources are limited, good strategy is essential.*** A small organization can achieve large-scale goals if it is focused, and if it uses those limited resources strategically and with purpose. Engagement with stakeholders has crystallized the areas in which the Partnership can have the greatest impact, in pursuit of sustainable economic growth: transportation, housing, workforce development, and our region's built and natural resources (including water resources, and addressing climate change).

In reading the 2002 feasibility study that was foundational to the formation of the Partnership, I was struck by what stakeholders identified as the region's chief obstacle at the time: *"Despite its growth, the region has failed to gain its own identity and hence stature."* In that sense, it can be said that the 495/MetroWest Partnership has achieved one of its foundational goals. While still plagued by issues of jurisdictional boundaries, "495/MetroWest" today is evocative of life sciences and high technology employers, an educated workforce, an enviable quality of life, and attractive and growing communities. Our region has come of age, thanks in no small part to the work of this organization during its first two decades, along with countless partner entities and policymakers.

The challenges of the *next* two decades will be a more complex chapter of our story. How do we not only protect the advantages of our region, but strengthen economic growth and expand its benefits further? This plan is a starting point. Much of the Partnership's written collateral from its first 18 years was centered on limitations and challenges; this plan is focused on leveraging our region's, and the Partnership's, comparative strengths as we continue to tackle old challenges, as well as newly-assertive ones such as rising housing costs and workforce issues.

The 36 cities and towns that comprise 495/MetroWest have, together, grown in stature and influence; the region's economy continues to outperform the state on key metrics, and each of our communities continues to attract residents. The challenge before us is not merely to protect these successes; it is to leverage our advantages to make a tangible, positive difference for our businesses, municipalities, climate, and residents. I look forward to working with all stakeholders of the 495/MetroWest region as we turn this plan into action.

Sincerely,

Jason Palitsch  
Executive Director

## II. Introduction

The 495/MetroWest Partnership was formed to respond to a need. The 495/MetroWest region was growing quickly - it was the fastest growing region in the state - yet the region as a whole lacked a voice and cohesive identity. A unique public-private collaboration involving businesses, municipalities, and other stakeholders, the Partnership has become the leading voice for the advancement of the region and the wise stewardship of its natural and built resources. The region faces many challenges to increase transportation investment, diversify housing options, preserve precious natural resources, and sustain economic growth, but it also benefits from many advantages which it can leverage in the pursuit of solutions. We are excited by the work that is before us.

This five-year plan represents our commitment to moving the organization forward in a strategic way in order to serve even more 495/MetroWest residents and businesses, more effectively. We recognize that we will continue to change over the next five years in response to the dynamic needs of our region. In response, we may modify or add strategies, tactics, or metrics to reflect each year's priorities, but our goals will not change.

**The five pillars of our plan are high-priority goals that provide a guiding framework for all our work.**

- 1. Strengthen the Partnership's unique ability to speak for the needs of the 495/MetroWest region**
- 2. Foster geographic equity by continuing to serve as the leading advocate for transportation investment in our region**
- 3. Advocate for and coordinate initiatives that build the sustainable use of natural and built resources in the context of climate change and other regional constraints**
- 4. Identify a regional strategy to increase housing diversity, including affordable and workforce housing**
- 5. Strive to meet the workforce development needs of the region, including employer and job seeker needs**

Our two-person staff – an Executive Director and a Manager of Policy & Planning - provides all services with the support of a Co-op student from Northeastern University. A 75-person Board of Directors and a 7-person Advisory Council of Legislators provide strategic guidance and leadership.

### III. The Strategic Planning Committee and Process

In order to create this plan, the 495/MetroWest Partnership formed a strategic planning committee including staff and Board members representing municipal, legislative, business, Chamber, and nonprofit stakeholders. Due to COVID-19, the committee met virtually for nine meetings. The planning work was divided into four phases, conducted entirely virtually: initial development of needs assessment process with the committee; virtual needs assessment with the entire Board of Directors; discussion of guiding principles (mission, vision and values), goals, and strategies with the planning committee; and finishing the plan with the Partnership staff. The entire process took five months. Ann Budner of ABudner Strategy Consulting facilitated the planning process and Jay Vogt of Peoplesworth led the needs assessment.

We are very grateful to the following committee members who donated their time, expertise, and insights to this process.

**Greg Bunn**

Executive Director  
MassHire Metro South/West

**James Freas**

Economic Development Director (former)  
Town of Natick

**Jason Palitsch**

Executive Director  
The 495/MetroWest Partnership

**Karen Chapman**

President & CEO  
Corridor 9/495 Chamber of Commerce

**Hannah Kane**

State Representative (R-Shrewsbury)

**Beth Reynolds**

Economic Development & Community Outreach Director  
Town of Ashland

**Carolyn Dykema**

State Representative (D-Holliston)

**Kristen Las**

Assistant Town Manager  
Town of Shrewsbury

**Trish Settles**

Deputy Director  
Central Mass Regional Planning Commission

**Daniel Feeney**

Principal, Vice-President  
Beals + Thomas

**Shelby Marshall**

Select Board Member  
Town of Westborough

**Jeremy Thompson**

Manager of Policy & Planning  
The 495/MetroWest Partnership

**Alison Field-Juma**

Executive Director  
OARS: For the Assabet, Sudbury, and  
Concord Rivers

**Rob Nagi**

Principal/Senior Project Manager  
VHB

#### IV. History

The 495/MetroWest Partnership was formed in the wake of the 495/MetroWest region becoming the fastest growing area in the state. Transformed in the 1980s and 1990s by the Massachusetts Turnpike and Interstate 495, the area between Boston and Worcester emerged as an economic powerhouse. Many businesses moved into the region attracted by its skilled workforce, available land, convenient transportation routes, and high quality of life. Recognizing this dynamism, regional leaders commissioned a feasibility study in 2002 to explore the creation of a new entity to serve the region's needs.

The vision was clear but the path was cloudy. Despite its growth, the region had not achieved a distinct identity. The common interests of the area's business community were undefined and underrepresented. While the region's communities shared many common traits, strengths, and challenges, they were otherwise divided by county, Congressional District, planning council, RTA service area, Chamber of Commerce service area, and watershed, among others. On the periphery of the Boston area but not quite Central Massachusetts, the region's communities and businesses were often "lost" between Boston and Worcester in policy and planning conversations.

In response to these challenges, a group of visionary regional leaders worked together to create the 495/MetroWest Partnership. The effort begun by the 2002 feasibility study evolved in 2003 to combine three distinct entities – the 495 Technology Corridor Initiative, the 495/MetroWest Affiliated Chambers, and MetroWest Momentum – into a single organization. Its mission: to realize the full potential of the region as an engine for sustainable economic development, while enhancing the quality of life in the 495/MetroWest corridor.

The Partnership's leadership structure was designed to convene stakeholder groups who did not often work together but who shared a common interest in the prosperity of this unique region. Board of Director composition includes representatives of area municipal governments, businesses, environmental organizations, planning agencies, higher education institutions, Chambers of Commerce, and other regional stakeholders. The region's state legislative delegation plays an important role as members of the Advisory Council. The Executive Steering Committee (ESC) consists of a subset of Board members, but is still structured to balance the interests of different stakeholder organizations. The ESC, which meets more frequently than the Board, oversees administrative needs and refines items that may proceed to the full Board. (Please see Appendix A for complete list of Board of Directors and Executive Steering Committee members.)

As a public-private association with wide representation, the Partnership is able to address the region's diverse and complex needs. It acts as an advocacy organization focused on economic development, transportation, housing, and water supply issues that proliferate in the 495/MetroWest corridor. Nearing the end of its second decade, the Partnership has been recognized by policymakers and local leaders alike as a unified voice for a region crucial to the economy of the Commonwealth.

#### ***IV. History (cont.)***

Key accomplishments over the past 18 years have included:

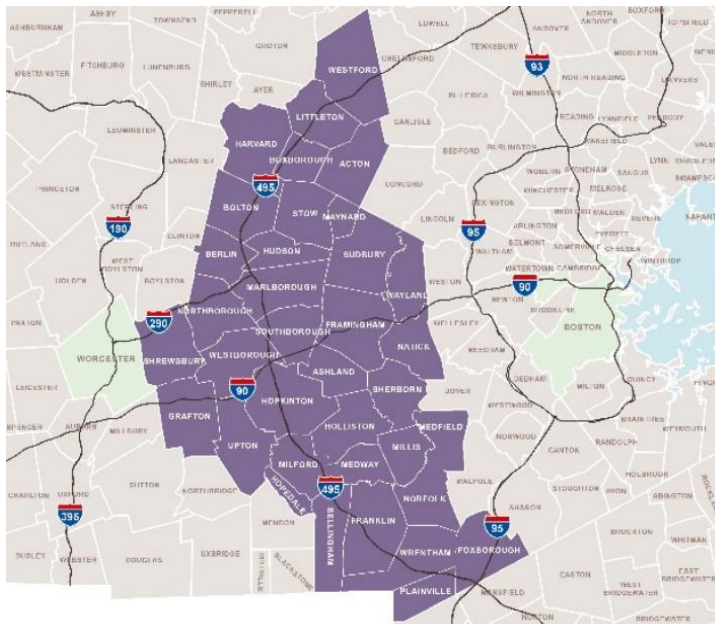
- Successfully branded and positioned the 495/MetroWest region as one of vital economic import; the 495/MetroWest Partnership is the only entity serving this unique combination of communities and their common interests
- Helped to create the MetroWest Regional Transit Authority and expanded the reach of our regional transit services
- Fought successfully for the reconfiguration of I-495 and the Massachusetts Turnpike interchange, scheduled to begin in 2022, as well as completed improvements to the I-495/I-290 interchange
- Achieved real improvements to commuter rail service through advocacy, including more frequent service during peak hours, track and signal enhancements, and prolonged span of service
- Taken the pulse of the region's unique business community through our annual Employer Survey
- Served as the official Regional Economic Development Organization for the area, representing the region in employer retention, expansion, and attraction initiatives with state agencies, quasi-public entities, and statewide organizations.

Currently, the Partnership is leading the charge for the region on the I-90 Multimodal Project. This project will remove the existing Allston Viaduct carrying the Massachusetts Turnpike into Boston and will have a substantial impact on roadways, rail, commuters, and businesses throughout its 8–10-year construction phase. Additionally, the Partnership serves as the leading voice for the area's employers on workforce development needs, coordinates a regional focus on housing issues, and publishes community-specific data focused on economic, housing, workforce, and educational attainment.

## V. The 495/MetroWest Region

The Partnership's service area consists of 36 municipalities that stretch along Interstate 495 from Route 2 in the north to Route 1 in the south. These communities are home to approximately 1 in 10 residents of Massachusetts and 1 in every 10 jobs in Massachusetts. The region's annual payroll is approximately \$25.2 billion. Surveyed in Spring 2021, after the onset of COVID-19, the region's employers expected the overall economy, their own revenues, and hiring to be strong in the coming year.

### The 495/MetroWest Region



|             |              |
|-------------|--------------|
| Acton       | Medfield     |
| Ashland     | Medway       |
| Bellingham  | Milford      |
| Berlin      | Millis       |
| Bolton      | Natick       |
| Boxborough  | Norfolk      |
| Foxborough  | Northborough |
| Framingham  | Plainville   |
| Franklin    | Sherborn     |
| Grafton     | Shrewsbury   |
| Harvard     | Southborough |
| Holliston   | Stow         |
| Hopedale    | Sudbury      |
| Hopkinton   | Upton        |
| Hudson      | Wayland      |
| Littleton   | Westborough  |
| Marlborough | Westford     |
| Maynard     | Wrentham     |

- **The 495/MetroWest region's population increased by 44.4% between 1970 and 2018**, compared to a 20.1% increase statewide. From 2010 to 2018, the region's population growth slowed but continued to outpace the state's, increasing by 5.7% compared to 4.3% statewide.
- **Overall, the region's residents are more educated and wealthier** in comparison to households and residents statewide
- **The unemployment rate in the 495/MetroWest region has been consistently lower** than the statewide rate since 1990



- **Industry clusters with higher job concentration in the region than the state or nation include IT and Analytics, Biopharmaceuticals, and Medical Devices.** Two clusters experienced substantial growth between 2010 and 2018: Medical Devices (52.2% growth) and Business Services (28.4% growth).
- **The region continues to be a net importer of labor**, with more workers commuting into the region than commuting out of the region. Workers who commute into the region are more likely to be low wage workers.
- **Pre-COVID, a large volume of people traveled in and out of the region** for work on a daily basis, greatly contributing to traffic congestion. Over 190,000 workers who live within the region were commuting elsewhere for employment, while over 207,000 workers were commuting IN to the region.
- **The approximately 122,000 people who both live and work within 495/MetroWest** also contributed to pre-COVID road congestion due to the large geographic area that comprises the region
- **Nearly one-quarter of homeowners and 45% of renters in the region are cost-burdened** (spend more than 30% of income on housing)
- **95.4% of area housing units are occupied**; the 4.6% vacancy rate is lower than what is considered healthy for residential churn (7.0%)
- **Demographically, the region continues to change**; the share of individuals who identify as Asian more than doubled between 2000 and 2018, from 3.5% to 8.9% and the naturalized citizen share of the population nearly doubled, from 4.1% to 8.1%

For more information about the MetroWest region, these reports are useful references:

*Strength in Numbers: Demographic and Economic Data for the 495/MetroWest Region (2021).* Prepared by 495/MetroWest Partnership.

*Demographic and Economic Profile of the 495/MetroWest Region (2020)*

<https://mecc.memberclicks.net/assets/INFORMATIONRESOURCES/SECC/2020SECC/495%20MetroWest%20Profile%202020.pdf>

*495/MetroWest Suburban Edge Community Commission (2018):*

<https://mecc.memberclicks.net/assets/INFORMATIONRESOURCES/SECC/2018SECC/FINALREPORT/495MWSECC%20Report%20Narrative%20Feb%202018%20FINAL.pdf>

*495/MetroWest Development Compact Plan (2012):*

<https://mecc.memberclicks.net/assets/INFORMATIONRESOURCES/Compact/FinalPlan/finalcompactplansmall.pdf>

## VI. Community Needs Assessment

In preparing this plan, we conducted an online needs assessment with the Partnership's Board of Directors as a proxy for the overall region. The assessment took place asynchronously, in several phases, over two months, culminating in a full Board meeting on October 6. The Partnership is grateful to the members of the Board of Directors who took the opportunity to participate in the Needs Assessment. Participation was anonymous, but we know that 67% (50/75) registered to participate. This process was so well-received that it inspired an annual outcomes metric-setting process involving the full Board (for more information, see Appendix C).

The purpose of the online collaborative assessment was to identify the primary strategic needs in the 495/MetroWest Partnership region relative to its areas of focus over the next five years. The assessment sought to identify the strengths of the Partnership and ways it could be stronger, as well as the trends shaping the region over the next five years.

The assessment identified priorities in each of three focus areas inspired by the vision, all with the goals of promoting sustainable economic growth and making the region a desirable place for all to live and work:

1. Well-stewarded natural and built resources
2. Diverse transportation choices
3. Diverse housing choices

Finally, participants were asked to assess the importance of any additional areas of focus not featured in the three inspired by the vision. In each area, collaborating online participants anonymously and asynchronously proposed ideas (which were then combined, like with like), and rated their top ideas. (Please see the complete Needs Assessment Summary in Appendix B.)

Our needs assessment was conducted during an unprecedented time - the COVID-19 pandemic. We know that COVID-19 has had a negative impact on financial security and physical and mental health. The pandemic has had an exacerbating effect on existing health and/or economic challenges, and has disproportionately affected essential workers, people of color, and people with disabilities. It also has dramatically changed commuting habits, though it remains to be seen how persistent these changes will be. The needs assessment discussed strategic priorities and how they may or may not change in the wake of the COVID pandemic.

## VII. Guiding Principles

### Mission

The Partnership leads the advancement of the 495/MetroWest region as an exceptional location for people, businesses, and communities.

### Vision

The 495/MetroWest region enjoys sustainable economic growth, well-stewarded natural and built resources, and diverse transportation and housing choices. Together, these assets make our region a desirable place for all to live and work.

### Values

We consider our values as we decide how to best advance the interests of our region and our stakeholders.

- **Collaboration and Innovation** – The Partnership draws strength from the breadth and depth of our public and private sector stakeholders. We advocate for their common interests and work together in pursuit of innovative, thoughtful, shared solutions to regional challenges.
- **Economic Development** – Our approach to economic development holds that our region’s transportation, housing, water, energy, and workforce resources are key to supporting strong businesses and continued growth; we advocate for our regional needs on these key issues to foster a climate that is desirable for both businesses and residents.
- **Equity and Inclusion** – Our region’s increasing diversity is an asset. Anyone who chooses to live and/or work here should be treated respectfully and equitably and be welcomed to participate fully in all of our 36 communities. The Partnership is committed, together with our stakeholders, to eliminating systemic barriers where encountered in our work.
- **Complementary Growth** – A skilled and educated workforce, affordable and workforce housing, accessible and reliable transportation, and effective management of resources go hand in hand. These are both economic development issues and quality-of-life issues.
- **Stewardship of Natural Resources** – We advocate for thoughtful utilization of water, land, and energy resources and reducing our vulnerability and contribution to climate change; these principles are critical to the health of the public and the economy.

## VIII. Strategic Goals

The Strategic Planning Committee has identified five goals that are essential to our long-term success. These goals are interdependent and connected.

- 1. Operational Efficiency & Effectiveness:** Strengthen the Partnership's unique ability to speak for the needs of the 495/MetroWest region
- 2. Transportation:** Foster geographic equity by continuing to serve as the leading advocate for transportation investment in our region
- 3. Natural & Built Resources:** Advocate for and coordinate initiatives that build the sustainable use of natural and built resources in the context of climate change and other regional constraints
- 4. Housing:** Identify a regional strategy to increase housing diversity, including affordable and workforce housing
- 5. Workforce Development:** Strive to meet the workforce development needs of the region, including employer and job seeker needs

## IX. Critical Strategic Issues

Our strategic goals were informed by our community needs assessment and multiple reports on the needs and trends within the 495/MetroWest region. Our process identified the following strategic issues:

1. **The case for the Partnership has not been clearly articulated.** Call it the “business case,” the “value proposition,” or the “unique selling point.” Whatever term you prefer, the Partnership has not made a compelling argument for why it is so important to the 495/MetroWest region. Those in the know, know. But too many potential investors, community members, municipalities, and other key regional leaders are not aware of the Partnership and all that it offers. For multiple reasons, this fact makes it harder for the Partnership to be successful.
2. **The Partnership is called upon to be involved in and knowledgeable on many issues but the demands exceed its capacity.** The demands are a sign of the respect which the Partnership has earned as well as the valuable role it plays as a trusted, neutral connector. However, the organization’s current operating structure is not adequate to meet the call for services. As the Partnership responds to a myriad of requests, it has sometimes lost focus on its mission and the unique role it can and should play in the region. It also needs to employ tools more often such as referrals, partnerships, and connections to outside expertise.
3. **The large Board of Directors needs more opportunities to engage in the Partnership’s work.** It is too easy to be a Board member who simply attends quarterly meetings. More can and should be done to involve the members in discussing issues, making decisions, and thinking strategically as well as in ambassador roles such as networking, community outreach, and investor relations.
4. **The need for the Partnership to advocate around transportation is clear but other needs are less clear.** The Board agrees that the Partnership should help to improve transportation into, within, and out of the region. Fortunately, the Partnership is quite clear how it can and should influence those efforts. The organization has set priorities to encourage the development of diverse housing, enhance workforce development, and advocate for the wise stewardship of both natural and built resources, but its role in achieving these goals has not been effectively articulated.
5. **Demographic and environmental changes in the region will affect economic growth in the future.** The 36 communities have increasingly diverse populations (across all demographic traits) and a more expensive cost of living than the state overall. At the same time, the imperatives of climate change have forced a reckoning with the way in which the entire ecosystem is used, developed, and preserved for the health and safety of both humans and the natural world. The COVID-19 pandemic has added immediacy and urgency to this growing awareness of vulnerability and interconnectedness.

### ***IX. Critical Strategic Issues (cont.)***

This plan responds to these issues by focusing the organization on specific strategies to meet five strategic goals. As listed on p. 12, these goals are: 1) become more efficient and effective operationally, 2) advocate for transportation investment in the region, 3) advocate for and coordinate initiatives that build the sustainable use of natural and built resources, 4) identify a regional strategy to increase the diversity of housing options, and 5) better meet the region's workforce development needs. Throughout, the intention is to help the small staff work as productively as possible, while leveraging the expertise and skills of Board members and other volunteers, investors, policymakers, and other stakeholders to increase the impact of the organization.

One of the Partnership's stated values is Complementary Growth, the idea that economic development and quality-of-life issues go hand in hand. Inherent in this belief is that economic development and quality of life should be available to ALL residents and workers within the 495/MetroWest region. The Equity and Inclusion value reinforces this principle. The Partnership recognizes that reaching the most underserved residents may require new ways of doing things, extra and sustained effort, and collaboration with new and different partners.

## X. Goals Language

### Goal 1: Operational Efficiency & Effectiveness

Strengthen the Partnership's unique ability to speak for the needs of the 495/MetroWest region

#### Objective 1: Improve organizational efficiency

- **Strategy 1:** Increase Board member engagement
  - **Tactic 1:** Crystallize and expand expectations of Board members, including welcome package, onboarding process, job descriptions, and committees
  - **Tactic 2:** Increase Board member involvement in standing and/or issue committees
    - Require Board members to participate in at least one committee
    - Revive the participatory element of issue committee discussions and clarify their relationship to Partnership decision-making
  - **Tactic 3:** Create an annual process to review the outcome metrics, assess the Partnership's progress, and set policy priorities for the next year
  - **Tactic 4:** Clarify the role of the Executive Steering Committee as it relates to the role of the Board
- **Strategy 2:** Utilize the decision tree to make engagement decisions about any new initiatives and to explain those decisions to stakeholders
- **Strategy 3:** Over the term of the plan, explore staffing and resource sharing options to assist with administrative, marketing and other operational tasks

#### Objective 2: Improve organizational effectiveness

- **Strategy 1:** Clearly highlight and communicate where the Partnership creates value in order to increase public and stakeholder awareness
  - **Tactic 1:** Sharpen focus on public messaging to stakeholders and municipal decision-making bodies
  - **Tactic 2:** Continue publishing regular Information & Resource email updates; work to grow the audience and continuously identify content relevant to stakeholders
  - **Tactic 3:** Continue to promote the 495/MetroWest Supply Chain Directory, identify new eligible businesses to include, and bring these businesses into other Partnership activities and programming
  - **Tactic 4:** Utilize board members as ambassadors for the Partnership
- **Strategy 2:** Continue efforts of the Nominating Committee to increase Board member diversity
  - **Tactic 1:** Conduct annual Board member diversity self-assessments
  - **Tactic 2:** Recruit diverse stakeholders to other Partnership events and programming, including committee meetings, to create a pipeline of diverse Board candidates

### **Goal 1: Operational Efficiency & Effectiveness (cont.)**

#### **Objective 2: Improve organizational effectiveness (cont.)**

- **Strategy 3:** Engage non-Board member stakeholders more often and more effectively
  - **Tactic 1:** Offer opportunities for non-Board member stakeholders to learn, share best practices, and craft regional solutions
    - Convene municipal economic development directors and other municipal leaders
  - **Tactic 2:** Explore creating new or more structured roles for non-Board members

#### **Objective 3: Strengthen long-term sustainability of the organization**

- **Strategy 1:** Increase private Investment by a specific target as recommended by the Investor Relations Committee
- **Strategy 2:** Involve Board members in peer-to-peer appeals to prospective Investors
- **Strategy 3:** Strengthen the Board Investor Relations Committee
  - **Tactic 1:** Develop an Investor attraction and retention plan
  - **Tactic 2:** Create alternative avenues for municipal employees to be involved in supporting the organization's viability

#### **Objective 4: Engage in direct economic development work as the Regional Economic Development Organization for 495/MetroWest**

- **Strategy 1:** Act as a primary contact for businesses seeking assistance from state or local governments, including those seeking to locate within the region or expand existing operations
- **Strategy 2:** Promote regionally significant industry clusters, promote connections across sectors of the regional economy
- **Strategy 3:** Identify public funding sources for business activity and provide assistance in accessing public tax incentive programs
- **Strategy 4:** Identify potential sites for business development and maintain an inventory of key development parcels
- **Strategy 5:** Assist member municipalities with economic development efforts related to business attraction and retention and with access to state economic development programs



## **Goal 2: Transportation**

**Foster geographic equity by continuing to serve as the leading advocate for transportation investment in our region**

**Objective 1: Ensure that the transit and ridership needs of the region's diverse population, including its workforce population, are met**

- **Strategy 1:** Serve as the leading regional voice to mitigate negative impact from the I-90 Allston Multimodal Project, and ensure the region's commuter and other interests are reflected in the final project
- **Strategy 2:** Advocate for improved commuter rail access and service
- **Strategy 3:** Support robust RTA service and work to improve connectivity between RTAs, and with other modes of transit
- **Strategy 4:** Work to increase First and Last Mile Service
- **Strategy 5:** Advocate for funding for, comment on impact, and mitigate impact of transportation projects within the region
- **Strategy 6:** Advocate for livability through transit options, e.g., improved rail trail connectivity, walkability, cycling opportunities, etc.
- **Strategy 7:** Identify employers' workforce transportation needs and address the barriers to incoming, outgoing, and internal mobility

## **Goal 3: Natural and Built Resources**

**Advocate for and coordinate initiatives that build the sustainable use of natural and built resources in the context of climate change and other regional constraints**

**Objective 1: Use the 2018 Suburban Edge Community Commission (SECC) report and the 495/MetroWest Development Compact as starting points for priorities and regional consensus around natural and built resources**

- **Strategy 1:** Review the Water, Energy, Commercial Development, and Downtown Revitalization recommendations in the SECC report and operationalize the areas where the Partnership can create meaningful impact at this time
- **Strategy 2:** Work with policymakers on laws and regulations that help to operationalize SECC recommendations
- **Strategy 3:** Work to develop a regional listing of Priority Development Areas (PDAs) and Priority Preservation Areas (PPAs)
  - **Tactic 1:** Establish consistent standards and clear criteria for PDAs and PPAs

### **Goal 3: Natural and Built Resources**

***Advocate for and coordinate initiatives that build the sustainable use of natural and built resources in the context of climate change and other regional constraints (cont.)***

**Objective 2: Play to our strengths: leverage existing planning work and the expertise of the Partnership's stakeholders to support regional needs regarding climate change mitigation and carbon footprint reduction**

- **Strategy 1:** Collaborate with watershed associations, municipal organizations, and other environmental organizations to support regional efforts and cooperation among municipalities
- **Strategy 2:** Work across disciplines to find solutions that account for the interrelation between the built and the natural environment
  - **Tactic 1:** Increase adoption of the PACE Program, which will finance energy improvements in commercial properties and generate additional municipal revenues
- **Strategy 3:** Collaborate with partners and other regional advocates and experts to support state greenhouse gas reduction policies and plans

**Objective 3: Improve climate change resiliency in our area by helping to operationalize Municipal Vulnerability Preparedness plans (MVPs) \**

- **Strategy 1:** Advocate for resources for the region to turn MVP plans into action
  - **Tactic 1:** Advocate for Action Grants that fund collaborative projects and shared solutions
  - **Tactic 2:** Work with policymakers on laws and regulations that incentivize regional efforts to reduce climate vulnerability
- **Strategy 2:** Help to implement promising projects by finding common themes, sharing best practices, and fostering coordination
  - **Tactic 1:** Encourage low-impact development and better stormwater management
- **Strategy 3:** Incorporate private sector perspectives into environmental conversations (including businesses, trade associations, and Chambers)
  - **Tactic 1:** Connect interested business and environmental stakeholders together
  - **Tactic 2:** Provide informational resources to help small businesses comply with regulations
- **Strategy 4:** Collaborate with Regional Climate Coalitions in our area (including watershed associations) on their climate change resiliency efforts

**Objective 4: Increase investment in the region's water infrastructure**

- **Strategy 1:** Advocate for investment in the Clean Water Trust
- **Strategy 2:** Support the #InvestInWaterMA initiative, which aims to see water, sewer, and wastewater infrastructure prioritized for new infrastructure funding

#### **Goal 4: Housing**

**Identify a regional strategy to increase housing diversity, including affordable and workforce housing**

**Objective 1: Identify where there is regional consensus on increasing affordable and workforce housing, and help to strengthen that consensus**

- **Strategy 1:** Review the Housing recommendations in the 2018 Suburban Edge Community Commission (SECC) report and operationalize the areas where the Partnership can make a meaningful impact at this time
- **Strategy 2:** Offer communication materials that elevate the conversation around the meaning, benefits, resources, and successful strategies for diverse housing
- **Strategy 3:** Leverage the voice of the business/employer community in conversations about workforce development and its relation to housing
- **Strategy 4:** Serve as an informational resource and community convener by connecting stakeholders with existing housing resources and each other
- **Strategy 5:** Work across disciplines to find housing solutions that address both housing and environmental concerns

**Objective 2: Advocate for resources to assist municipalities in developing diverse housing**

- **Strategy 1:** Obtain state and/or federal funding to support housing innovations in our region
  - **Tactic 1:** Use local Housing Production Plans as a starting point for this work

#### **Goal 5: Workforce Development**

**Strive to meet the workforce development needs of the region, including employer and job seeker needs**

**Objective 1: Leverage the Partnership's unique relationships among stakeholders and its ability to bring them together (employers, workforce boards, chambers of commerce, higher education institutions and other training partners)**

- **Strategy 1:** Review the Educational Attainment and Skills recommendations in the 2018 Suburban Edge Community Commission (SECC) report and operationalize the areas where the Partnership can make a meaningful impact at this time
- **Strategy 2:** Hold educational forums to share best practices
- **Strategy 3:** Increase area business involvement in workforce development efforts
  - **Tactic 1:** Organize a Supply Chain Conference or other meeting of businesses included in the 495/MetroWest Supply Chain Directory to further engage them in regional dialogue
- **Strategy 4:** Continue to conduct annual employer survey and share results more widely

## **XI. For More Information**

To learn more about the 495/MetroWest Partnership, the issues for which we advocate, and ways to get involved, please contact us:

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Jeremy Thompson, Manager of Policy & Planning

The 495/MetroWest Partnership

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If you would like more information about our strategic planning process, please contact:

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## **XII. APPENDIX**

## Appendix A: Board of Directors and Executive Steering Committee Members

Note: Ex-Officio Directors and Advisory Council members are non-voting.

### THE 495/METROWEST PARTNERSHIP BOARD OF DIRECTORS 2022

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**Private Sector Co-Chair:** Charles Dwyer, Middlesex Savings Bank

**Public Sector Co-Chair:** Kristen Las, Town of Shrewsbury

**Private Sector Co-Vice Chair:** Dan Feeney, Beals + Thomas

**Public Sector Co-Vice Chair:** Sarah Raposa, Town of Medfield

**Clerk:** Peter Martin, Bowditch and Dewey LLP

**Treasurer:** Gino Carlucci, Town of Sherborn

JJ Alberts, Dean College

Rachel Benson, Town of Wrentham

Derek Brindisi, Town of Upton

Ellen Carlucci, UMass Memorial - Marlborough Hospital

Duncan Chapman, Devens Enterprise Commission (Harvard Rep.)

Karen Chapman, Corridor 9/495 Regional Chamber of Commerce

George Coutros, Sanofi

Ashley Davies, Member, Northborough Open Space Committee

Marc Draisen, MAPC

Paige Duncan, Town of Foxborough

Matt Durand, Cumberland Farms

Chris Egan, Carruth Capital LLC

Alison Field-Juma, OARS

Paul Fitzgerald, Dell EMC

Betsey Frederick, Kleinfelder Northeast

Jim Giammarinaro, MetroWest Chamber of Commerce

Dale Hamel, Framingham State University

Meredith Harris, Marlborough Economic Development Corp.

Jamie Hellen, Town of Franklin

Michael Herbert, Town of Ashland

Kristina Johnson, Town of Hudson

Craig Johnston, R.W. Holmes Realty

Norman Khumalo, Town of Hopkinton

Don Lowe, Town of Bolton

Peter Lowitt, Devens Enterprise Commission

John Mangiaratti, Town of Acton

Shelby Marshall, Town of Westborough

David McCay, Mirick O'Connell

Robert Nagi, VHB

Bill Nemser, Town of Maynard

Laura O'Callaghan, Milford Area Chamber of Commerce

Erika Oliver Jerram, City of Framingham

Athena Pandolf, Natick Center Associates

Jonathan Pezzoni, Avison Young

Beth Reynolds, Town of Ashland

Robert Schlacter, Marlborough Regional Chamber of Commerce

Trish Settles, Central Mass. Regional Planning Commission

Estela Shingleton, Webster First Federal Credit Union

Tamara Small, NAIOP Massachusetts

Jeremy Solomon, MassBay Community College

Emily VanDewoestine, MetroWest Regional Transit Authority

Lisa Vernegaard, Sudbury Valley Trustees

Beth Wierling, The Kraft Group

#### Ex-Officio Directors

Kelly Arvidson, MassDevelopment

Michele Brooks, TransAction Associates

Gregg Bunn, Masshire Metro Southwest Workforce Board

Dr. Michael Goodman, UMass Dartmouth Public Policy Center

Jonathan Gulliver, MassDOT Highway Administrator

Michael Kennealy, Secretary of Housing and Economic Development

David Magnani, Former State Senator

Erin Lynch, MetroWest Visitors Bureau

Joseph Nolan, City Point Partners

William Pezzoni, Former Private Sector Co-Chair

Karyn E. Polito, Lieutenant Governor

Jamey L. Tesler, Secretary of Transportation

Kathleen Theoharides, Secretary of Energy and Environmental Affairs

Glenn Trindade, Former Public Sector Co-Chair

#### Advisory Council Members

Senate President Karen Spilka

Senator James Eldridge

Representative F. Jay Barrows

Representative Carolyn Dykema

Representative Kate Hogan

Representative Hannah Kane

Representative David Linsky

## ***Appendix A: Board of Directors and Executive Steering Committee Members (cont.)***

Note: Ex-Officio representatives and Advisory Council members are non-voting.

### **THE 495/METROWEST PARTNERSHIP EXECUTIVE STEERING COMMITTEE & OFFICERS 2022**

| <b>SEAT</b>                        | <b>NAME</b>               | <b>AFFILIATION</b>              |
|------------------------------------|---------------------------|---------------------------------|
| <b>Co-Chair, Private</b>           | Chuck Dwyer               | Middlesex Savings Bank          |
| <b>Co-Chair, Public</b>            | Kristen Las               | Town of Shrewsbury              |
| <b>Public Vice Chair</b>           | Sarah Raposa              | Town of Medfield                |
| <b>Private Vice Chair</b>          | Dan Feeney                | Beals + Thomas                  |
| <b>Treasurer</b>                   | Gino Carlucci             | Town of Sherborn                |
| <b>1 Chamber Representative</b>    | Karren Chapman            | Corridor 9/495 Regional Chamber |
|                                    | Matt Durand               | Cumberland Farms                |
| <b>Business, 3</b>                 | Robert Nagi               | VHB                             |
|                                    | Paul Fitzgerald           | Dell-EMC                        |
| <b>1 Commercial Real Estate</b>    | Jon Pezzoni               | Avison Young                    |
| <b>Municipal, 2</b>                | Beth Reynolds             | Town of Ashland                 |
|                                    | Bill Nemser               | Town of Maynard                 |
| <b>1 Planner</b>                   | Paige Duncan              | Town of Foxborough              |
| <b>1 Environmental</b>             | Alison Field-Juma         | OARS                            |
| <b>1 Higher Education</b>          | Dale Hamel                | Framingham State University     |
| <b>Ex-officio, General Counsel</b> | Peter Martin              | Bowditch and Dewey              |
| <b>Ex-officio, MAPC Rep</b>        | Marc Draisen              | MAPC                            |
|                                    | State Rep. Jay Barrows    | State House of Representatives  |
|                                    | State Rep. Carolyn Dykema | State House of Representatives  |
|                                    | State Sen. James Eldridge | State Senate                    |
| <b>Advisory Council</b>            | State Rep. Kate Hogan     | State House of Representatives  |
|                                    | State Rep. Hannah Kane    | State House of Representatives  |
|                                    | State Rep. David Linsky   | State House of Representatives  |
|                                    | State Sen. Karen Spilka   | State Senate                    |

## Appendix B: Community Needs Assessment Summary with Verbatim Responses



### I. GUIDING IDEAS

The proposed updated mission of the 495/MetroWest Partnership is...

**The Partnership leads the advancement of the 495/MetroWest region as an exceptional location for people, businesses and communities.**

The proposed updated vision of the 495/MetroWest Partnership is...

**The 495/MetroWest region enjoys sustainable economic growth, well-stewarded natural and built resources, and diverse transportation and housing choices. Together, these assets make our region a desirable place for all to live and work.**

### II. ASSESSMENT FOCUS

The purpose of the online collaborative assessment was to identify the primary strategic needs in the 495/MetroWest Partnership region relative to its areas of focus over the next five years.

The assessment sought to identify the strengths of the Partnership and ways it could be stronger, as well as the trends shaping the region over the next five years.

The assessment also sought to identify priorities in each of three focus areas inspired by the vision, all with the goals of promoting sustainable economic growth and making the region a desirable place for all to live and work:

1. Well-stewarded natural and built resources
2. Diverse transportation choices
3. Diverse housing choices.

Finally, participants were asked to assess the importance of any additional areas of focus not featured in the three inspired by the vision.

In each area, collaborating online participants anonymously and asynchronously proposed ideas (which were then combined, like with like), and rated their top ideas. What follows are the final rankings of those ideas with illustrative comments relating to the top ideas. Please note that the featured comments from board members are included verbatim.

These rankings do not represent decisions, but rather preferences intended to inspire dialogue among the board and final vetting by the Strategic Planning Committee, before they bring their recommendations back to the full board for its review and approval.



### **III. PARTNERSHIP STRENGTHS**



#### **ACCESS TO STATE AND LOCAL DECISION MAKERS Conduit to legislators and other policy makers**

- 495 Partnership provides access to state and local decision makers and an excellent source of information on new state initiatives and programs
- Provides status and visibility to the interests of a region that was not unified prior to establishment of the organization

#### **REGIONAL PUBLIC PRIVATE multi-stakeholder partnership fills a unique need**

- Small organization but big footprint on multiple regional issues
- Understands the complex web of how NGOs, state agencies, planning agencies, quasi-public agencies, and business groups interact with and influence one another.
- Provided medium to build on the region's valuable advantages such as education, robust business climate and diverse workforce to maximize opportunities for sustainable economic development.
- Businesses and municipalities working together on common goals
- The partnership has proven value as a place to bring the region's priorities as discussed and agreed by the partnership, to the attention of state agencies and decision makers. It has advanced our commuter rail and multi-modal transportation agenda and will continue to do so with our support.

#### **STRONG COLLECTIVE VOICE/INFORMED ADVOCATE for the region**

- Strength through Common Values
- Collective voice that is trusted when it "speaks"
- The partnership has proven value as a place to bring the region's priorities as discussed and agreed by the partnership, to the attention of state agencies and decision makers. It has advanced our commuter rail and multi-modal transportation agenda and will continue to do so with our support.
- valuable advocator

#### **TRUSTED, NEUTRAL CONVENER Facilitating conversations around regional issues; information resource**

- Operates in a space between planning activities, policy research, legislative advocacy, and municipal outreach.
- Understanding of what policy areas necessitate top-down vs. bottom-up planning/leadership.
- Understanding jurisdictional boundaries and their implications on regional services.
- the balancing of development versus preservation in support of the region and its people.
- An extremely important role that needs to continue.

### **III. PARTNERSHIP STRENGTHS (cont.)**



#### **CREDIBILITY with public officials and others as a source of reliable information about the region**

- It would be beneficial to have certain public officials attend and speak on relevant strategy elements of the mission at our board meetings. We have found this to be very impactful at Chamber board meetings.
- Credibility has been solidified. Access and continual outreach to chief elected bodies, and other select bodies might be helpful.
- The staff is SMART!

#### **IV. HOW THE PARTNERSHIP COULD BE STRONGER**



**LEAD IN ADDRESSING CLIMATE CHANGE** Take a role in mitigating impacts to the region from climate change.

- Not just impacts, but we need to pursue policies to mitigate climate change to the maximum extent

**DEFINE** what makes the region "exceptional" for people, businesses & communities; State values & beliefs

- Maybe an endorsement of sustainable development as meaning balancing social equity, environmental protection and economic development as a lens to frame the values statement?

**PROMOTE DIVERSITY EQUITY AND INCLUSION** - should be an underlying theme key to the success of the region

- Absolutely agree with this comment.
- Addressing housing is an important component of this so the new Housing Committee was a great step forward.

**POSITION THE REGION** to capitalize on the Metro Boston draw by advocating to modernize our infrastructure.

- I think this is crucial.

**PROACTIVE ENGAGEMENT** of stakeholders to demonstrate the benefit of participation with the partnership.

**ADD** highly skilled workforce as a fourth component to mission

**LEAD IN INNOVATIVE IDEAS**, thinking outside-the-box, trying new things, experimenting, connecting members

- As a boundary breaking invention itself, the 495 Partnership should continue to explore ways to innovatively connect its members and introduce new ideas into the region.
- We need to address how rapidly-changing technology and operations such as automated vehicles, drones, 3D printing, alternative energy systems, instant delivery of goods, work from home, etc. will affect the economy and quality of life of the region

## **V. TOP 5 TRENDS FOR THE REGION**



### **TRENDS**

#### **LACK OF AFFORDABLE HOUSING competing with community demands & zoning for open space; critical for equity**

- The importance of affordable housing underscored in this comment and crucial if we wish to address equity and inclusivity.

#### **CLIMATE CHANGE: Infrastructure investments to address resiliency; sustainability, adverse weather events**

- Critical issue to be incorporated

#### **INTRA-REGION TRANS NETWORK getting very busy on all roads, not just the Pike and 495; distribution trends**

- How do we shift people out of their cars and into the public transportation alternatives we have been working so hard to create?
- We need to promote interconnection of modes and systems to the maximum extent and encourage business and housing location decisions in a manner to promote and reinforce transit
- I would like to hear more about this as it connects with the shift to zoom at home work and what future offices and work places will be

#### **POTENTIAL MOVEMENT OF WORKERS OUT OF GREATER BOSTON (spurred by teleworking option) to fringe communities**

- How do we get them back to Boston after they've experienced the suburbs and exurbs? Pardon the play on words.

#### **RETHINKING HOW PEOPLE WANT TO LIVE AND WORK; broader work from home trend**

- Related to other transportation themes

#### **PANDEMIC EFFECTS ON: transportation, housing, work environment, mass transit**

- Another key issue, again connected to transportation.
- What next for office space?

#### **BALANCE NATURE AND GROWTH: Use of natural resources balanced with growth goals**

## **VI. WELL STEWARDED NATURAL AND BUILT RESOURCES**

### **PRIORITIZE REDEVELOPMENT of underutilized industrial/commercial areas to conserve remaining open space.**

- This is crucial. So many warehouses and industrial units remain empty while many larger facilities are being built on our natural resource areas. We need to redevelop and make use of those areas where our natural resources have already been compromised.

### **REVIEW & UPDATE PRIORITY preservation, development & infrastructure areas identified in the [495/MetroWest Development Compact](#).**

- A good action to kick this off with.

### **PROMOTE NATURAL ENERGY RESOURCES e.g., solar & both air and ground source geothermal (district geothermal)**

- Support utility pilot projects to replace natural gas with district geothermal in suitable neighborhoods
- YES!

### **BUILD RESILIENT INFRASTRUCTURE with multiple co-benefits (green infrastructure & nature-based solutions)**

### **RECOGNIZE & EMBRACE ECONOMIC BENEFITS OF CLEAN AND ABUNDANT WATER and healthy open space & farms.**

- Important issues which, in turn, help attract businesses to our region.
- This should include promoting improved water use efficiency and aiming towards development with no net increase in water use so that, indeed, there is abundant water. Study and share water banking, conservation technology incentives, etc.
- Showing municipalities and the region in its entirety the cost savings from preserving healthy open space for flood retention, heat prevention, and food production is important. Could save municipalities big money in the long run in saved infrastructure costs.

### **SUPPORT [MUNCIPAL VULNERABILITY PROGRAM](#) planning to help region become more resilient to climate change, boost community engagement**

- We need to underscore our support for this important state program to combat climate change and encourage our communities to participate in it.
- Support communities working together to deal with cross-boundary climate vulnerabilities.

## **VII. DIVERSE TRANSPORTATION CHOICES**

### **PROVIDE LOCAL/REGIONAL BUSES (private/public sector; autonomous) to provide first & last mile connections**

- Can I get an Amen?!
- Autonomous vehicles would be perfect for accomplishing first and last mile connections within this decade.
- Inter-community transportation needs. Promote expansion of Via type services

### **CONTINUE ADVOCACY for MBTA Worcester (and Fitchburg and Franklin) Line improvements**

- And Fitchburg Line and Franklin Line.
- Advocate for connecting at least Framingham, Franklin and Providence commuter rail lines through Framingham Secondary (already in MBTA) and Fitchburg if possible

### **PROMOTE MULTI-USE TRAIL CONNECTIVITY & planning among MW communities, regional bike paths for commuting**

- Overall, it is difficult to navigate Transportation because the continued adaptations every family and business are making due to the never-ending pandemic will make decisions on this issue difficult. Every family and business are changing the way they do business. More remote work, lesser commutes, a desire to have a higher quality of life with a shorter commute, companies not renewing office spaces leases in the city, and much more, will determine traffic patterns. It's tough to see how anyone could model out any reasonable transportation solutions. Even the MBTA is in jeopardy.

### **PROMOTE GREEN & COMPLETE STREETS, making it comfortable/safe for all people to walk/access public transit**

- Perhaps introduce Green and Complete Streets by allowing the deployment of green infrastructure within the public right of way? This is something that the partnership could collaborate with MHDOT around.

### **MITIGATE ALLSTON MULTIMODAL Ensure short-term (multiple-year) mitigation of Allston Multimodal impact**

## **VIII. DIVERSE HOUSING CHOICES**



### **SUPPORT LOCAL LEADERS & POLICY MAKERS when trying to adopt innovative housing approaches over NIMBY (Not In My Back Yard)**

- Foster work that addresses the barriers of affordable housing, NIMBYism, labor shortages and economic stagnation
- NIMBY-ism will stay and is a futile attempt to stop. What would help is stronger lobbying efforts to create a better framework in state law and a series of local bylaws that may assist in creating a better framework (and options) at the local level.
- It is also not just NIMBY-ism, but also elected officials who are on the decision-making boards. There is a political element here. While challenging, growing the network of assistance to local candidates to run for office may help as well.

### **BUILD UP DOWNTOWNS AND ECONOMIC CENTERS to provide additional housing and prevent sprawl.**

### **IMPROVE INCENTIVES for low income and workforce housing that doesn't damage natural resources (not 40B).**

- Don't go down the 40B rabbit hole. It works for some communities and not for others.
- These ideas are sorely needed.

### **SUPPORT ZONING BYLAW AMENDMENTS to encourage diverse housing development**

- Yes, in my back yard. YIMBY letters. This would be controversial, but perhaps it needs to happen.
- Yes!

### **GET GOOD DATA defining desired workforce growth and related housing needs to support economic expansion**

- Good data supporting housing needs of workforce to share with our communities is a sound idea.

### **UNDERSTAND AND ADDRESS SEWER CAPACITY ISSUES that are true barriers to increasing housing stock**

- And water

## **IX. OTHER AREAS OF FOCUS**

### **MARKET REGIONAL BRAINPOWER: Promote skilled workforce as competitive advantage to attract tech & bio biz**

- It's all about public education. Education is the reason we are attractive as a state and region, plain and simple.
- Agree
- Important in the context of business attraction and retention

### **ECONOMIC GROWTH AND DEVELOPMENT: Regional approach. What are good at, what we can improve**

- Next generation economic growth--which sectors would be best? What types of enterprises within those sectors? How do we encourage the type of development we want?

### **IDENTIFY BEST GROWTH OPPORTUNITIES by understanding optimal match of biz sectors w/existing regional strengths**

- This would be a shift toward making MW an economic development agency rather than the mélange of business, community and legislative muscle that it currently is.



## Appendix C: Outcomes Benchmarks

This worksheet serves as the template for a new system to track outcomes. In close collaboration with the staff, the Executive Steering Committee (ESC) will write the metrics for Goal #1. The Board will write the metrics for the policy-related goals. The process of completing the metrics will also create a new avenue for Board members to participate in policy making and strategic direction for the Partnership. The strategic needs assessment process was so well-received that it inspired this idea of continuing to involve the full Board in policy discussions.

| OUTCOMES METRICS WORKSHEET  |         |                  |                  |               |      |            |          |
|---|---------|------------------|------------------|---------------|------|------------|----------|
| Goal #1: Operational Efficiency & Effectiveness - Strengthen the Partnership's unique ability to speak for the needs of the 495/MetroWest region  |         |                  |                  |               |      |            |          |
| Objective #1: Improve organizational efficiency   |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | 2022 Forecast    | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #1: Operational Efficiency & Effectiveness (cont.)   |         |                  |                  |               |      |            |          |
| Objective #2: Improve organizational effectiveness  |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | 2022 Forecast    | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #1: Operational Efficiency & Effectiveness (cont.)   |         |                  |                  |               |      |            |          |
| Objective #3: Strengthen long-term sustainability of the organization   |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #2: Transportation - Foster geographic equity by continuing to serve as the leading advocate for transportation investment in our region   |         |                  |                  |               |      |            |          |
| Objective #1: Ensure that the transit and ridership needs of the region's diverse population, including its workforce population, are met   |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #3: Housing - Identify a regional strategy to increase housing diversity, including affordable and workforce housing   |         |                  |                  |               |      |            |          |
| Objective #1: Identify where there is regional consensus on increasing affordable and workforce housing, and help to strengthen that consensus  |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #3: Housing (cont.)  |         |                  |                  |               |      |            |          |
| Objective #2: Advocate for resources to assist municipalities in developing diverse housing   |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #4: Workforce Development - Strive to meet the workforce development needs of the region, including employer and job seeker needs  |         |                  |                  |               |      |            |          |
| Objective #1: Leverage the Partnership's unique relationships among stakeholders and its ability to bring them together   |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #5: Natural & Built Resources - Advocate for and coordinate initiatives that build the sustainable use of natural and built resources in the context of climate change and other regional constraints            |         |                  |                  |               |      |            |          |
| Objective #1: Use the 2018 SECC report and the 495/MetroWest Development Compact as starting points for priorities and regional consensus around natural and built  |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #5: Natural & Built Resources (cont.)  |         |                  |                  |               |      |            |          |
| Objective #2: Play to our strengths: leverage existing planning work and the expertise of the Partnership's stakeholders to support regional needs regarding climate change mitigation and carbon footprint reduction |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |
| Goal #5: Natural & Built Resources (cont.)  |         |                  |                  |               |      |            |          |
| Objective #3: Improve climate change resiliency in our area by helping to operationalize Municipal Vulnerability Preparedness plans (MVPs)  |         |                  |                  |               |      |            |          |
| Strategies  | Metrics | FY 2021 Baseline | FY 2022 Forecast | Annual Target | Tool | Key People | Deadline |
|   |         |                  |                  |               |      |            |          |