

# MASSACHUSETTS PLANNING

A publication of the Massachusetts Chapter of the American Planning Association



American Planning Association  
**Massachusetts Chapter**

*Creating Great Communities for All*

**Winter 2022**

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*On the cover: Collin Knight in front of the "Faces of Dudley" mural in Nubian Square (Roxbury) during a recent tour for planners organized by APA's Transportation Planning Division.*

## From the President



Season's greetings, planning friends! As we wrap up 2021, I am preparing to transition out of my role as your President. Over the past four-plus years, I have thoroughly enjoyed serving you, collaborating with our allied organizations, representing Massachusetts at National events, and working with our amazing Board members. I am truly blessed to have served in this role and want to thank all of the APA-MA Board members that I worked with over these past four years:

*Brian Currie, Kristen Las, Kristen Kassner, Alison LeFlore, Jessica Allan, Ken Comia, Amanda Chisholm, Jenny Raitt, Monica Tibbet-Nutt, Shayne Trimbelle, Jim Robbins, Elizabeth Jenkins, Cory Berg, David Fields, Lee Pouliot, Paul DiGiuseppe, Kathy McCabe, Bob Mitchell, Alison Felix, Judi Barrett, Elaine Wijnja, Kristina Johnson, Katy Lacy, Peter Lowitt, Christi Apicella, Karla Chaffee, Elizabeth Wood, John Gelcich, Darlene Wynne, Barry Keppard, Laura Wiener, Erin Wortman, Steve Sadwick, Savannah-Nicole Villalba, Becky Eidelman, Keith Benoit, Robert Watchilla, Charuvi Begwani, Nicole Stephens, and Victoria Desclos.*

As I close out my service, I do want to mention that APA-MA has several volunteer opportunities to serve on the Board of Directors starting January 1, 2022: Legislative & Policy Officer, Professional Development Officer, and Cape & Islands Regional Representative. These are all great ways to get involved! Learn more about these positions by contacting us at [communications@apa-ma.org](mailto:communications@apa-ma.org). If you are interested, please forward a brief letter together with a bio or résumé to [communications@apa-ma.org](mailto:communications@apa-ma.org).

As a reminder, APA-MA continues to keep our website ([www.apa-ma.org](http://www.apa-ma.org)) updated, and post on [LinkedIn](#) and [Twitter](#). We also send out bi-weekly newsletters with regular updates on Chapter activities. Please make sure your contact information is up-to-date on APA's website at [My APA](#).

I am not going far! I will remain your Past President for the next 2 years as Alison LeFlore steps in as President on January 1<sup>st</sup>. So stay in touch—I would love to hear from you!

Happy Holidays!

*Angie*

Angela J. Cleveland, AICP  
[aclevelandaicp@gmail.com](mailto:aclevelandaicp@gmail.com)

**Over the past four-plus years, I have thoroughly enjoyed serving you, collaborating with our allied organizations, representing Massachusetts at National events, and working with our amazing Board members.**



## What to Do When an E-Commerce Warehouse Comes to Town

by Alison L. Felix, AICP and Travis Pollack, AICP

Reprinted with permission from the American Planning Association. This article originally appeared under the headline “Not Your Typical Warehouse” in Planning magazine.

*Last-mile delivery centers are popping up everywhere. Here’s how to reap the economic benefits, manage the influx of trucks, and mitigate air quality impacts.*

**B**ellingham, Massachusetts, a suburb about 30 miles from Boston, has become a warehouse hub. Dunkin’ Brands, Best Buy, Snyder’s Snacks, and others operate out of large industrial buildings, with delivery trucks coming and going regularly.

But a new warehouse facility in a wooded corner of the town is different. Its trucks aren’t headed to retail stores. Instead, waves of blue vans with those ubiquitous Amazon smiles are loaded with packages to be delivered directly to doorsteps. The facility is a “last-mile” e-commerce delivery center, with traffic patterns very different from the other warehouses nearby.

E-commerce is a \$750 billion industry in the U. S., comprising 13.6 percent of total retail sales. Ten years ago, that number was around four percent. The dramatic increase in online buying and selling doesn’t just impact the brick-and-mortar stores. It’s also fueling an unprecedented transformation of the industrial warehouse marketplace and having major effects on land use, transportation, air quality, and equity.

Consumers expect to receive the goods they purchase within a few days (or hours), and retailers like Amazon, Walmart, and Target are competing to tighten fulfillment times even more. Pressure to maintain dependable, rapid delivery has resulted in networks of last-mile delivery centers close to suburban and urban neighborhoods. Amazon, which controls approximately 40 percent of the e-commerce marketplace, is leading the push to build these facilities, which have become integral to the delivery process.

The colossal and rapid expansion of the e-commerce industry shows no signs of slowing. That means regional delivery networks also will proliferate, so planners need to consider the impacts of last-mile delivery centers.

To help think through these issues, the Metropolitan Area Planning Council (MAPC), greater Boston’s regional planning agency, talked to Boston-area planners from nine municipalities and, in February 2021, released

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*Hidden and in Plain Sight: Impacts of E-Commerce in Massachusetts.* The report zeroes in on the impacts of e-commerce in our state, but the lessons and recommendations are applicable wherever planners and municipal officials are noticing new traffic patterns from delivery trucks, facing new demand for warehouse space, or trying to referee the fight for curb space.

### Breaking the Mold

Before 2014, there were no Amazon warehouses in Massachusetts. Now, there are 34 active and future facilities. In the 12 months it took to research and write *Hidden and in Plain Sight*, Amazon's footprint in Massachusetts doubled from 10 operational facilities to 20. And the approach varies by municipality. In Dedham, Amazon leases space in an existing warehouse (and wants to expand). A warehouse built on speculation in Bellingham sat empty for several years until Amazon arrived. Worcester's vacant mall is slated to become a delivery center, and in Revere, an abandoned candy factory and multiplex cinema were repurposed as last-mile delivery centers.

Last-mile delivery centers are noticeably different from traditional warehouses, with facilities operating 24 hours a day, seven days a week. A typical "day" begins in the middle of the night, as tractor-trailers bring pack-



Allison Burson, Solomon Foundation

Amazon hub in Bellingham, MA.

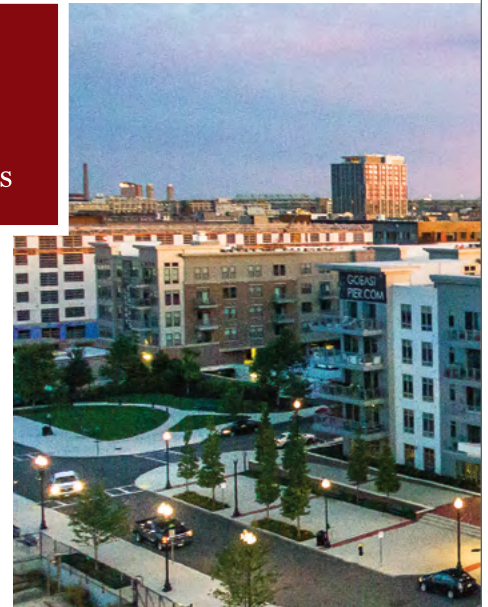
ages in bulk from fulfillment centers. Orders are sorted, prepped, and loaded into delivery vans. Each morning, employees drive to the facilities, park, and load themselves into the readied delivery vans. With their routes to customers' homes planned, they usually enter and leave the warehouse outside of peak traffic hours, with delivery departure times often scheduled in waves. If demand is especially high, some companies also contract with third-party delivery-service partners or use on-call drivers who make deliveries using their personal vehicles. In a typical

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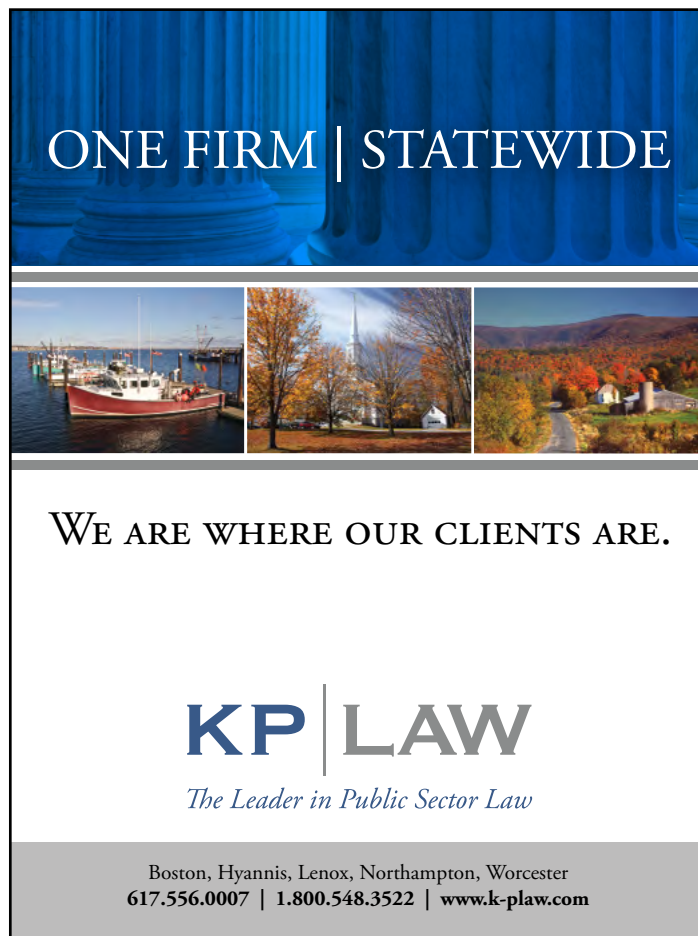
The dramatic increase in online buying and selling doesn't just impact the brick-and-mortar stores. It's also fueling an unprecedented transformation of the industrial warehouse marketplace and having major effects on land use, transportation, air quality, and equity.

## E-Commerce *cont'd*

facility, tractor-trailers, delivery vans, and on-call drivers can generate an enormous amount of activity.

Complicating matters, e-commerce facilities are locating near residential areas to shrink delivery times. That can add another level of noise and traffic conflicts. That is the case in Dedham (pop. 25,000). Amazon came to town in 2015, and the company recently requested to expand from its 90,000-square-foot facility to the entire 230,000-square-foot industrial site.

"The planning board, back in 2015, didn't quite grasp all the explosive growth that was going to come," notes Dedham's planning director, Jeremy Rosenberger. "This was a use unlike we've ever seen." The planning board is currently working on these issues with Amazon and is expected to propose recommendations by year's end.



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Metropolitan Area Planning Council

Amazon Prime vans departing warehouse site in Revere, MA.

## Economic Benefits

As with any proposed business, the costs of e-commerce facilities, such as traffic, must be weighed against economic benefits. Delivery centers can generate significant property tax revenue, and in Massachusetts, some warehouses are revitalizing previously unused properties. "We had two industrial parks that were heading south and Amazon has revived both of them," says Bob O'Brien, director of economic development for Revere. "We think both of those sites would have been vacant without them."

There are other economic wins. All the planners we talked to require Amazon delivery vans to be registered locally to ensure collection of vehicle excise taxes. Facilities also provide local jobs – an important consideration as the U.S. recovers from the COVID-19 pandemic – although transportation and warehousing jobs typically pay lower wages than other industrial uses like wholesale trade, manufacturing, and construction. Indeed, employee issues like low wages and worker treatment have arisen.

Some e-commerce companies do invest in communities where they have a large footprint. This spring, Amazon announced a \$300 million commitment in the form of below-market loans and grants to create 3,000 new affordable homes near public transit in Washington State's Puget Sound area; Arlington, Virginia; and Nashville, Tennessee – all locations where Amazon has or expects to have at least 5,000 employees. Altogether, Amazon plans to preserve or build more than 20,000 affordable housing units in the U.S. through its Housing Equity Fund.

## Planning Considerations

So, what do planners need to be thinking about to manage the proliferation of e-commerce delivery centers in their communities already, as well as thoughtfully plan for the future?

The first is the effect on other industries and economic development. Many delivery centers are located in areas zoned for manufacturing or industrial use, resulting in a high demand for that type of real estate. According to Cushman & Wakefield, the demand for industrial space

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in North America in 2019 exceeded supply for the first time since before the Great Recession. As the private sector works to meet this demand, planners must evaluate if the rapid expansion of e-commerce will overtake other industrial uses that may offer higher paying jobs, and decide whether to rezone areas to direct or prevent the development of e-commerce facilities.

Allison Burson, Solomon Foundation



### 14 Ways to Prepare for an E-Commerce Center

*Integrating warehouse and distribution centers requires deliberate design, mitigation, and management, especially near higher density residential areas. Here are actions to take whenever an e-commerce warehouse or distribution center is proposed:*

1. Conduct traffic impact studies.
2. Generate trip forecasting data.
3. Undertake a comprehensive site plan review and approval process.
4. Negotiate traffic mitigation agreements.
5. Create truck and van restriction zones.
6. Prohibit off-site parking of delivery vehicles.
7. Implement a traffic demand management program.
8. Establish rules for where and when to refuel.
9. Require delivery vehicles to be registered in the same municipality as the facility to capture excise taxes.
10. Ensure appropriate signage on delivery vehicles and the facility.
11. Ban on- and off-site idling for facility-related vehicles.
12. Require insurance and background checks for the facility's truck and van drivers.
13. Be informed of truck- and van-driver protocols like training, discipline, and incident (e.g., speeding) management procedures.
14. Monitor the facility post-occupancy and take corrective actions as needed.

SOURCE: [Hidden and in Plain Sight: Impacts of E-Commerce in Massachusetts](#).

Trip generation is very different. The novelty of the last-mile operations model means traditional trip generation forecasting methods do not apply. The ITE's Trip Generation Manual, the go-to guide for estimating traffic patterns, does not include a land-use type that directly applies to last-mile delivery centers. Instead, planners should look for recent traffic data from similar e-commerce facilities as part of site-plan review and conduct traffic counts once facilities are operational to determine actual traffic patterns.

Air quality can suffer. Adding more vehicles (and the vehicle miles traveled by each) means more emissions. Planners should think about how to mitigate the air quality impacts from that influx, and especially consider whether already vulnerable groups suffer disproportionately from those impacts, as some scholars suggest. Although Amazon has pledged to achieve net-zero carbon emissions by 2040, it also reported that its emissions rose 19 percent in 2020.

California's South Coast Air Quality Management District has already taken steps to lower greenhouse gas emissions and improve air quality. Last spring, it approved the Warehouse Indirect Source Rule, which targets emissions from the trucks that service warehouses, not the warehouses themselves. The rule relies on a points-based system in which warehouse operators choose from a menu of mitigation options, like using trucks fueled by electricity or natural gas, installing charging stations or rooftop solar panels, putting air filters in nearby schools and child-care centers, or paying a mitigation fee.

### What's next?

The explosion of e-commerce facilities is projected to continue. According to a recent report from CBRE Group, e-commerce will account for 26 percent of all retail sales in the U.S. by 2025. To keep pace, an additional 330 million square feet of distribution space will be needed.

But there's still a lot we don't know, so we are developing an online playbook to help municipalities implement development standards and review facility proposals through a lens of equity, sustainability, and municipal finance. We are also tracking technological innovations that will likely continue to disrupt e-commerce. Many companies are exploring the use of drones and autonomous vehicle deliveries. New twists on the old-fashioned bicycle could serve as nimble, carbon-neutral, last-mile delivery solutions.

Jeremy Rosenberger, the Dedham planner, said it best: "Who knows what else they're going to come up with that we're not even aware of and aren't able to plan for?"

— [Alison Felix, AICP](#), is a principal planner with MAPC, and [Travis Pollack, AICP](#), is a senior transportation planner with MAPC. They coauthored the 2021 report, [Hidden and in Plain Sight: Impacts of E-Commerce in Massachusetts](#).

# Planners Tour Nubian Square (the Square formerly known as Dudley)

by Laura Wiener, Senior Transportation Planner, Town of Watertown

It was a blustery, cold day on November 20 when twenty Massachusetts planners met on a street corner in Boston's Nubian Square in Roxbury for a walking tour with a transportation and economic development focus. The tour was one component of the American Planning Association Transportation Planning Division Days of Service in Boston, and exposed planners to the history and culture of Nubian Square, raising awareness of the neighborhood's assets and challenges. It was like a mobile workshop to a vibrant urban place in our own city—but without the conference. Many of us had not been there recently to see the new and the old—from the beautifully renovated Bolling Building in the heart of the Square (formerly Ferdinand Furniture), to the Eliot Burying Ground, where early colonial governors are buried. Our tour guide was a knowledgeable and energetic Roxbury native and black entrepreneur named **Collin Knight**, local educator and owner of [Live Like a Local Tours](#).



Portrait of former Acting Mayor Kim Janey, who represented Roxbury when she served on the Boston City Council.

Here are some of the notable sites we saw and learned about from Collin:

- **Tropical Foods.** Large and beautiful, this business was started by two Cuban brothers who wanted to make their native foods available in their adopted neighborhood.
- **Torrent Six.** The former Eustis Street Fire House, built in 1859, has been lovingly renovated and now houses Historic Boston Inc. Torrent Six was named after its hand-pumper engine. In all there were 16 engines named Torrent.

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- research, mapping, and data visualization
- grant and funding assistance
- peer review
- permitting assistance



## Nubian Square *cont'd*

■ **Eliot Burying Ground.** Established in 1630, this historic cemetery holds the Dudley family tomb, where two colonial governors, a colonel, and a chief justice named Dudley are buried. Hence the former name of the area, Dudley Square.

■ **Benjamin Franklin Institute of Technology.** This small college of engineering and industrial technologies is moving its campus from the South End to Nubian Square, where it plans to connect directly to the community and its residents, restaurants, and arts. The location is adjacent to the Eliot Burying Ground, which is adjacent to Torrent Six, all on Eustis Street.

■ **Art Art Art!** Across the street from Torrent Six began the outdoor art tour. So many murals! We stood in a vacant lot looking at murals on both sides of us, while hearing about plans for a theater and art center for the vacant lot, proposed by Richard Taylor, a seasoned black developer. At almost every turn there were murals painted on blank walls or hung on fences. A striking



*Originally built in 1901, Nubian Station is on the National Register of Historic Places.*

portrait of former Acting Mayor Kim Janey, who represented this neighborhood when she served on the City Council, hung on a fence facing Washington Street. We also visited “Faces of Dudley,” an amazing historic mural including Malcolm X, Elma Lewis (arts leader), Melnea Cass (civil rights activist), and local residents including street chess players, restaurant owners, barber shop and salon owners, and glimpses of the local newspaper and the elevated Orange Line. The last outdoor art we visited was Roxbury Love Story, painted on the site of the Twelfth Baptist Church, where Dr. King served as an assistant minister from 1951-1954 while pursuing his Ph.D at Boston University’s School of Theology. Dr. King met, courted, and married Coretta Scott while living in the area.

■ **Haley House.** This charming historic building houses a bakery café operated and developed by a local non-profit with multiple missions. It offers jobs and employment training, food pantry and

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*Walking tour by the Haley House. The building on the right is affordable housing developed by Haley House.*



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## Nubian Square *cont'd*

soup kitchen, affordable housing, urban farming, and an art gallery that showcases works of local artists.

■ **Bruce Bolling Municipal Building and Roxbury Innovation Center.** Located in the heart of Nubian Square, this triangle of historic facades connected by new construction houses the Boston Public Schools offices, as well as present and future shops, community gathering space, and an Innovation Studio, featuring entrepreneurship navigation.

■ **Nubian Station.** This busy transit hub serves 18 MBTA bus lines including two Silver Line bus rapid transit lines. Originally built in 1901 serving the Washington Street Elevated, it is on the National Register of Historic Places.

■ **Frugal Bookstore.** This locally owned and thriving bookstore is located in a beautiful old building with a marble façade. It is the only Black-owned bookshop in Boston. Its motto is "Changing Minds One Book at a Time."

■ **Slade's Bar and Grill.** Our tour ended at this soulful eating and drinking spot for drinks and wings and warmth, and a chance to get to know each other and reflect on our amazing journey through the heart of Roxbury.

Representatives from the Boston Planning and Development Agency and the Massachusetts Bay Transportation Authority were also available to discuss planning initiatives in Roxbury that include PLAN: Nubian Square, the income-tiered [Good2GO](#) electric car-sharing program, and the [Columbus Avenue center-running bus lane project](#). During the tour, Kelly Sherman, a Planner with the Boston Planning and Development Agency (BPDA) gave an overview of the [Roxbury Strategic Master Plan](#) and [PLAN: Nubian Square](#). Both plans offer the City and community the opportunity to think strategically about the types of uses, public realm, and scale of development that are best suited for the future of the area. Kelly also discussed [Parcel P-3](#), a recently issued Request for Proposal which is seeking proposals for mixed-use development that will fulfill the property's potential for transformative economic development and advance the community's commitments to affordable housing, arts & culture, and equity.

Thank you so much to the American Planning Association's [Transportation Planning Division](#) who sponsored the tour; Alison Felix, chair of the Transportation Division of APA-MA; and the Committee who put this tour together. We are better planners for this experience.



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## How Women\* Move: Mobility for women, mobility for all

\* We understand that “women” implies a binary gender identification. While we recognize women as being historically marginalized in the topic of mobility, in particular, the topic and the presentation is intended to include everyone.

The APA-MA Transportation Committee co-hosted a webinar on November 3, 2021 with WTS (Advancing Women/Advancing Transportation). The purpose of the webinar was to explore gender differences in terms of transportation needs, that is, how women use transportation systems differently from men, and how their needs could be better reflected in the design of transportation systems, networks and technologies.

The three panelists (above) explored the reasons women’s travel needs and desires are different as well as how their travel patterns and needs could be better supported.



**Natalia Barbour, PhD**

Delft University of Technology,  
and Research Affiliate at MIT



**Robin Chase**

Founder and former CEO  
of Zipcar



**Maria de la Luz  
Lobos Martinez**

Livable Streets Alliance

### Women’s Travel Needs and Desires Differ

#### ■ **Trip Frequency and Duration** —

Women tend to take **shorter**, but **more frequent** trips and **trip chain** more frequently than men.

■ **Household Roles** — Women often form a **larger share of household responsibilities and child-care**; these in turn impact travel patterns and therefore, travel needs.

■ **Ease of Mobility** — Women tend to **carry** bags, babies, strollers, toddlers, and accompany people more often

on **public transport and by foot**.

■ **Vulnerability** — Women are more vulnerable to **harassment, assault**, and are more frequently the victims of **violent crime**; they report feeling most unsafe at the last mile.

■ **“Pink tax”** — Women are estimated to spend \$26-\$50 **more on transportation** to stay safe (take taxi instead of metro, etc.)

These generalizations tend to hold true internationally.

Source: Ruden Center for Transportation Study

Women are leading the trend away from using privately-owned cars, which is good for any city. If we can respond and make alternative mobility modes more reliable, efficient and elegant, we can enhance the quality of life in our cities. If

our mobility system catered better towards the kind of multi-modal and inter-modal travel undertaken by women, everyone could:

- Extend their travel range
- Improve their access to jobs, services and social contacts
- Combine paid and unpaid work opportunities better
- Incorporate more physical activity into daily life
- Be a part of the solution in reducing pollution

Actively engaging women in the design of their surroundings/infrastructure will lead to better, stronger, and safer cities for all.

A recording of the webinar is available at [bit.ly/BostonWomenOnTheMove](https://bit.ly/BostonWomenOnTheMove) (Passcode: !0?6d5!M).

More than half (55%) of transit riders in the U.S. are women

Of the employed people in the U.S.:

- 25% of women work part-time
- 12% of men work part-time



Women often travel with more time pressure.



Women are more likely to tripchain.



**75%** of unpaid carework is done by women.



# Haley House McKinley Collaborative Garden Project

It was a mild day on December 2 when Massachusetts planners met at the Haley House community garden on Dartmouth Street in Boston's South End. The volunteer painting, clean-up, and winterizing of the community garden was the second component of the American Planning Association—Transportation Planning Division Days of Service in Boston, and exposed Planners to the numerous services of the [Haley House](#).

The McKinley Collaborative Garden Project started in 2011 as a partnership between Haley House and the adjacent William McKinley K-12 School. Boston's McKinley Schools are four schools in one, providing special education for students in kindergarten through grade 12. The McKinley Elementary School is a clean, safe, supportive, and therapeutic environment in which students learn, grow, and excel.

The Haley House is a local non-profit with multiple missions. Haley House uses food with purpose and the power of community to break down barriers between people, empower individuals, and strengthen neighborhoods. Founded as a "house of hospitality" in 1966, Haley House has grown into a multifaceted organization deeply rooted in the South End and Roxbury. Their work falls into five interconnected categories: direct services (soup kitchen, meals for elders, food pantry), permanent affordable housing (110+ units in



(Left to right): Gwen Griffin, Nelson/Nygaard; Jay Vilar, Haley House Program Director; and Ian Kolesinskas, Nelson/Nygaard.

scattered South End sites), urban agriculture (a school yard plot in the South End and an urban farm in Roxbury), education and training (Take Back the Kitchen cooking classes for youth and a Transitional Employment Program for returning citizens), and a social enterprise restaurant in Roxbury (Haley House Bakery Café).

This event was sponsored by the American Planning Association—[Transportation Planning Division](#) as part of the 2021 Boston Days of Service. The volunteer effort was a meaningful opportunity to help create a more equitable city and live out our values as planners.

To learn more about the Haley House and ongoing volunteer opportunities, visit: <https://haley-house.org>. To subscribe to the monthly e-newsletter: <https://haley-house.org/updates/newsletters>.

## APA congratulates scholarship recipients

Seven students were awarded recent scholarships by APA, including two from Massachusetts:

■ **Kameice Francis** of Tufts University was awarded an APA Foundation scholarship, which was developed to help make the planning profession more diverse and accessible to individuals with limited means and help attract the most talented individuals to the profession.



After graduation, I aspire to return to my home country, Jamaica, to develop effective national climate change mitigation and adaptation strategies. — Kameice Francis

■ **Sara Arman** of Harvard University was awarded the Charles Abrams Scholarship, for U.S. citizens who are enrolled at the graduate planning programs of Columbia University, Harvard University, Massachusetts Institute of Technology, New School University, or the University of Pennsylvania.

After graduation, I hope to work in my hometown of Chelsea, MA either at a local CDC or in the city planning department to help create more affordable housing. — Sara Arman



For more information: [www.planning.org/foundation/scholarships/winners](http://www.planning.org/foundation/scholarships/winners).

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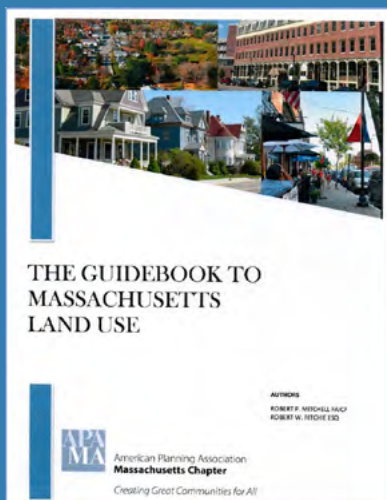
**HELLO**

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## Guidebook to Massachusetts Land Use Now Online

On behalf of the APA Massachusetts Chapter, I am happy to report that *The Guidebook to Massachusetts Land Use* is now online! This is a comprehensive guidebook to planning, zoning, subdivision, and other related topics. It includes links to Massachusetts statutes, regulations, and other related information as well as links to over 300 state and federal court decisions.



There are eight chapters: Introduction and Guide to the Guidebook; Good Government Laws; Planning; Zoning; Subdivision Control Law; Massachusetts — Selected Other Land Use Topics; Federal — Selected Land Use Topics; and Administration and Meetings. The Appendix includes: Article 89, Home Rule Amendment; Section 2A of Chapter 808, Purposes of Zoning; List of Guidebook Court Cases; List of Guidebook Tables; and List of Regional Planning Agencies.

Many thanks to Bob Mitchell, FAICP and Bob Ritchie, Esq. for their great work authoring this tremendous resource for the planning community. Also, thanks to Brian Currie, APA-MA Chapter Manager, and our friends at Social Law Library for bringing this *Guidebook* online. The *Guidebook* can now be viewed on our website: [www.apa-ma.org/resources/guidebook](http://www.apa-ma.org/resources/guidebook).

You will need your APA ID# to access the *Guidebook*. You can find your APA ID# on your printed copy of *Planning* magazine (look at the mailing label), by logging into your MyAPA profile at [www.planning.org](http://www.planning.org), or by contacting APA-MA at [communications@apa-ma.org](mailto:communications@apa-ma.org).



*The Bobs*

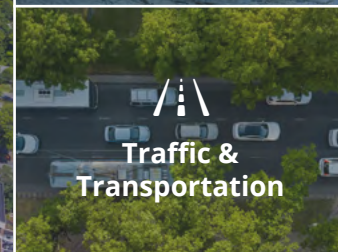
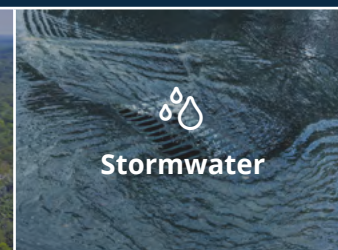
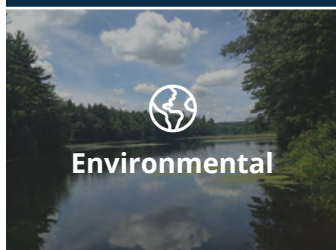
If you need a refresher on the *Guidebook* there is an informational webinar available here: [www.apa-ma.org/2021/07/23/guidebook-to-massachusetts-land-use-2021](http://www.apa-ma.org/2021/07/23/guidebook-to-massachusetts-land-use-2021).

Again, thanks to Bob and Bob and to all those who contributed to make this document available to all APA-MA members!

Happy researching!

— Angela Cleveland, AICP  
President, APA-MA Chapter

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## The PDO Corner

by Amanda Chisholm, APA-MA Professional Development Officer

It's hard to believe that 2021 is almost over! Hope that everyone is staying well and looking forward to a festive holiday season! I wanted to share a few updates below in the APA professional development world.

In an effort to streamline the AICP program and in response to feedback from members, APA National has updated the AICP certification process. APA is expanding the benefits of the AICP Candidate Path to all APA members. When you apply, you will have the opportunity to

take the AICP test first and then gain your professional experience. Once you have your professional experience completed, you can then submit your experience to receive the AICP designation. Timelines for the test will remain the same with the test still being offered in May and November of each year and registration for the certification program in April and October. Full details will be available on the APA National website this month.

A reminder to current AICP members that starting in January of 2022 there will be two new CM credits that you will need to fulfill in order to maintain your AICP designation. These are two exciting additions. A 1.0 CM credit for Equity and a 1.0 credit for Sustainability & Resilience. Find out more about these new credits [here](#).

And lastly, as we approach the end of the year, don't forget to check your CM log to make sure that you have the credits required for your two-year reporting period. If you are looking for more credits, you can find some free virtual opportunities on the APA National website [here](#) or through the Planning Webcast Series.

Happy New Year in advance! As always, stay well and feel free to reach out to me at [pdo@apa-ma.org](mailto:pdo@apa-ma.org) with any questions.

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# A Planner's Summer Internship at MassPort

by Nichole Stephens

**A**s part of the internship component of Tufts University's Urban and Environmental Policy and Planning Program, this past summer I received the Lowell L. Richards, III Fellowship for Leadership and Public Service through Metro Housing|Boston, providing an internship at Massport.

Massport is a quasi-government agency that runs Logan Airport, the Conley Shipping Container Terminal, and various other maritime or aviation related properties. I worked specifically in their Real Estate and Asset Management Division under Development. The development team works with various public and private entities to develop/transform Massport's unused real estate holdings in East Boston and South Boston. In addition to various residential and commercial (lab/office) uses, they also support maritime industrial uses at the Boston Fish Pier and Massport Marine Terminal (fishing and seafood processing).

During the summer, they had me working on various projects in three broad areas: Affordable Housing, Climate Resiliency, and Public Realm.

## ■ Affordable Housing

I was assigned to compile and coalesce all the various affordability aspects of MassPorts' residential properties; including bedroom count and AMI (area median income). Under the Inclusionary Development Policy in the City of Boston,



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**Left:** Doing a walkthrough of "The Tall Ship" before it opened in East Boston to discuss how to prevent any leaked car oil or gas from ending up in the harbor. **Below:** Touring potential sites for the installation of "Soofa" signs along Seaport Blvd. Different sidewalk types (like the above) would make installation more difficult.



residential development must include some affordable units. Some of the residential developments opted to have all the affordable units onsite while others paid a fee to the city to develop affordable units off-site. Commercial developments are also required to pay a fee, called housing linkage, for affordable housing development. I worked with Massport and the city to estimate the number of affordable units created from the collected funds.

## ■ Climate Resiliency

I worked with another Massport Division called Capital Programs, to identify potential port adaptations for rising sea levels that do not inhibit port operations. Capital Programs works on emissions reductions throughout Massport and they protect core assets during high water events (tidal or storm related). I also researched potential mitigations for the extreme heat.

## ■ Public Realm

Massport is looking to increase public space, access, and amenities along the harbor. They created East Boston's Piers Park as well as South Boston Maritime Park in the Seaport. In addition to green space, they want to preserve water transportation and add more art and cultural aspects throughout the area. I worked with the development team on an upcoming commercial development's public realm component.

I loved the breadth of experience I gained and especially benefited from the various site visits! It was great being able to go to different locations and think through problems.

— Nicole Stephens the student representative to the Massachusetts Chapter of the APA. She is in her second year at Tufts' UEPP program, and is interested in housing policy. Prior to this program, she worked for eight years at the Massachusetts State House and earned an MPA at U-Mass Boston and her bachelor's at BU. She resides in Brookline.



## NEWS FROM CPM | Consulting Planners' Perspective

*by Kathleen "Kathy" McCabe, FAICP, Vice-President, Consulting Planners of Massachusetts*

Consulting Planners of Massachusetts this month is taking the opportunity to reflect – looking back on 2021 and looking forward to 2022. Despite the lingering pandemic, 2021 included a number of highlights for planning that we want to recognize.

## Things We Celebrate from 2021

**Our New Name, Acronym and Logo.** We are now Consulting Planners of Massachusetts, or CPM. We've updated the Directory of Consultants and added new specialties; visit [www.ConsultingPlanners.org](http://www.ConsultingPlanners.org). We also post your RFPs and RFQs at no charge.

**Continued Focus on Equity, Diversity, and Inclusion.** We experienced the increased focus and interest in DEI and welcome the new CM requirement for Equity credits. While we value continued awareness of DEI, to be meaningful awareness must lead to actions. We invite you to take an action this month and many more in 2022 to advance equity, diversity and inclusion in our profession and the communities we serve.

**Funding for Planning.** We are thankful to the Baker-Polito Administration for allocating funding for the Local Rapid Recovery Program to assist 125 communities develop recovery plans for commercial centers, corridors and downtowns. We commend DHCD and the MA Downtown Initiative for using consulting firms of all sizes from sole proprietors to national firms along with regional planning agencies to provide services to communities throughout the Commonwealth. MDI's inclusive approach to using private-sector consultants should be more widely adopted by state and regional agencies.

**Digital and Hybrid Meeting Platforms** continue to be an essential tool for enduring the pandemic and enabling planning, government and regulatory processes to continue and move forward. They have also resulted in higher levels of attendance while simul-

taneously highlighting the need to close the digital divide.

**ARPA**—the American Rescue Plan Act—passed by Congress has been a huge assist for local communities responding to the pandemic and will be providing implementation tools for overdue investment.

**IIJA** also known as the Infrastructure Investment & Jobs Act of 2021 or the Bi-Partisan Infrastructure bill for \$1.2 trillion was signed into law in November, incorporating measures and funding desired by planners. These include:

- reauthorizing FAST, Fixing America's Surface Transportation, which will advance projects to implementation
- climate action funding
- \$400 million for Vision Zero planning
- Safe Routes to Schools funding
- transit funding
- \$200 million for active transportation programs—walking and bicycling—representing a 60% increase;
- electric vehicle charging stations;
- addressing the digital divide by expanding broadband and digital equity plans;
- Reconnecting Communities program to address past wrongs of communities negatively impacted by highway construction, typically communities of color and lower-income neighborhoods, including \$150 million for planning and community engagement.

## Wishes for 2022

**More Digital Submissions of RFPs.** These past 18 months have seen more communities accept digital submissions of proposals and reports, including several communities that went all digital. Here's hoping

*continued next page*



*DHCD's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth.*

that more municipalities will change procurement policies to require digital only submissions.

**More focus on equity in RFPs.** We hope RFPs will encourage the participation of more diverse teams of consultants by rewarding those with more diverse and inclusive team membership (MBEs, WBEs, VBEs, LGBTBEs.) by explicitly awarding points for this in the selection process.

**Equity** as an integral part of community master plans. Perhaps, the number of required master plan elements can be increased from eight to nine, and include Equity.

**Build Back Better.** It would be great to see the Build Back Better Act for human infrastructure—job training, child care, housing—be enacted by Congress and quickly implemented.

**ARPA.** We look forward to Massachusetts adopting a state expenditure plan for ARPA funds that moves funding out quickly and effectively.

**Supporting Small Businesses** means also state and municipal support for using small planning firms. As we think about procurement processes with an eye

towards advancing equity, patronizing small businesses should be considered part of equity.



**Leadership Promoting Planning.** With new mayors in many Massachusetts cities and a race for a new governor, here's hoping that civic leaders will embrace and support planning.

**TCI rekindled or reinvented.** The multi-state Transportation and Climate Initiative in some form needs be to rekindled, with governors and state legislatures taking the needed action to implement this interstate program to eliminate greenhouse gas emissions, which would create funding to address public health and climate resiliency.

**Greater Urgency on Climate Change** on the local, state and national levels. We need as a planning community to advance policies and programs, secure funding and mitigate climate change and foster greater resiliency.


As we close 2021, on behalf of the Consulting Planners of Massachusetts, I wish everyone good health and joys of the season. We look forward to providing planning and expertise to communities throughout Massachusetts in 2022.

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