

MASSACHUSETTS MUNICIPAL ASSOCIATION

presents

ANNUAL AWARDS CEREMONY

You are invited to celebrate at a reception with the winners of the Annual Town Report Contest, the Kenneth E. Pickard Innovation Award, and the Municipal Website Award on Saturday, January 20, 2018, Constitution Ballroom, Sheraton Boston Hotel at 6pm.

Town Report Contest

CATEGORY I

(Population 12,500 or greater)

1st Place – Town of Bedford

2nd Place – Town of Barnstable

3rd Place – Town of Burlington

CATEGORY II

(Population 5,000 to 12,499)

1st Place – Town of Westminster

2nd Place – Town of Ashburnham

3rd Place – Town of Topsfield

CATEGORY III

(Population 4,999 or under)

1st Place – Town of West Tisbury

2nd Place – Town of Truro

3rd Place – Town of Oak Bluffs

Municipal Website Award

CATEGORY I

(Population 50,000 or greater)

City of Lowell



CATEGORY II

(Population 15,000-49,999)

City of Woburn



CATEGORY III

(Population 5,000-14,999)

Town of Hamilton



CATEGORY IV

(Population 4,999 or under)

Town of Sherborn



Pickard Innovation Award

TOWN OF ARLINGTON, *Vacant Commercial and Industrial Property Registry*

TOWN OF HARWICH, *Pet Burial Ground and Walking Park*

TOWN OF ORLEANS, *"Lonnie's Pond" Shellfish Demonstration Project*

Congratulations to all the winners!

An Act to Promote Housing Choices

Massachusetts home prices have increased at the fastest rate in the nation, and metropolitan Boston rent prices rank among the highest in the country. The Commonwealth must build enough diverse housing stock – single family homes, multi-family units, and small apartments – to support our growing economy and to provide our growing population with housing choices. **Massachusetts must find new ways to encourage housing development.**

This new housing production should be concentrated in environmentally sound ways.

Massachusetts laws should make it easier to build housing that supports transit-oriented development, revitalizes downtowns, uses existing infrastructure, preserves natural land where possible, and avoids unnecessary environmental impacts. The Baker-Polito Administration's Housing Choice Initiative encourages and rewards municipalities for taking actions that result in housing production. *An Act to Promote Housing Choices* complements the Housing Choice Initiative by lowering barriers to sustainable housing production and adoption of planning and zoning best practices. **At the same time, the legislation respects the role of local decision-making.**

Massachusetts is an extreme outlier in requiring a supermajority vote of its local legislative bodies to change zoning laws, and we are the only state in New England that requires a 2/3 vote to change local zoning. In order to facilitate adoption of zoning best practices and appropriate housing production, *An Act to Promote Housing Choices* lowers the voting threshold to a majority vote for specific best practices.

The following local zoning would require only a majority vote of the local legislative body:

- Reducing dimensional requirements, such as minimum lot sizes, to allow homes to be built closer together.
- Reducing required parking ratios, which can lower the cost of building new housing and accommodate development on a smaller footprint.
- Creating mixed-use zoning in town centers, and creating multi-family and starter home zoning in town centers, near transit, and in other smart locations.
- Adopting "Natural Resource Protection Zoning" and "Open Space Residential Development." These zoning techniques allow the clustering of new development while protecting open space or conservation land.
- Adopting provisions for Transfer of Development Rights (TDR), which protects open space while creating more density in suitable locations.
- Adopting 40R "Smart Growth" zoning, which provides incentives for dense, mixed-use development in town centers, near transit, and in other "smart" locations.
- Allowing accessory dwelling units or "in-law" apartments – small apartments in the same building or on the same lot as an existing home.
- Allowing for increased density through a Special Permit process promoting more flexible development.

This legislation does not mandate that any town adopt these zoning best practices; it simply removes the barrier of having to convince a supermajority of the legislative body to adopt them. In addition, the legislation authorizes adjacent municipalities to enter into agreements for sites that span multiple communities.



There are two ways to get Housing Choice Designation

#1 High Production

Greater than 5% housing growth OR 500 units over the last 5 years

Housing choice communities must have:

Applied for a Community Compact
and

No moratorium on new housing

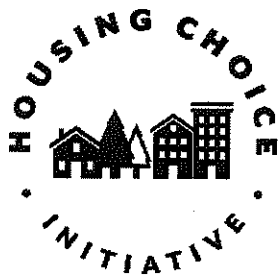
#2 Production & Planning

Greater than 3% housing growth OR 300 units over the last 5 years AND
4 of 9 housing best practices

Housing Choice Communities

- Priority scoring for Commonwealth Grant Programs
- Exclusive access to a new capital grant program for Housing Choice Communities
- New and better coordinated technical assistance to maintain housing production
- Continue to support sustainable development in order to maintain designation and compete for Housing Choice Grants

www.mass.gov/housingchoice



For the Planning for Production (3% or 300 units) Housing Choice Designation Communities must meet 4 of the following 9 Best Practices, one of which must be related to affordable housing.

1. Designated local resources for housing such as established an Affordable Housing Trust, donated land, or appropriated substantial CPC funds for community housing [**Affordable Category**]
2. Selected a housing best practice as part of its Community Compact
3. Have units currently eligible for inclusion in the Subsidized housing Inventory (SHI) that equal or exceed 10% of total year round housing units [**Affordable Category**]
4. Have adopted zoning that allows mixed use or cluster development by right (or can demonstrate a consistent pattern over the last 5 years of approving such developments)
5. Have zoning that allows for accessory dwelling units (ADUs) by right (or can demonstrate a consistent pattern over the last 5 years of approving ADUs)
6. Have inclusionary zoning that provides for reasonable density increases so that housing is not unreasonably precluded [**Affordable Category**]
7. Have an approved 40R district, Starter Home District, Housing Development Incentive Program (HDIP) or have adopted an Urban Center Housing Tax Increment Financing District (UCH-TIF) [**Affordable Category**]
8. Have at least one zoning district that allows multifamily by right with capacity to add units and that allows for family housing (greater than 2 bedrooms)
9. Have a CERTIFIED Housing Production Plan which means a DHCD approved Housing Production Plan that resulted in at least 0.5% or 1.0% increase in year-round housing units following its adoption and approval [**Affordable Category**]



Housing Choice Initiative

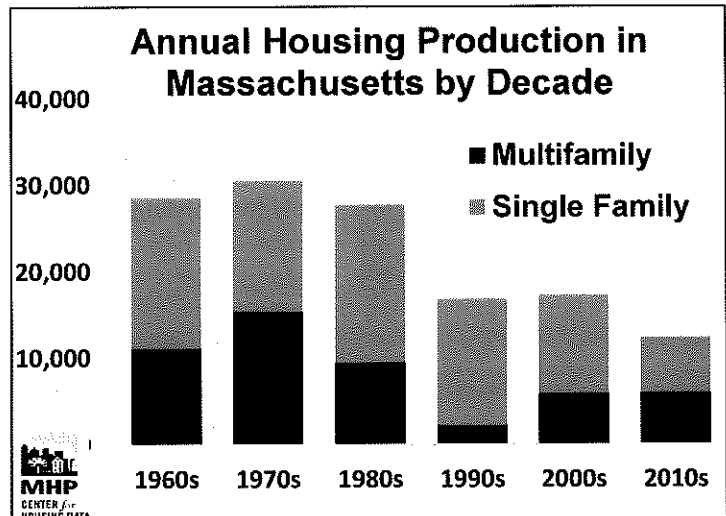
www.mass.gov/housingchoice

NEED FOR MORE HOUSING

Massachusetts home prices have increased at the fastest rate in the nation, and metropolitan Boston rent prices rank among the highest in the country. **The Commonwealth must add to its housing stock to support a growing economy and provide new housing choices.**

But we can't do it alone: municipalities have control over local zoning and permitting, and they must be partners if the Commonwealth is to successfully overcome these housing challenges. Cities and towns should be encouraged to adopt best practices and zoning that supports sustainable housing production.

*The **Housing Choice Initiative** provides incentives, rewards, technical assistance and targeted legislative reform to encourage and empower municipalities to plan and build the diverse housing stock that the Commonwealth needs to continue to thrive.*



HOUSING CHOICE DESIGNATION

A Housing Choice Designation rewards communities that are producing new housing and have adopted best practices to promote sustainable housing development. Housing Choice designation provides:



Exclusive admission to new **Housing Choice Capital Grants**, Housing Choice Communities will be eligible for a major new capital grant program.

Priority access to many Commonwealth grant and capital funding programs such as MassWorks, Complete Streets, MassDOT capital projects, and LAND and PARC grants.

NEW AND BETTER COORDINATED TECHNICAL ASSISTANCE

To assist municipalities to achieve Housing Choice status, DHCD's Housing Choice Program Director will coordinate existing technical assistance and provide "one-stop shopping" for information about **technical assistance grants** for local governments. In addition, MassHousing will provide **\$2 million** in planning assistance to help cities and towns achieve their affordable housing goals under Chapter 40B through its new "Planning for Production" program.

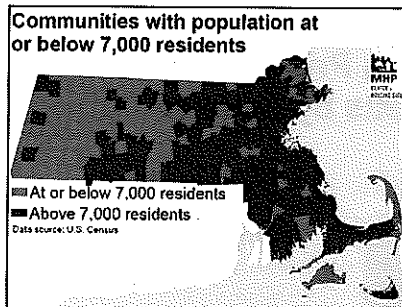




Housing Choice Initiative

www.mass.gov/housingchoice

SMALL TOWN PROGRAM

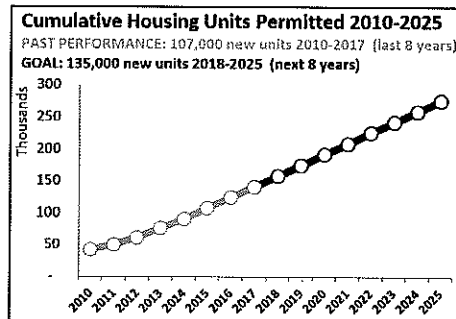


Recognizing that small towns face different challenges, the Housing Choice Initiative will set aside funding for a competitive capital grant program exclusively for towns with population under 7,000. **\$1 million** in capital grant monies are expected to be available in the first year, to grow thereafter. Small Towns can also apply for Housing Choice Designation.

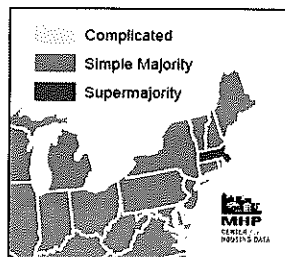
TRACK PROGRESS TOWARD THE HOUSING GOAL

The Housing Choice Initiative will track progress toward a goal of **135,000 new housing units statewide by 2025**, or about 17,000 new units per year.

- This goal requires sustaining the level of production over the last three years
- Represents a 26 percent increase in housing production compared to the last eight years
- Keeps pace with projected increases in housing demand
- Closely aligned with the housing production goals required for designation as a Housing Choice community



LEGISLATION – AN ACT TO PROMOTE HOUSING CHOICES



The Administration will file **An Act to Promote Housing Choices**, to facilitate housing production and adoption of zoning best practices. It eliminates barriers to building new housing and improving land use without mandating that cities and towns adopt any specific zoning practices. The Act will change state law to **reduce the required vote from 2/3 “supermajority” to a simple majority for certain zoning changes**. This change makes Massachusetts more consistent with current practice in most states. Zoning changes that promote best practices that would qualify for the simple majority threshold include:

- Building mixed-use, multi-family, and starter homes, and adopting 40R “Smart Growth” zoning in town centers and near transit
- Clustering new homes to permanently preserve open space and protect natural resources
- Reducing parking requirements and dimensional requirements such as minimum lot sizes
- Allowing for transfer of development rights (TDR) zoning and natural resource protection zoning
- Allowing for increased density through a Special Permit process, promoting more flexible development
- Allowing accessory dwelling units or “in-law” apartments

KP | LAW

The Leader in Public Sector Law

A GUIDE TO THE LAW LEGALIZING NON-MEDICAL MARIJUANA

REVISED JANUARY 2018

At the November 2016 state election, Massachusetts voters approved Question 4, adoption “The Regulation and Taxation of Marijuana Act” (Chapter 334 of the Acts of 2016), allowing non-medical (also known as “adult” or “recreational”) use of marijuana by adults in the Commonwealth and authorizing various commercial non-medical marijuana establishments. We issued a guide to the new law in January, 2017, following the amendments made pursuant to Chapter 351 of the Acts of 2016 (December 30, 2016), and updated that guidance in July, 2017 following enactment of Chapter 55 of the Acts of 2017, “An Act to Ensure Safe Access to Marijuana” (the “Act”). The Act makes numerous changes to the law as approved by the voters, including licensing, the local tax surcharge, and local restrictions and prohibitions. Additionally, the Act will soon repeal the original 2012 marijuana law, and codified in a new G.L. c.941 the statutory requirements for cultivation, distribution, possession and use of marijuana for medical purposes. This guide will address key issues.

CURRENT TIMELINE

✓ **AUGUST 1, 2017**

Cannabis Advisory Board

Appointment of a 25-member Cannabis Advisory Board, with members appointed by a variety of officials and organizations, charged with making recommendations on guidelines, rules, and regulations for the recreational use of marijuana. The President (or a designee) of the Massachusetts Municipal Association shall hold one seat.

See the Governor's and Treasurer's press released for information on the members of the Board.

✓ **SEPTEMBER 1, 2017**

Cannabis Control Commission

Appointment of a five-member Cannabis Control Commission (“CCC”), by the Governor, Attorney General and Treasurer. The CCC has authority to adopt regulations and issue licenses for commercial production and sale of marijuana, much like the Alcoholic Beverages Control Commission for alcohol. The CCC shall also assume authority over the licensing of medical marijuana treatment centers, which will be transferred from the Department of Public Health before December 31, 2018.

See the CCC's website for information about the appointees - Mr. Steven Hoffman, Chair; Attorney Kay Doyle; Senator Jennifer Flanagan; Attorney Britte McBride; and Ms. Shaleen Title.

MARCH 15, 2018

CCC Adoption of Regulations

Adoption of regulations, guidelines and protocols by the CCC for the issuance of licenses for recreational marijuana establishments.

The CCC must additionally make necessary accommodations and promulgate special regulations for the counties of Dukes and Nantucket by May 1, 2018.

DRAFT regulations filed on December 21, 2017

April 1, 2018 License Applications Begin	Acceptance of applications by the CCC for recreational marijuana licenses pursuant to G.L. c.94G will begin not later than April 1. IMPORTANT: The zoning bylaws or ordinances <u>in effect at the time of application</u> will be an essential component of the CCC's ability to grant a license. Municipalities will be asked to inform the CCC of any bylaw or ordinance that would make the application noncompliant with local law if the license is issued.
June 1, 2018 License Issuance	The CCC may begin issuing licenses, prioritizing applications under statutory criteria. The CCC must approve or deny applications within 90 days.

ZONING MORATORIA

The emerging area of marijuana regulation presents many policy and planning issues for municipalities. A zoning moratorium, which would impose a temporary restriction on marijuana establishments within a municipality, is a powerful tool available to municipalities to provide additional time to consider how a community will regulate marijuana uses.

It appears that over one-third of the Commonwealth's municipalities have adopted a moratorium, ban or limitation on marijuana establishments. The Attorney General has approved, and appears likely to continue to approve, such moratoria for towns through December 31, 2018. If a municipality seeks to adopt substantive zoning, but is not ready to enact a bylaw or ordinance prior to April 1, or cannot due to the need for a related election, consideration may be given to adopting a moratorium (sample attached).

LOCAL REGULATION UNDER G.L. c.94G, §3

Municipalities may by bylaw or ordinance: regulate the time, place and manner of marijuana establishment operations; impose reasonable safeguards on such operations, provided that such bylaws or ordinances do not render operations "unreasonably impracticable"; restrict licensed cultivation, processing and manufacturing of marijuana that is a "public nuisance"; establish restrictions on public signs related to marijuana establishments, and establish a civil penalty for violation of an ordinance or bylaw.

Municipalities seeking to prohibit or otherwise limit the number or types of marijuana establishments within a community must follow the applicable statutory procedure to impose such limitations, which procedure depends on whether the municipality voted "yes" or "no" on Question 4, as discussed in further detail below.

Prohibitions or Limitations Permitted by Bylaws or Ordinances

Pursuant to G.L. c.94G, §3, a municipality may, by bylaw or ordinance, exercise the following local controls:

- prohibit the operation of one or more types of marijuana establishments;
- limit the number of marijuana retailers to fewer than 20 per cent of the number of retail off-premises alcoholic beverage licenses issued by the municipality under G.L. c.138; or
- limit the number of any type of marijuana establishment to fewer than the number of medical marijuana treatment centers registered in the municipality to engage in the same type of activity.

For those municipalities that voted against Question 4, the procedure for adopting a bylaw or ordinance to prohibit or limit the number of marijuana establishments has significantly changed:

- If a municipality voted *in favor* of Question 4 on November 8, 2016, then two votes must be taken before an ordinance or bylaw can be effective: (1) approval by the voters at annual or special election; and (2) approval by the local legislative body.
- If a municipality voted *against* Question 4, the ordinance or bylaw must only be adopted by the local legislative body. This special provision will expire on December 31, 2019, after which the two-step process requiring a ballot question and legislative approval will apply to all municipalities.

Chapter 94G, §3 now provides the general form for a ballot question. The question presented to the voters must include the entire proposed bylaw or ordinance and be accompanied by a brief summary prepared by the City Solicitor/Town Counsel identifying the number and types of marijuana establishments that will be permitted to operate. As with all ballot questions, pursuant to G.L. c.54, §42C, no less than 35 days prior to the date of the election at which the questions will appear notice must be provided to the City or Town Clerk, including the statutory form of the question, the full text of the bylaw or ordinance, and the counsel summary. The form of the ballot question is attached.

Additional Issues to Consider When Imposing Prohibitions or Limitations

The Act is silent on several issues concerning the adoption of local legislation, including the following:

Zoning v. General Legislation: The Act does not specify whether a bylaw or ordinance implementing a prohibition or limitation must be zoning or general in nature. The Attorney General has approved zoning bylaws imposing such restrictions on marijuana establishments. However, when approving similar general bylaws, the Attorney General has recommended adoption of a zoning bylaw as well. Based upon the Attorney General's position, we have recommended adoption of a zoning bylaw for such purposes, but, in our opinion, there may nevertheless be some benefit to adopting a general bylaw as well, or, if the zoning fails to pass, in the alternative. This remains a developing issue, dependent upon different policy considerations. Sample bylaw/ordinance language is attached.

Agreement of Bylaw or Ordinance Language with Ballot Question: For municipalities subject to the two-step approval process for implementing a prohibition or limitation on marijuana establishments, it is essential that the bylaw or ordinance approved by ballot be the same as or substantially similar to that approved by the legislative body. While the Attorney General has indicated that either vote can occur first, if the bylaw is presented to the legislative body after approval by the electorate, in our opinion, in order to withstand a challenge, any substantive amendments or revisions will likely necessitate a further vote by the electorate.

Conversion of Existing Marijuana Treatment Centers

The original law required a municipality to allow a recreational marijuana establishment to be located in “any area in which a medical marijuana treatment center is registered to engage in the same type of activity.” The Act rescinded that requirement, adding a new requirement prohibiting a zoning bylaw or ordinance from preventing a medical marijuana treatment center licensed by or registered with the Commonwealth on or before July 1, 2017 from converting to a marijuana establishment engaged in the same type of activity under the Act. It is our opinion, however, that any medical marijuana treatment center licensed or registered after that date could be prevented from converting to a marijuana establishment by the adoption of a bylaw or ordinance prohibiting all marijuana establishments.

Petition for Ballot Question to Permit Marijuana “Cafés”

The procedure for allowing consumption on the premises where marijuana is sold remains unchanged from that presented in Question 4. In our opinion, based on the plain language of the Act, the only mechanism for permitting so-called social consumption is a petition process, which petition must be signed by at least 10% of the registered voters of the municipality. The question can only appear on the ballot at a biennial state election, the next of which will be held in November 2018.

The CCC’s draft regulations suggest a different understanding of the law, however. In their current form, the draft regulations list a “Marijuana social consumption operator” within the definition of “Marijuana retailer”. Such an interpretation suggests that a municipality that allows retail sales of marijuana in any district, without more, will also be authorizing “marijuana social consumption”. Although it is possible this issue will be revisited by the CCC prior to the issuance of final regulations, a municipality that wishes to allow marijuana retailers but prohibit social consumption should specifically so provide in their zoning.

Marijuana Growing and Cultivation

Chapter 351 of the Acts of 2016 amended the Zoning Act, G.L. c.40A, §3, to explicitly provide that the “growing, cultivation, distribution or dispensation of marijuana” does not qualify for the agricultural exemption under G.L. c.40A. The Act expressly adds, however, that municipalities are not precluded “from establishing zoning bylaws or ordinances which allow commercial marijuana growing and cultivation on land used for commercial agriculture, aquaculture, floriculture, or horticulture.”

HOST COMMUNITY AGREEMENTS

The Host Community Agreement (HCA) provision in G.L. c.94G, §3 was substantially revised by the Act to cover both non-medical marijuana establishments and medical marijuana treatment centers. The Act now requires that both types of entities enter into HCAs with host communities. The Act authorizes a “reasonable” community impact fee that “shall not amount to more than 3 percent of the gross sales of the marijuana establishment or medical marijuana treatment center or be effective for longer than three years.” The Act does not preclude renegotiation of a HCA at the end of the initial five-year term. The Act continues to require that a HCA only include community impact fees that are “reasonably related” to the costs imposed upon the municipality by the operation of the marijuana establishment. The municipality is required to document its costs.

TAXATION ON SALE OF RECREATIONAL MARIJUANA

The Act increases from 2% to 3% the amount of local tax that municipalities may impose on the “sale or transfer of marijuana or marijuana products by a marijuana retailer operating within the city or town”. The tax is based on the total sales price.

- If a municipality wishes to adopt the local sales tax, it must accept G.L. c.64N, §3 by a vote of its legislative body and in compliance with its charter, if any. If a municipality has already accepted §3 to impose the 2% tax, and now wishes to increase the tax, a new vote of the legislative body will be required.
- This local tax does not apply to sales of marijuana or marijuana product between marijuana establishments.

The Act revised G.L. c.64N, §2 to increase from 3.75% to 10.75% the state tax on sales of non-medical marijuana.

CHANGES TO MEDICAL MARIJUANA LAWS

The Act makes a number of significant changes to the regulation of medical-use marijuana including:

- The eventual repeal of chapter 369 of the Acts of 2012, “An Act for the Humanitarian Medical Use of Marijuana” and the adoption of a new Chapter 94I - “Medical Use of Marijuana.”
- The transfer of the oversight and regulation of medical-use marijuana from the Department of Public Health to the Cannabis Control Commission on or before December 31, 2018.
- The continuation of Department of Public Health regulation of medical-use marijuana under the existing regulatory scheme, 105 CMR 725, until the transfer to the CCC is complete.

PERSONAL USE OF RECREATIONAL MARIJUANA

The following personal use of recreational marijuana is permitted under the Act:

- Persons 21 years of age or older may possess one ounce or less of marijuana. G.L. c94C, §32L.
- Within a person’s “primary residence,” a person may possess up to 10 ounces of marijuana and any marijuana produced on the premises by not more than six marijuana plants for personal use. If there is more than one grower at the residence, there may be up to 12 plants cultivated on the premises.
- A person may give away or transfer without “remuneration” to a person age 21 years or older up to one ounce of marijuana, of which no more than five grams may be in the form of marijuana concentrate, provided that such transfer is not advertised or promoted to the “public.”
- A person 21 years of age or older may also possess or manufacture marijuana accessories or sell such accessories to a person 21 years of age or older.



The following are significant limitations imposed by the Act on personal use of non-medical marijuana:

- Cultivation and processing marijuana plants may not be visible from a public place.
- Marijuana or marijuana products exceeding 1 ounce within the person's place of residence must be secured by a lock.
- No person shall consume marijuana in a public place or smoke marijuana where smoking tobacco is prohibited. The term "public place" is not defined in the Act but is generally understood to include areas both privately and publicly owned to which the public has rights of access by invitation, either express or implied.
- Open containers of marijuana or marijuana products are prohibited in the passenger area of any motor vehicle.

FURTHER DEVELOPMENTS

We continue to monitor developments in this quickly evolving area of the law. The next significant milestones include the issuance of final regulations, the filing of license applications, and issuance of initial licenses.

If you have any questions concerning regulation of non-medical marijuana, please contact Attorneys Joel Bard (jbard@k-plaw.com), Katherine Laughman (klaughman@k-plaw.com), or Brian Riley (briley@k-plaw.com) at 617.556.0007. Members of our Labor and Employment Practice Group are also available to assist with employment-related questions.

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The Leader in Public Sector Law

MODEL MORATORIUM WARRANT ARTICLE

To see if the Town will vote to amend the Town's Zoning Bylaw by adding a new Section _____, **TEMPORARY MORATORIUM ON RECREATIONAL MARIJUANA ESTABLISHMENTS**, that would provide as follows:

Section _____ Purpose

On November 8, 2016, the voters of the Commonwealth approved a law regulating the cultivation, processing, distribution, possession and use of marijuana for recreational purposes (new G.L. c. 94G, Regulation of the Use and Distribution of Marijuana Not Medically Prescribed). The law, which allows certain personal use and possession of marijuana, took effect on December 15, 2016 and was amended on December 30, 2016 by Chapter 351 of the Acts of 2016 and thereafter, on July 28, 2017 by Chapter 55 of the Acts of 2017. The law requires the Cannabis Control Commission ("CCC") to issue regulations regarding the licensing of commercial activities by March 15, 2018 and to begin accepting applications for licenses no later than April 1, 2018. Currently the Zoning Bylaw does not specifically address marijuana establishments as that term is defined in G.L. c. 94G, §1. The final CCC regulations may provide guidance on certain aspects of local regulation of marijuana establishments. The regulation of non-medical marijuana raises novel legal, planning, and public safety issues, and the Town needs time to study and consider these issues, as well as to address the potential impact of the CCC regulations on local zoning and, in connection therewith, to undertake a planning process to consider amending the Zoning Bylaw regarding regulation of marijuana establishments. The Town intends to adopt a temporary moratorium on the use of land and structures for marijuana establishments so as to allow sufficient time to address the effects of such structures and uses in the Town and to enact bylaws in a consistent manner.

Section _____ Definition

"Marijuana Establishment" shall mean a marijuana cultivator, independent testing laboratory, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business, all as defined for purposes of G.L. c.94G, §1

Section _____ Temporary Moratorium

For the reasons set forth above and notwithstanding any other provision of the Zoning Bylaw to the contrary, the Town hereby adopts a temporary moratorium on the use of land or structures for a marijuana establishment and other uses related to non-medical marijuana. The moratorium shall be in effect through December 31, 2018. During the moratorium period, the Town shall undertake a planning process to address the potential impacts marijuana establishments, and shall consider adopting new Zoning Bylaws in response to these new issues.

Or take any action relative thereto.



The Leader in Public Sector Law

MODEL MARIJUANA ESTABLISHMENT BAN WARRANT ARTICLES FOR TOWNS REQUIRING A BALLOT VOTE

ZONING BYLAW ARTICLE:

To see if the Town will vote to amend the Town's Zoning Bylaw by adding a new Section [INSERT BYLAW SECTION REFERENCE HERE], **MARIJUANA ESTABLISHMENTS**, that would provide as follows, with the understanding that in accordance with G.L. c.94G, §3(a)(s) such bylaw must also be approved by the voters of the Town at an election:

Section [INSERT BYLAW SECTION REFERENCE HERE]

Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical "marijuana establishments" as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratories, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of _____.

Or take any action relative thereto.

GENERAL BYLAW ARTICLE:

To see if the Town will vote to amend the Town's General Bylaw by adding a new Section [INSERT BYLAW SECTION REFERENCE HERE], **MARIJUANA ESTABLISHMENTS**, that would provide as follows, with the understand that in accordance with G.L. c.94G, §3(a)(2) such a bylaw must also be approved by the voters of the Town at an election:

Section [INSERT BYLAW SECTION REFERENCE HERE]

Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical "marijuana establishments" as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratories, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of _____.

This Section shall be effective upon passage by the voters at a Town Election.

Or take any action relative thereto.



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ARTICLES FOR MUNICIPALITIES NOT REQUIRING A BALLOT VOTE

ZONING BYLAW ARTICLE:

To see if the Town will vote to amend the Town's Zoning Bylaw by adding a new Section [INSERT BYLAW SECTION REFERENCE HERE], **MARIJUANA ESTABLISHMENTS**, that would provide as follows:

Section [INSERT BYLAW SECTION REFERENCE HERE]

Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical "marijuana establishments" as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratory, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of _____.

Or take any action relative thereto.

GENERAL BYLAW ARTICLE:

To see if the Town will vote to amend the Town's General Bylaw by adding a new Section [INSERT BYLAW SECTION REFERENCE HERE], **MARIJUANA ESTABLISHMENTS**, that would provide as follows:

Section [INSERT BYLAW SECTION REFERENCE HERE]

Consistent with G.L. c.94G, § 3(a)(2), all types of non-medical "marijuana establishments" as defined in G.L. c.94G, §1, including marijuana cultivators, independent testing laboratory, marijuana product manufacturers, marijuana retailers or any other types of licensed marijuana-related businesses, shall be prohibited within the Town of _____.

Or take any action relative thereto.



The Leader in Public Sector Law

MODEL RECREATIONAL MARIJUANA ESTABLISHMENT BALLOT QUESTION FOR IMPOSING LIMITATION OR PROHIBITION

Ballot Question:

Shall this [City or Town] adopt the following [ordinance or bylaw]?

Summary:

[Insert solicitor/counsel summary]

Full Text:

[Insert full text of bylaw or ordinance]



SUFFOLK
UNIVERSITY
BOSTON

Certificate in Local Government Leadership and Management

Graduate level academic program offered by the Massachusetts Municipal Association and the Moakley Center for Public Management at Suffolk University

The Certificate Program in Local Government Leadership & Management is a graduate level academic program that will provide participants with a solid grounding in public management.

The Certificate program links contemporary public management theory with “real world” practice, resulting in a cutting-edge graduate education experience.

Applicants will be judged on their demonstrated interest in continuing to work in public management. The successful applicant will be in or aspire to be in a leadership position in local government.

Programs for 2018-2019

Locations: Foxborough and Northampton

Courses: Five graduate level courses taught by Suffolk University Faculty

Calendar: September 2018 – May 2019; 25 Fridays from 9am – 4pm

Credit: Students earn up to 12 graduate credit waivers for participants who wish to continue on to an MPA program at Suffolk University or other institutions accepting them.

Cost: \$2,500 for the entire program

By June, 250 local officials will have graduated from the program.

Sampling of courses offered:

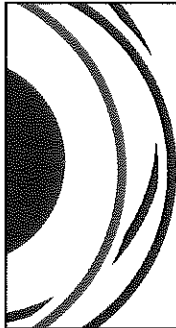
- Administrative Strategies of Local Government
- Seminar in Public Policy: Current Issues in Local Government Law and Municipal Labor Law
- Budgeting and Financial Management
- Human Resources Management
- Strategic Leadership

10 Previous programs:

Natick	Burlington	Reading	Duxbury
Barnstable (3)	Watertown	Westborough	Andover


More information: www.mma.org/certificate


Katie McCue, MMA Director of Administration and Finance, 617-426-7272X111, kmccue@mma.org



Leading the Way to a Thriving Workplace

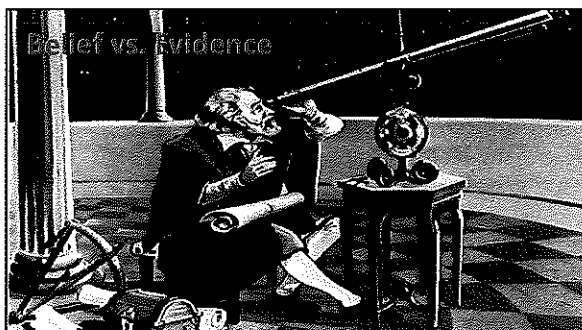
Rosie Ward, PhD, MPH, MCHES, BCC, CIC®, CVS-FR

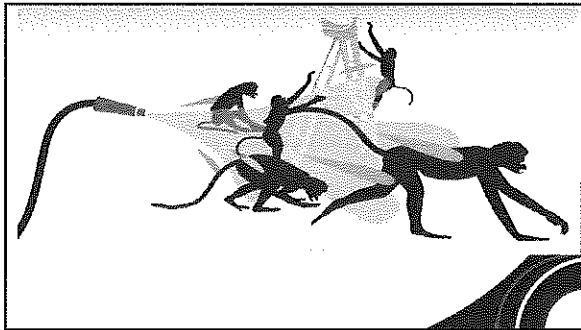




"The truth is that our finest moments are most likely to occur when we are feeling **deeply uncomfortable**... For it is only in such moments, propelled by our discomfort, that we are likely to **step out of our ruts** and start searching for different ways or truer answers."

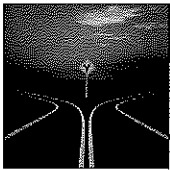

M. Scott Peck





2 Types of Challenges

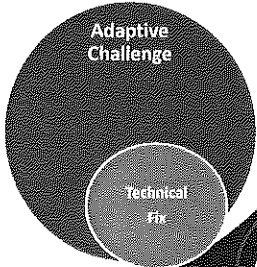
- Technical
- Adaptive

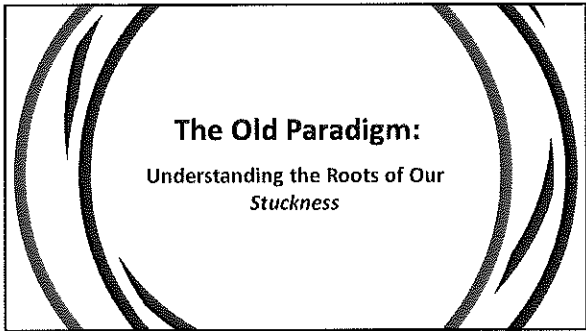
Source: Forster & Wiersema (2003), Long (2003), and (2003) The World of Technology: From the Future to the Present, p. 131-141

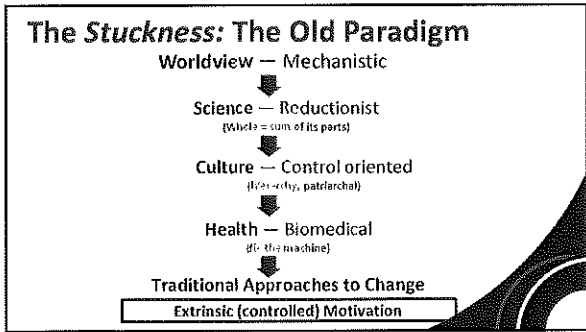
Mismatched Solutions

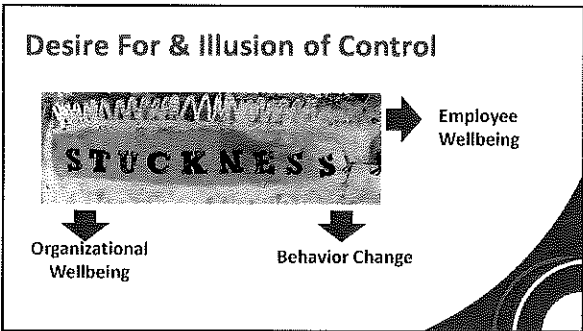
Trying to apply Technical Fixes/Solutions to an Adaptive Challenge

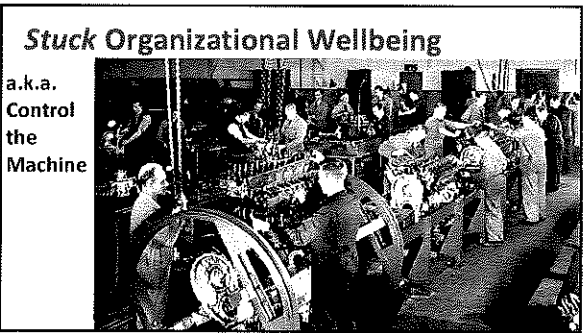


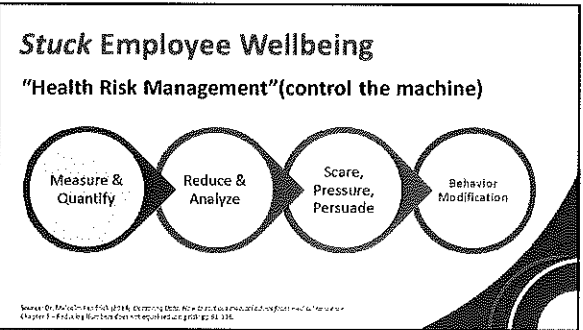








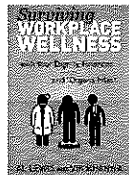
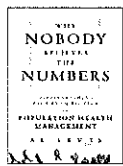




What Wellness Has Become...

- Pry
 - Poke
 - Prod
 - Punish
- }
- "Wellness or Else!"**

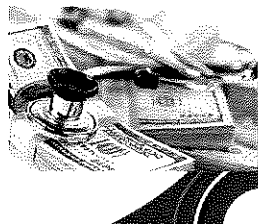
It Doesn't Work!



"In wellness, you don't have to *challenge* the data to invalidate it. You simply have to *read* the data. It will invalidate itself."

Tying Health Outcomes to Insurance Premiums

Unaware of any insurance data that convincingly demonstrates charging higher insurance premiums results in lifestyle behavior change



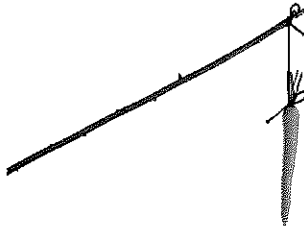
Not wellness or else

Employees' Perspective of "Wellness or Else"

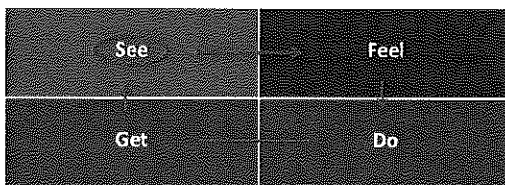
- 62% - believe it is inappropriate to require workers to pay higher health insurance premiums if they do not participate in wellness programs
- 75% - believe it is inappropriate to require workers to pay higher premiums if they are unable to meet certain health goals

Source: Princeton Survey Research Associates, Inc. www.princeton.edu. The Difference Employees See in Wellness Programs
http://www.princeton.edu/survey/research/employees-wellness-programs

Stuck Behavior Change



The Frame



Source: Prof. Donald (www.tsp2000.org/050)

Rethinking Motivation

The Evolution of Motivation

1 Motivation 1.0 KNOWLEDGE LEADS TO CHANGE

2 Motivation 2.0 INCENT PEOPLE TO CHANGE

3 Motivation 3.0 GET PEOPLE INTRINSICALLY MOTIVATED

4 Support better THINKING

Why Workplace Culture Matters

The Critical Link to Wellbeing

Culture or Climate/Environment?

- Your organization provides anti-fatigue mats, sit-to-stand workstations for everyone (in the office), ergonomic evaluations and has onsite fitness classes.
- Fresh fruits and veggies are delivered 2x/week and your organization has a healthy food policy for sponsored events.
- The management team is expected to promote safety & wellness programs and participate in events.
- Flexible work schedules allow for supporting work-life integration.



underlying culture
can't see but can
feel.

Do people feel trusted
+ valued as a
human being.

Organizational Wellbeing

"An organization is healthy when it is whole, consistent, and complete, that is, when its management, operations, strategy and culture fit together and make sense."

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover



SOURCE: KPMG, MIT, PWC, AND OTHER SOURCES

know what is expected of
them.

What Is Being Assessed?

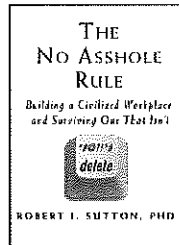
1. Would you describe your work as monotonous?
2. How satisfied are you with your job?
3. How tense or anxious have you been in the past week?

These three questions are part of a screening that is more than 80% accurate at predicting what?

Back pain
caused by bad
supervision

Consequences of Poor Leadership

- Reduced productivity and commitment to their employer
- Heightened depression, anxiety, anger, irritability, and burnout
- Difficulty concentrating at work
- Sleep disturbances
- Reduced job satisfaction



How invest + develop leaders

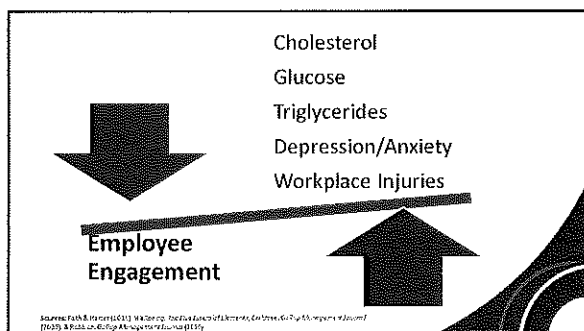
Employee Wellbeing

5 Universal, Interconnected Elements:

- Career Wellbeing
- Social Wellbeing
- Financial Wellbeing
- Physical Wellbeing
 - Emotional Wellbeing
- Community Wellbeing



Purpose in your work



Disengaged employees have 62% more injuries accidents

A Humanity Crisis

7 out of 8 people in the American workforce work for an organization that doesn't care for them, contributing to broken marriages, broken families and broken lives

~Bob Champan (CEO, Barry-Wehmiller)

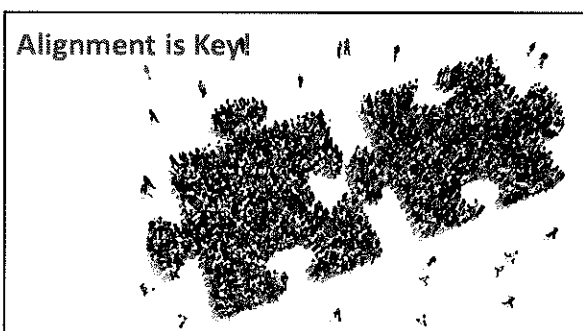


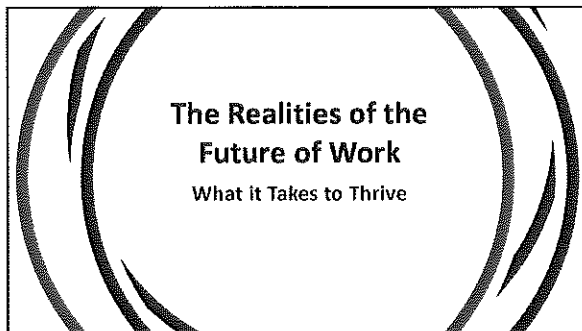
<http://www.youtube.com/watch?v=HkMw5t1Hk8k>



get apathy - dehumanized

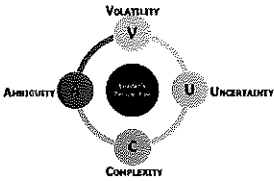
A heart do people
feel valued.





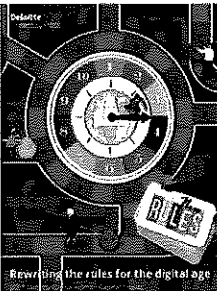
The Future of Business
The "VUCA" World

- Demographic Upheavals
- Digital Technology
Social Media
- Rate of Change
- New Social Contract



New Era: The Big Shift

"Business and HR leaders can no longer continue to operate according to old paradigms. They must now embrace new ways of thinking about their companies, their talent and their role in global social issues"



Forces for Change

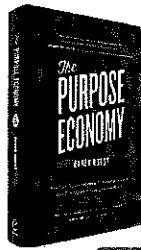
Driven by the Digital Revolution:

- Accelerating rate of change
- **Employees & organizations are more overwhelmed than ever**
- Companies need to facilitate both individual and organizational reinvention

Source: 2017 Deloitte Human Capital Trends Report

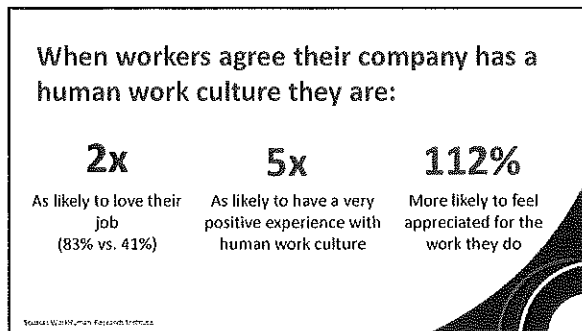
New Economic Era

- Driven by **connecting people to their purpose.**
- Value Created by:
 - Establishing purpose for employees & customers
 - **Enabling personal growth**
 - Building community

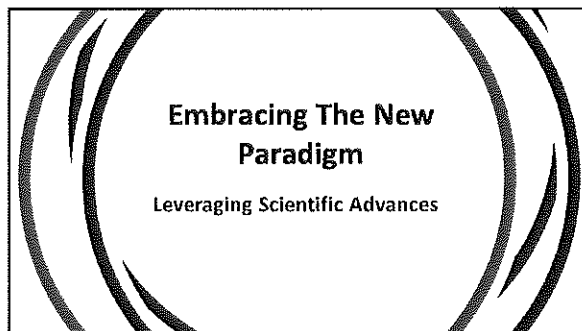


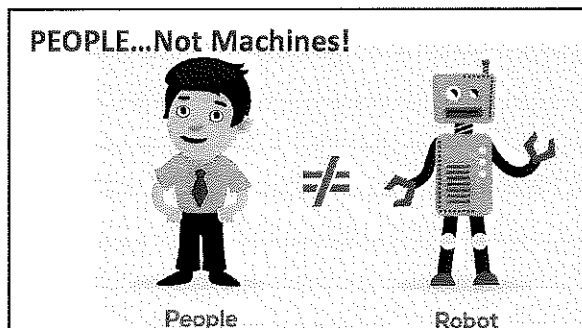
"The future of great workplaces lies in helping employees fuse their personal and professional lives in ways that position them to deliver their best work."





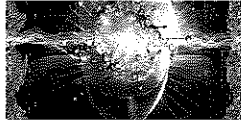
Feel appreciated for what they do





Scientific Advances...

- Psychoneuroimmunology (PNI)
- Quantum Physics
- Chaos and Complexity Theories
- Neuroscience

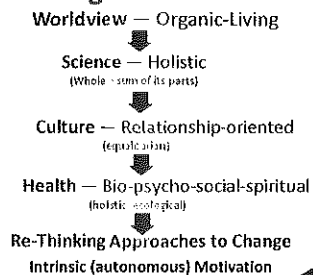


Understanding Living Systems

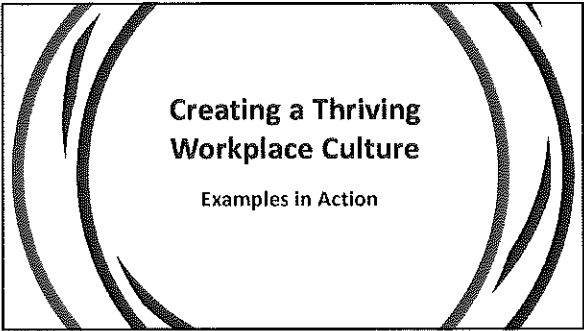
"We can never direct a living system
– we can only hope to get its
attention. Life accepts only partners,
not bosses **because self-
determination is its very root of
being.**"

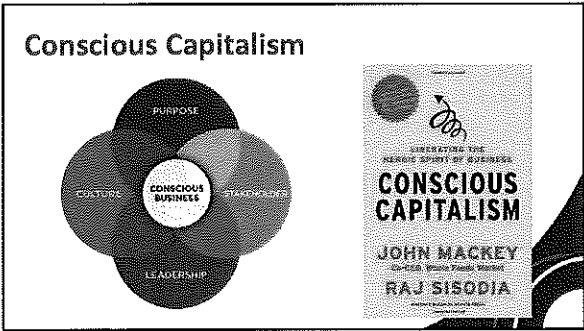


The New Paradigm



World - organic living system

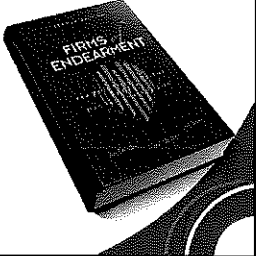






Firms of Endearment (FoEs)

- 28 widely loved companies
- Humanistic (value for ALL stakeholders)
- Company culture is biggest competitive advantage



FoEs vs. S&P 500

Investor return over 10 years


S&P 500	FoEs
122%	1026%

More than an 8-to-1 ratio!

Focusing on Human Development

Deliberately Developmental Organizations


- Work is essential context for personal growth – **for EVERYONE**
- Adaptive change work is *expected*
- **Intentionally & continuously** nurture a culture that fuses business and individual development



Invest in training and development.

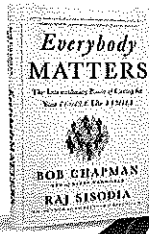
DDO Results

- Increased profitability
- Increased employee retention
- Better error detection
- Reduction in employee disengagement
- More creative solutions to problems




PEOPLE > Machines

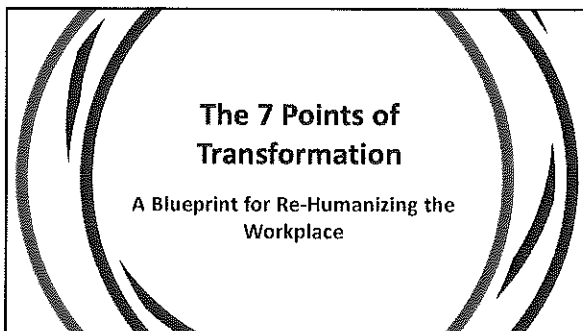
"Machinery can increase productivity in measurable increments, and new processes can create significant efficiencies. However, only people can stun you with quantum leaps."

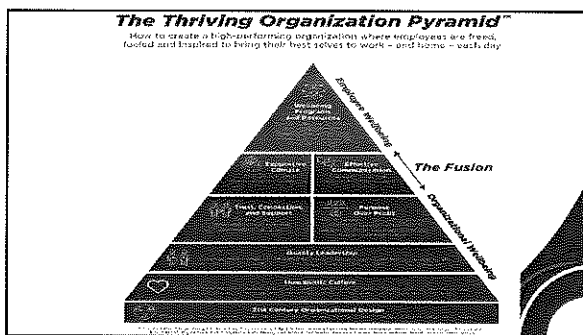


PEOPLE > Numbers

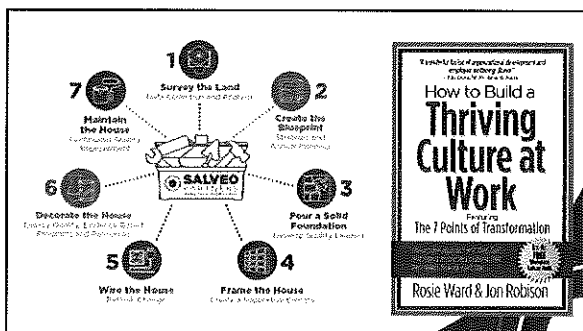
"The numbers prove it...people-focused companies outperform numbers-focused companies over the long-term **DRAMATICALLY**...and they operate completely counter to what we consider to be 'normal business practices' of the day."



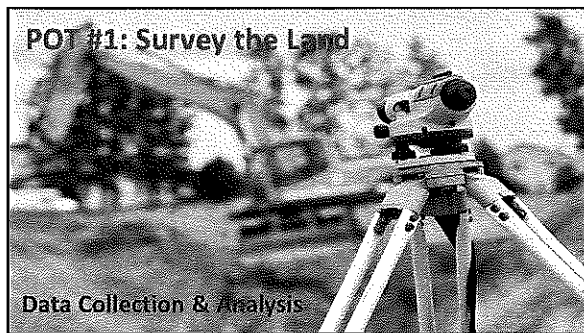


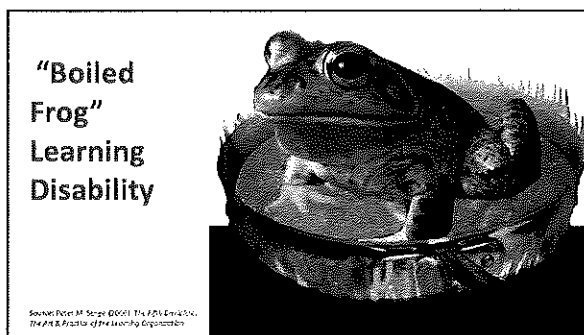


Supportive Climate |
Trust & Connection
* Support
Purpose over profit
Quality Leadership
Humanistic Culture
21st Century Organization

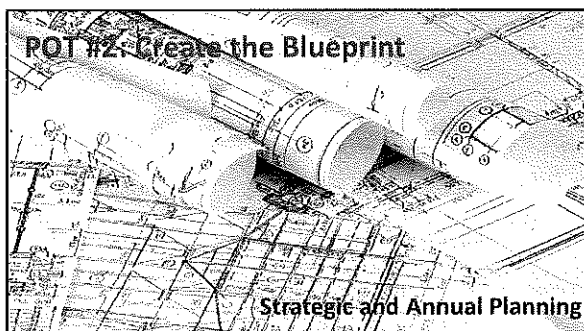


Survey the land Data Collection & Analysis





Injuries off charts
Turnover high
Fatigue



People only support what
they helped to create
Ask them to be part of
the change



Redefine who we
think as a leader

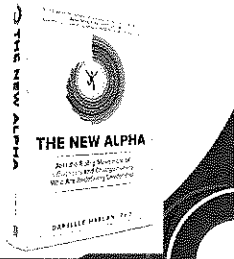
Leadership not a
role or a title

Behavior is not a title
I want to be best version
of myself - Each individual
Do you give everyone an
opportunity to grow th.

Why exist - help serve
our community. Clarity of
purpose

Redefining Leadership

*"Leadership is about
becoming the best version of
yourself in order to maximize
your positive impact on the
world."*



Leadership is a BEHAVIOR, Not a Title



**Sustainability:
Developing a
Leadership
Mindset in
EVERYONE!**

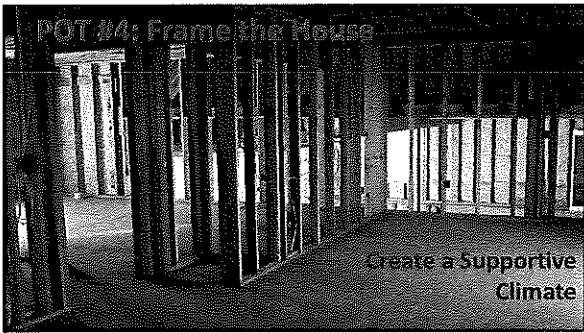
**Summary for Developing
Quality Leaders**

1. Executive Member Leaders
2. Mid-Level Leaders/Managers
3. Individual Leaders

1. Vision
2. Strategy
3. Execution
4. Results

**4 STEPS
FOR
DEVELOPMENT**


POT #4: Frame the House



**Create a Supportive
Climate**

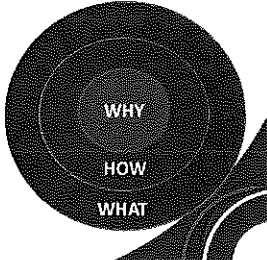
The Power of WHY

- Great leaders inspire people to act by **providing a sense of purpose or belonging**
- People act for the good of the whole because they *want* to, not because they've been manipulated using fear, peer pressure or incentives.
- Great leaders start with **WHY**.



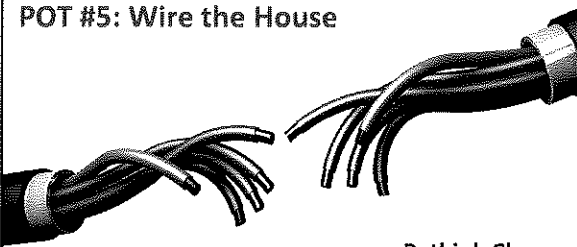
The Golden Circle

- Clarity of **WHY**
 - Your purpose, cause or belief
- Discipline of **HOW**
 - The things that set you apart from others who do about the same thing you do; your Core Values
- Consistency of **WHAT**
 - Products sold, services offered or your role at work



SOURCE: STEVE JOBS' (2005) STRAIGHT UP

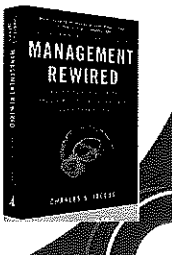
POT #5: Wire the House

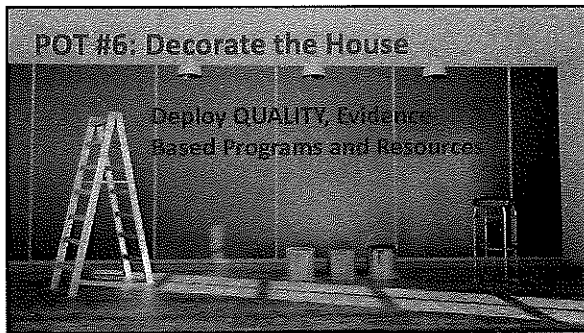


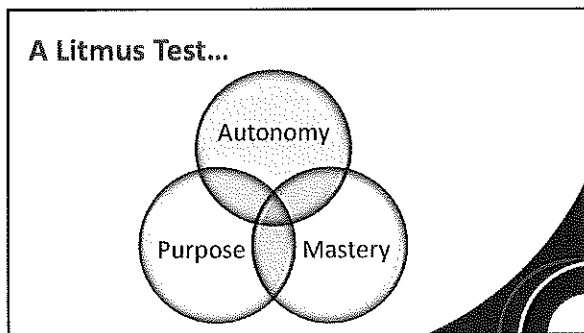
Rethink Change

Thinking > Behaviors

- Humans are *thinking* beings capable of *self-direction*
- Golden Rule principles
- More structure = against grain of human nature
- Shape the culture that shapes the *thinking*



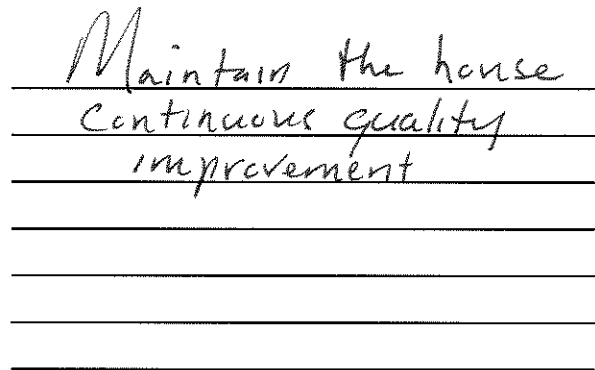




*Does it foster
Autonomy
Purpose
Mastery*

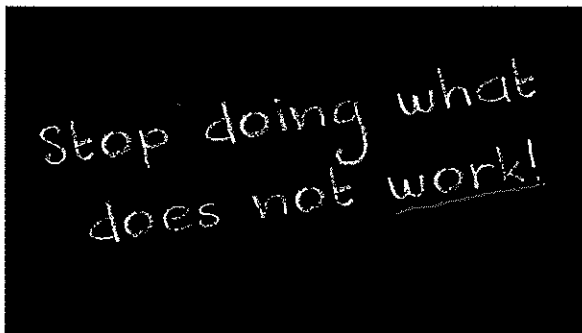
EthicalWellness.org

- Endorse & comment on the **Code of Conduct**
- Bringing sanity, humanity and ethics back to Health & Wellness efforts

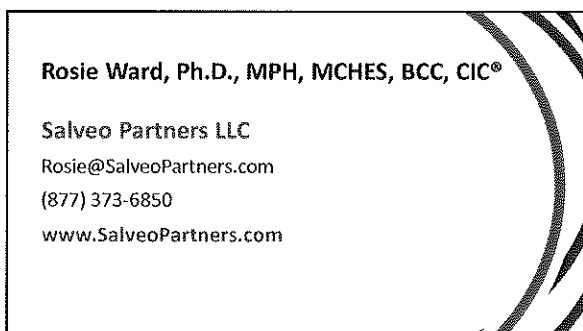


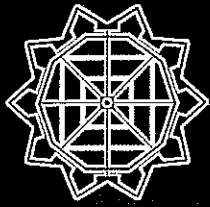
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Massachusetts Municipal Association

MMA BEST PRACTICES SERIES

Recommendations for Effective Local Government Administration and Management from MMA Policy Committees

January 2018 • Volume 3 • Number 1

MMA Fiscal Policy Committee

Best Practice Recommendation: Tax Exemptions and Abatements for Economic Development Purposes

BEST PRACTICE: Adopt formal written policies and rules governing the evaluation and use of property tax reductions as incentives for economic development and growth.

The use of property tax exemptions, abatements and deferrals by cities and towns to spur economic activity is widespread and has increased substantially as a practice over the past decade. It is estimated that property tax abatements in 2015 totaled approximately \$12 billion nationwide.

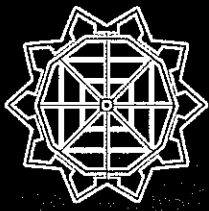
In Massachusetts, cities and towns are allowed by law to provide property tax abatements through a variety of programs, including Tax Increment Financing (TIF), Special Tax Assessments (STA), District Improvement Financing (DIF), and the new Urban Center Housing Tax Increment Financing (UCH-TIF) Program. These programs can provide an incentive for investment that creates jobs and economic growth. These benefits may be offset by the loss of municipal revenues needed for public investment in services such as education and public safety. It is important for municipal officials to have policies to help balance these sometimes conflicting objectives.

Formal rules can be helpful in evaluating decisions to adopt particular property tax incentive programs, approve specific tax-benefit applications and monitor compliance.

The Government Finance Officers Association (GFOA) recommends that cities and towns "create a policy on the appropriate parameters for use of economic development incentives." A policy should include goals and objectives for the use of incentives, the types of incentives available and any limitation on their use, and a clearly defined evaluation process.

Resources:

- From Government Finance Officers Association: www.gfoa.org/economic-development-incentive-policies
- From Lincoln Institute of Land Policy: www.lincolninst.edu/publications/articles/muni-finance-1



Massachusetts Municipal Association

MMA BEST PRACTICES SERIES

Recommendations for Effective Local Government Administration and Management from MMA Policy Committees

January 2018 • Volume 3 • Number 2

MMA Policy Committee on Municipal and Regional Administration Best Practice Recommendation: Recreational Marijuana Strategy

BEST PRACTICE: Adopt a strategy for addressing issues regarding recreational marijuana in your community. Early planning and action will be vital to ensuring effective outcomes.

In 2016, voters approved a ballot question legalizing the sale of recreational marijuana in Massachusetts, and in 2017 the Legislature refined the law to integrate the administrative, procedural and policy issues. The result is that commercial cannabis operations will begin later this year. The law provides that – unless communities take action locally – cities and towns must allow a certain number of recreational marijuana facilities (a minimum of 20 percent of the number of “package store” liquor licenses issued by the community). For cities and towns looking to enact a ban or to limit the number of recreational facilities below 20 percent of the number of “package store” liquor licenses, local officials need to keep in mind that the Cannabis Control Commission (CCC) is mandated by law to begin accepting applications on April 1, 2018.

The Office of the Attorney General has recommended that cities and towns act as quickly as possible on the local decision-making process. Given ambiguity in the law, it is recommended that cities and towns enact both a zoning and a general bylaw if they wish to limit or prohibit recreational sales. When considering prohibition, cities and towns can differentiate between the types of facilities prohibited. For instance, they may ban recreational shops while allowing for cultivation.

Municipalities that choose not to pursue prohibition of recreational sales or other facilities are still advised to pursue and implement proactive zoning policies prior to the date that license applications can first be submitted to the CCC. Although the state will not issue licenses until June 1, 2018, adopting zoning changes by April 1 will minimize the possibility that the changes would impact applications pending before the CCC.

Municipalities have the right to zone for location of cannabis facilities, as well as determining the “time, place, and manner of operations.” This can include time of operations, advertising, and zoning locations. Those communities wishing to create distinct zoning locations or districts for either recreational facilities or cultivation facilities, separate from existing allowances for commercial and agricultural activities, are encouraged to act as quickly as possible.

(continued, next page)

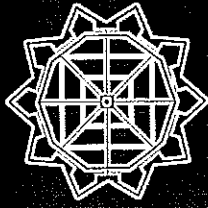
Many communities in Massachusetts have enacted a temporary moratorium because their planning process, the timing of Town Meeting or municipal council sessions, or other factors would make it difficult to navigate through all of the zoning or local approval steps by April 1 or June 1. This is an option that communities should weigh if their process would extend beyond the state's licensing cycle.

As part of the planning process, local governments are now required under Chapter 94G of the General Laws to complete a Host Community Agreement. This requirement now extends to existing Registered Medical Dispensaries, as well. The CCC plans to provide templates for host agreements. This will include the community impact agreement, not to exceed 3 percent of gross sales. Cities and towns that wish to enact the local sales tax must accept Section 3 of Chapter 94G by a vote of the local legislative body. Once approved, a new vote will be required to change the initially approved rate.

For all of these actions, communities should consult closely with their legal counsel throughout the process.

Resources:

- Cannabis Control Commission: www.mass.gov/orgs/cannabis-control-commission
- Chapter 55 of the Acts of 2017 – An Act to Ensure Safe Access to Marijuana: malegislature.gov/Laws/SessionLaws/Acts/2017/Chapter55



Massachusetts Municipal Association

MMA BEST PRACTICES SERIES

Recommendations for Effective Local Government Administration and Management from MMA Policy Committees

January 2018 • Volume 3 • Number 3

MMA Policy Committee on Energy and the Environment **Best Practice Recommendation: Municipal Climate Adaptation Plans**

BEST PRACTICE: Adopt a municipal climate adaptation plan that focuses on community resiliency in order to prepare for the effects of climate change.

Climate change presents a serious long-term threat to the cities and towns of the Commonwealth. It will have impacts not only on the environment but on all aspects of local government, including economic development, planning, zoning and housing, public health and safety.

As the climate changes, municipalities will need to focus on adaptation and resiliency planning, as well as thinking about mitigating the effects of climate change. Adaptation refers to actions that can be taken to help reduce the impacts of climate change. It is one part of an overall strategy to combat climate change. Cities and towns will become more resilient by developing strategies to withstand the stress and impacts of climate change. In 2016, Gov. Charlie Baker signed Executive Order 569, Establishing an Integrated Climate Change Strategy for the Commonwealth, which calls for collaboration between state and local government to combat climate change and to assist communities in assessing their vulnerabilities.

Here are the first steps that cities and towns can take to develop a municipal climate adaptation plan:

- Bring in all stakeholders for internal meetings with all municipal departments, particularly public safety, public works, energy managers, and municipal utilities. Hold public meetings for residents, environmental advocates, utility companies and other stakeholders. Initial meetings can be used to gather ideas and information, while later meetings can be held to develop an adaptation plan. Consider assembling a task force to assist in developing the plan.
- Consult state officials to gather climate data for your community and to gather information about state grants that could help your community. Take advantage of grants and programs that aid municipalities in resiliency planning. These include the state Municipal Vulnerability Preparedness program, Coastal Resiliency Grant Program, and Culvert Replacement Municipal Assistance grant program, and grants from nonprofit groups.
- Inventory and map infrastructure, such as roads, bridges, culverts and coastal infrastructure, so that your community can assess vulnerabilities and hazards to sea-level rise, flooding, storms, erosion, extreme temperatures and related effects.

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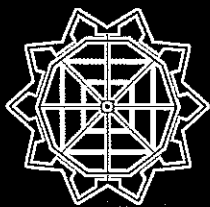
- Make sure you have an emergency management plan, in coordination with public safety, MEMA, FEMA, regional partners, public works, etc.
- Increase awareness in your community by posting resources and information on climate change, potential impacts on your community, and progress on developing an adaptation plan online so residents can stay updated.

Municipalities that already have a climate adaptation plan can take these additional steps to build on their progress:

- Consider amending local zoning bylaws and ordinances to encourage climate-adaptable development and protect vulnerable areas; consider adding green infrastructure and low-impact development.
- Develop a long-term plan to upgrade infrastructure over time and create more resilient infrastructure, such as culverts, drainage improvements, coastal infrastructure, local roads and electrical infrastructure.
- Provide additional outreach and resources to residents, especially vulnerable populations, such as elderly and low-income residents, non-English speakers, and individuals with special health care needs.
- Integrate your municipality's climate adaptation plan with your climate mitigation plan and your municipal energy plan to take into account reducing greenhouse gas emissions, renewable energy, energy efficiency and energy conservation programs for municipal buildings and for residents.
- Consider hiring a sustainability manager, identify an employee to serve as the point person in your community, or form a sustainability committee to work on implementation of your climate adaptation and mitigation plans.
- Work with utility companies and local stakeholders on a policy to repair gas leaks, which are harmful to the environment.

Resources:

- Executive Order No. 569: Establishing an Integrated Climate Change Strategy for the Commonwealth: www.mass.gov/governor/legislationexecorder/execorders/executive-order-no-569.html
- Executive Office of Energy and Environmental Affairs: www.mass.gov/eea/air-water-climate-change/climate-change
- Massachusetts State Hazard Mitigation and Climate Adaptation Plan: resilientma.com
- Municipal Vulnerability Preparedness Program: www.mass.gov/municipal-vulnerability-preparedness-program
- National League of Cities and EcoAmerica, resources on communications and messaging on climate change: nlc.org/program-initiative/nlc-ecoamerica-elevating-local-climate-action
- Climate Adaptation Guidebook for Municipalities in the Chicago Region: www.cmap.illinois.gov/documents/10180/14193/FY13-0119+Climate+Adaptation+toolkit+lowres.pdf
- Climate Ready Boston: www.boston.gov/departments/environment/climate-ready-boston
- National Oceanic and Atmospheric Administration: US Climate Resilience Toolkit: toolkit.climate.gov



Massachusetts Municipal Association

MMA BEST PRACTICES SERIES

*Recommendations for Effective Local Government Administration and
Management from MMA Policy Committees*

January 2018 • Volume 3 • Number 4

MMA Policy Committee on Transportation, Public Works and Public Utilities

Best Practice Recommendation: Emergency Management and Preparedness for Public Works

BEST PRACTICE: Develop a strategy for your community's public works department to coordinate with other agencies and stakeholders on emergency management and disaster preparedness during emergencies, disasters and severe weather events.

It takes a wide range of municipal departments, regional, state, and federal agencies, and other community stakeholders to be prepared for emergencies and disasters that may occur in your community. It is important for each municipal department to be clear on their role and how to best coordinate with others involved in the process. Due to climate change, municipalities are experiencing severe weather events with increased frequency. Knowing how to work with others and how to coordinate mutual aid in advance will help municipalities in the event of an emergency.

Communities are advised to take steps to identify the role of the public works department in their emergency management and disaster preparedness plan and prepare their public works department to assist in the event of a disaster or emergency.

Here are some recommended actions:

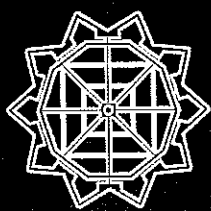
- Hold meetings to ensure that each municipal department's role in emergency management and preparedness is clearly defined. Identify objectives, responsibilities and key points of contact. Meetings should be held at least annually, or more frequently based on the community's needs.
- Have a specific emergency management and emergency preparedness plan for the municipal public works department that lays out how the department is expected to respond in the event of an emergency. Clarify how the public works department's plan fits into the municipality's overall plan and how it will help the municipality to meet its goals and objectives.
- Review the statewide mutual aid agreement and public works mutual aid agreement to be aware of when and what kind of emergency response assistance your community is able to request from other participating communities. Encourage a dialogue with neighboring communities to share aid and equipment in the event of an emergency.

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- Coordinate with regional partners on emergency preparedness. This could include making and maintaining key contacts, working on best practices with a regional agency, conducting drills and trainings, and discussing mutual aid.
- Identify contacts at the Federal Emergency Management Agency and the Massachusetts Emergency Management Agency and make sure that you know what each agency's role is, what assistance you can expect them to provide, and what the timeline will look like.
- Make sure your community's utility providers have a municipal liaison for emergencies. Discuss their emergency management plan for your community and learn what information and maps will be provided to your community and how best to receive updates on service outages during an emergency.
- Work with groups that promote regional, interdisciplinary collaboration and best-practice sharing relative to public safety efforts, such as the Northeast Homeland Security Regional Advisory Council.

Resources:

- MEMA Resources for Public Officials: www.mass.gov/topics/mema-resources-for-public-officials
- Executive Office of Public Safety and Security Guidance on Mutual Aid: www.mass.gov/eopss/agencies/mema/resources/response/mutual-aid
- American Public Works Association Guidance on Public Works and Statewide Mutual Aid Agreements: [www2.apwa.net/Documents/Advocacy/\(EM\)%20PW%20&%20Statewide%20Mutual%20Aid%20Agreements%20\(Switched%20to%20guidance%202014\).pdf](http://www2.apwa.net/Documents/Advocacy/(EM)%20PW%20&%20Statewide%20Mutual%20Aid%20Agreements%20(Switched%20to%20guidance%202014).pdf)
- FEMA Emergency Management for Public Works Toolkit: emilms.fema.gov/is554/lesson1/Toolkit.pdf
- M.G.L. Ch. 164, Sec. 85B – Emergency response plans; submission for review and approval; contents; penalties for failure to file; denial of recovery of service restoration costs for failure to implement emergency response plan: malegislature.gov/Laws/GeneralLaws/PartI/TitleXXII/Chapter164/Section85B
- FEMA National Response Framework: www.fema.gov/media-library-data/1466014682982-9bcf8245ba4c60c120aa915abe74e15d/National_Response_Framework3rd.pdf
- Northeast Homeland Security Regional Advisory Council (NERAC): www.nerac.us



Massachusetts Municipal Association

MMA BEST PRACTICES SERIES

*Recommendations for Effective Local Government Administration and
Management from MMA Policy Committees*

January 2018 • Volume 3 • Number 5

MMA Policy Committee on Municipal and Regional Administration

Best Practice Recommendation: Age- and Dementia-Friendly Community Commitments

BEST PRACTICE: Engage in the continuous improvement process of the Age- and Dementia-Friendly Community Movement.

In less than two decades, at least 30 percent of the residents of most cities and towns in Massachusetts will be at least 60 years old. A national demographic trend that will result – for the first time in this country's history – in a greater number of people over the age of 65 than under 18 by 2030 has already occurred in parts of the Commonwealth. A corresponding development is that there will also be more individuals living with dementia above the current 120,000 Massachusetts citizens with Alzheimer's, which is the most common type of dementia.

Meanwhile, municipalities are creating master plans or at least eyeing long-range sustainability for housing, infrastructure, local economy and overall growth.

Age- and dementia-friendly community efforts are a means of addressing these and other concerns as they pertain to an aging population and those living with dementia, but they also encompass all ages and ability levels. The World Health Organization began the Age-Friendly Communities movement in 2006, and AARP became the WHO affiliate in the U.S. in 2010. In Massachusetts, Age-Friendly Community initiatives are encouraged to align in an active partnership with dementia-friendly work.

With a wealth of available resources, data and funding opportunities, communities should strongly consider joining this movement. Doing so requires the approval and participation of municipal leadership to ensure that all city or town departments consider the impact of their work on all residents. There are guideposts of livability and public awareness that communities may use as a guide to compartmentalize the work, and the toolkits and resources are fully customizable to allow every municipality to proceed at a pace that works for them.

Most municipalities already engage in some form of age- and dementia-friendly efforts, even if they are not an express motivation behind their policies. Communities that have established Complete Streets policies and projects, are a Mass in Motion Community, operate a farmers market with special allowances for older adults and the disabled, or provide special tax relief for those on a fixed income, have adopted practices that enhance the quality of life for their citizens and address an age- or dementia-related challenge.

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Communities can begin the "assessment" phase by convening a broad-based, community-focused task force to determine the best direction for the municipality and identify local strengths and opportunities. The task force can include older adults, city or town officials and departments, health service providers operating in the community, business groups, faith groups, housing authorities and any others who may be interested or the community deems relevant. The Dementia-Friendly Movement urges communities to include people living with dementia and their care partners in central roles. Aside from available data, the task force can review and disseminate surveys to community residents (focusing on older adults, family caregivers), which will help inform further phases of creating an action plan and implementing that plan.

The goals of this movement broadly include creating a more livable community where there is an awareness of and appreciation for older adults, those living with dementia and the people who care about them, through proper support services and opportunities for engagement, inclusion and contribution back to the municipality.

Resources:

- Massachusetts Healthy Aging Collaborative, Data Reports and Toolkits: mahealthyagingcollaborative.org

Contact: James Fuccione at James.Fuccione@mahealthyaging.org

- AARP Network of Age-Friendly Communities and Toolkits: www.aarp.org/livable-communities/network-age-friendly-communities

Contact: Valerie Spain, AARP-Massachusetts Age-Friendly Lead, at vspain@aarp.org

- "Better Together" Report for Aligning Age- and Dementia-Friendly Work: www.aarp.org/content/dam/aarp/livable-communities/documents-2016/Better-Together-Research-Report.pdf

Contact: Valerie Spain, AARP-Massachusetts Age-Friendly Lead, at vspain@aarp.org

- Dementia Friendly Massachusetts – Toolkit and Resources: www.dfmassachusetts.org

Contact: Emily Kearns, Dementia Friendly Massachusetts Coordinator, at EKearns@jfcsofma.org



Taxes...

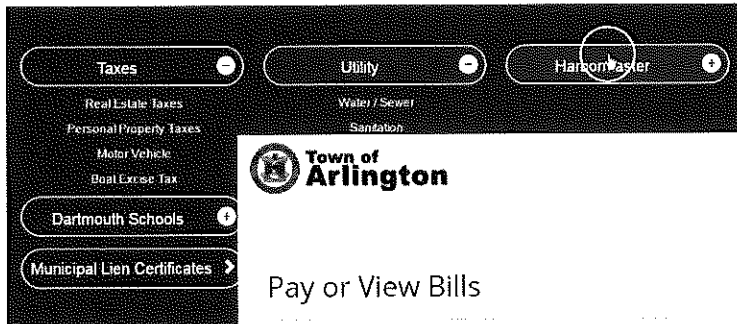
A Softer Sell



Sign In Contact Us

Pay or View Bills

Please select an item below to get started.



The Town of Dartmouth offers an payment options to include 24/7 p

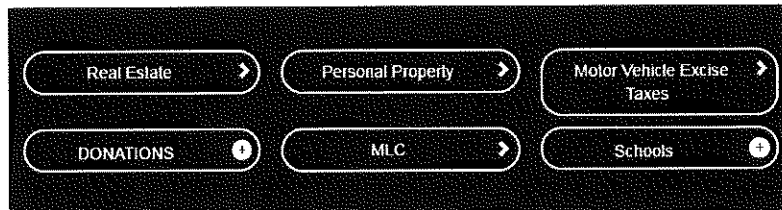
New! Pay by Phone - Make a pa with our automated phone service

Pay by Text - Sign up to receive t via text message using the default to register.



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The Town of Arlington is excited to offer an easy and convenient method to view and pay bills for Real Estate, Personal Property, Motor Vehicle Excise, and Municipal Lien Certificates (MLC) online, as well as to make donations to:



This is a fee-b. (e-check) paye located at the



Pay or View Bills

IMPORTANT!! PAID IN FULL, REGISTRY HO YOU PAY BY E

Pay online with One Time Pay, no registration required

Create an account to be able to use extended features.

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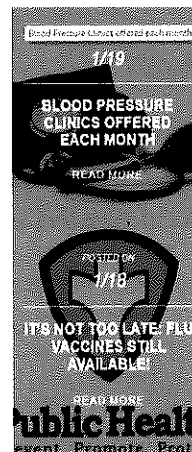
You may reach us at (781) 845-3733 You may email your questions to jteigen@shrewsburyelectric.com.

Email Us

ctnc, cable, and

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"Softer Sell"

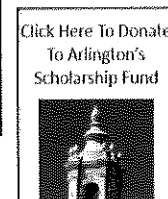
Use your payment platform to showcase the good you do for the community

Need Help?

You may reach us at (781) 310-3030 You may email your questions to treasurer@town.arlington.ma.us.

Email Us

Please be advised that for Credit/Debit Card Payments there is a 2.95% fee

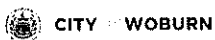


Sign In Register Contact Us

Need Help?

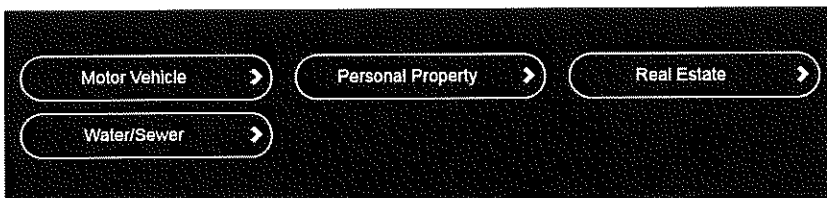
You may reach us at (508) 641-9500 You may email your questions to customerservice@shrewsburyma.gov

Email Us



Pay or View Bills

Please select an item below to get started.



The Town is excited to offer residents an easy and convenient method to view and pay their fiber bill online. You can look up and view your bill, in addition to making a one-time payment, setup email or text reminders. If you register your bill, you'll have the ability to setup auto-pay, schedule a payment, setup recurring payments or even pay-by-text.

Fast and Easy.

No registration is required for "One Time Pay", the fastest way to pay online and confirm payment.

Safe and Secure.

Your information is kept confidential, secure, and backed by the highest security standards.

Eco-Friendly.

Paying online reduces paper use and is an easy way to help the environment.



New invoice from - Reading Municipal Light

[View Invoice or Pay Now](#)

Dear SMITH, PAUL

Account Information

A new invoice is now available to view online.

Reading Municipal Light has implemented a convenient billing and payment system for you to access and pay. Simply click on the **View Invoice or Pay Now** button to get started. You can review and print your invoice, pay now, or schedule the date your invoice will be paid.



New tax invoice from - The City of W

Dear SMITH, PAUL

A new invoice is now available to view

The City of Waltham has implemented a convenient online billing and payment system for you to access and pay your bills. Simply click on the **View Invoice or Pay Now** button to get started. You can review and print your invoice now, or schedule the date your invoice will be paid.



**WALTHAM ANNOU
WHEELED CARTS RECYC**
Over the next few months, the City will deliver carts to your residence to replace your old

You may also access your invoice via our Customer Portal at <https://www.invoicecloud.com/iberqeron>.

If you have any questions regarding your account, please email us at iberqeron@invoicecloud.com. Be sure to include your first name, last name, and account number.

Thank you for choosing to view and pay online.

City of Waltham



Use emailed bill reminders as a great opportunity to let payers know what's happening in your Town or City



Bridgewater
Massachusetts

Bridgewater...Preserving Our Past. Enriching Our Present. Building Our Future.

New invoice from the - Town of Bridgewater

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Account Information

A new invoice is now available to view online.

The Town of Bridgewater has implemented a convenient online billing and payment system for you to access and pay your bills. Simply click on the **View Invoice or Pay Now** button to get started. You can review and print your invoice, pay electronically now, or schedule the date your invoice will be paid.

Did you know the Town of Bridgewater has its own TV station? For local sports and news stories, click below:



You may also access your invoice via our Customer Portal at <https://www.invoicecloud.com/iberqeron>.

If you have any questions regarding your account, please email us at iberqeron@invoicecloud.com. Be sure to include your first name, last name, and account number.

Thank you for choosing to view and pay online.

Town of Bridgewater



Please Note: To ensure delivery of account related email notifications, please add no-reply@invoicecloud.net to your safe senders list.

Invoice #111

Please consider the environment before printing this email



You have a new invoice from Town of Canton

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Dear SMITH, PAUL

Account Information

A new invoice is now available to view online.

The Town of Canton has implemented a convenient online billing and payment system for you to access and pay your bills. Simply click on the **View Invoice or Pay Now** button to get started. You can review and print your invoice, pay electronically now, or schedule the date your invoice will be paid.



You may also access your invoice via our Customer Portal at <https://www.invoicecloud.com/iberqeron>.

If you have any questions regarding your account, please email us at iberqeron@invoicecloud.com. Be sure to include your first name, last name, and account number.

Thank you for choosing to view and pay online.

Town of Canton

JOIN US ON



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A great opportunity to showcase other departments

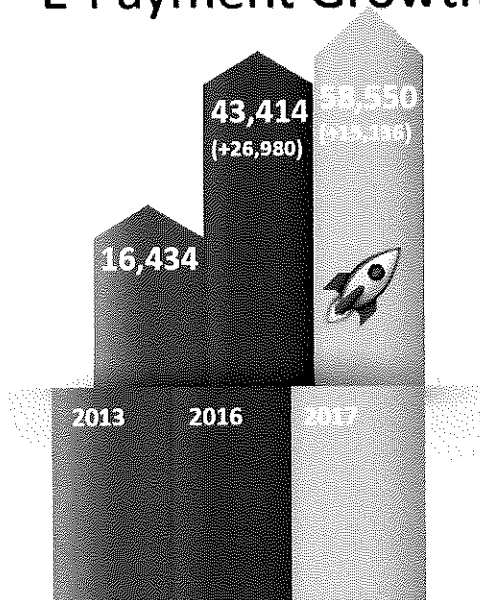
Don't forget about your social media!

InvoiceCloud™

The Highest Adopting Online Payment Solution

One of many use cases.

Lowell, MA E-Payment Growth



Lowell sends 215,000 bills per year.

At 58,500 transactions per year with Invoice Cloud, the payment adoption is 27%.

Industry average is 5-15%

25% of all bills are registered with payer logins, for features like autopay, recurring payments, scheduled payments, budget payments, pay-by-text, etc.

Lowell also chooses Invoice Cloud because of its security, especially in today's industry where more and more cyber threats exist, and breaches happen. Invoice Cloud is Level 1 PCI Compliant. Visit Visa's registry to see if your payment vendors are compliant. If you're vendor is not on this list, they are not doing everything they can to protect you and your residents private and sensitive data. Don't take a gamble on your Town or City, please visit...

<https://www.visa.com/splisting/>

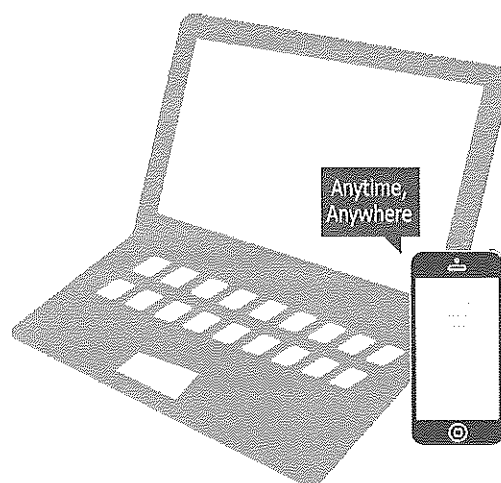
The Visa Global Registry of Service Providers

The Registry allows service providers to broadcast their compliance with Visa Inc. rules, industry security standards and to promote their services to potential clients worldwide. Clients and Merchants should reference the site regularly as part of their due diligence process, and should only use service providers that are listed on the Registry for outsourcing their payment-related services.

Electronic Bill Presentment & Payment (EBPP) is the most effective way of presenting customers with their statement while providing a convenient way to pay and track their bills. Because paper is no longer needed, printing and postage costs are greatly reduced or eliminated.

Multi-Functionality in One Easy-to-Use Interface

- ✓ Online Bill Presentment and Notification
- ✓ Major Credit/Debit Card Processing
- ✓ Electronic Check Processing (ACH)
- ✓ Customer Communications Platform
- ✓ Automated Paperless Enrollment & Print Program
- ✓ Recurring Automatic Payments
- ✓ One Time & Scheduled Payments
- ✓ Customer Account Management Center
- ✓ Integration with Billing Software
- ✓ Automated Deposit of Checks from Online Bank Sites
- ✓ Over the Counter (POS) Payment Acceptance
- ✓ Integrated Kiosk and IVR (inbound and outbound) Payments
- ✓ Optimized Mobile Payments including "Pay by Text"



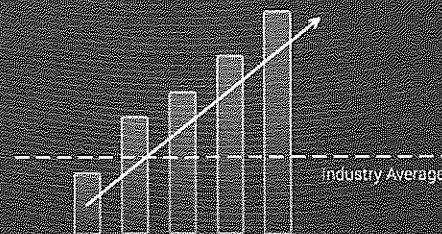
Flexibility & Customization for Better Customer Communication

- **Email Notifications**
Customers receive an email written by you and branded with your logo notifying them that their bill is ready to be paid. They can then click to view and/or pay the bill online or print it if needed.
- **Easy Payment Options**
Allow customers to pay with credit/debit cards, e-checks, or ACH from a checking or savings account. Registration is not required. Offer optional enrollment for scheduled and automatic recurring payments.
- **Customized Payer Portal**
Customers feel comfortable with a bill portal that looks like your website and is easy-to-use. You control the appearance of your online payer portal.

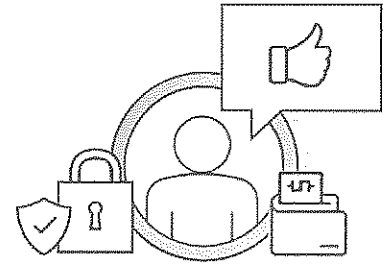
Online Bill Presentment
+
Customer Communication

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Higher
Adoption



If a customer uses the system once, they are more than 90% likely to continue using it in the future, creating unprecedented adoption levels.



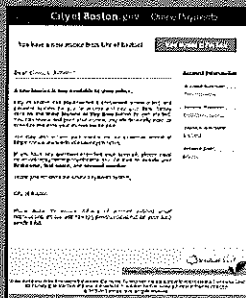
Invoice Cloud Differentiators

- **Burden-free Security** - The Invoice Cloud service processes recurring and one-time payments using double encryption and is full PCI (Payment Card Industry) Level 1 Compliant. Customers do not enter payment information on Biller's systems so billers do not need to store payment card or bank account data which alleviates their burden of Visa/MasterCard compliance. The service includes integrated merchant services for all major credit cards and e-checks.
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- **New Car Smell Forever** - SOFTWARE AS A SERVICE (SAAS) means no upgrades are ever necessary. It's like owning a car that never gets old. You are always driving the latest version. As a true cloud-based product, enhancements are rolled out automatically. But don't worry - we let you decide whether or not to use the new features.
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- **Customer Communication Platform** - Your e-billing capability is enhanced by 27+ event driven emails that engage your customers. The easy-to-use, intuitive design promotes going paperless at every level. We even offer a customer request ticketing system within your branded biller portal.

All Communications Look Like You

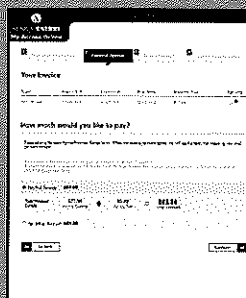
Email Notification

Biller branded, easy to read emails are delivered for each bill uploaded. Including alerts (up to 27 fully customizable messages) and receipts.



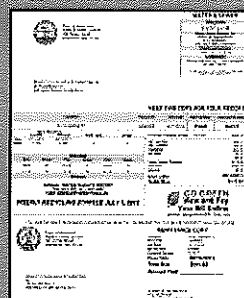
Collections

Simple to follow screens collect payment data which is then double encrypted. Service supports convenience fee model and multi-invoice bills.



Bill Access

Billers and customers have access to print-ready PDF's that are identical to the current paper bill and archived for 24 months.



Payment Tracking

Both billers and customers can easily access payment history through a searchable database. Billers have access to multiple reporting features.

