

Brookline Community Development Corporation

Community Investment Plan 2023-226

Submitted February 8, 2023

Executive Summary

Mission of Brookline CDC - The mission of the Brookline Community Development Corporation (Brookline CDC or BCDC) formerly called Brookline Improvement Coalition (BIC) is to increase access to safe affordable housing in Brookline through working in partnership, to increase economic security for Brookline's low and moderate-income residents of Brookline and to create a more level playing field for all residents regardless of age, race, color, gender, religion, sexual orientation, ability, veteran's status or income.

A Second Founding: The renewal and transformation of BCDC/Brookline CDC - The BCDC has been transformed over the last three years. A number of new board members joined the board with a greater sense of mission about the role of BCDC. At the same time, new resources have become available at the local level with a focus on community development by the Brookline Community Foundation (BCF), American Rescue Plan Act (ARPA) and Community Development Block Grants (CDBG). In the future HOME and the Community Preservation Act (CPA) funds will also be available. BCDC is using this increased funding to build its capacity, expand community engagement, contribute to the social safety net, and begin strategic improvements to conditions at its properties.

An additional factor in the changed context has been the emergence of a strong constituency for affordable housing in the community with the organizing work undertaken by community activists over the last four years currently led by Brookline for Everyone, Brookline for Racial Justice and Equity (BRJE), and Greater Boston Interfaith Organization (GBIO). This constituency has not been able to win every housing political battle but it has made affordable housing a high priority for the community.

Current Services - currently owns two affordable rental properties, 1017 Beacon Street, a sixteen-unit single-room occupancy property that is managed by Pine Street Inn. The other property is located at 154-156 Boylston Street, and houses six families, Five of those families have school-aged children.

In the past six months, the Brookline CDC has undertaken two cycles of emergency assistance for families with children living in public and assisted housing. In addition, it is exploring how best to shore up Brookline's safety net through a broad collaboration among Brookline's service providers. Finally, BCDC believes that change will occur once residents can better advocate for themselves. BCDC has begun a search for a tenant organizer to support its ongoing tenant advocacy work. A key concern has been limited access to recreational services. BCDC was instrumental in gaining access to Brookline recreational programs for these families.

It has made a commitment to disadvantaged business enterprises (DBE), by recruiting and hiring DBEs for BCDC's work to the extent allowed by law. It has already held one outreach session and connected them to a range of financial and programmatic services.

Brookline CDC monitors housing issues in town committees and boards and plays a role in advocating for affordable housing both at the committee level, with Town Meeting and at the state level.

Governance- The Brookline CDC is governed by a ten-person board of directors led by Board President Deborah Brown. All the members live in the Town of Brookline. Four of the 10 are low-income and seven are people of color. The board developed a strategic plan in 2020 and will conduct a strategic planning retreat to assess progress and refine the strategic plan in April of 2023.

Approval of the Draft CIP by the board- Dec. 15th and Jan. 19th

Signed by: Deborah Brown, Board President

Section 1: Community or Constituencies to Be Served by the Brookline Community Development Corporation

The Brookline Community Development Corporation (BCDC) serves the Town of Brookline. Brookline is a community of approximately 60,000 immediately to the west of and surrounded on three sides by the City of Boston and on the fourth side by the City of Newton. A map is included below.

The Brookline CDC views its primary constituency to be the low- and moderate-income renters of Brookline. Brookline is a community where more than half of the residents are renters. Despite Brookline's very high housing prices and high rents, many of the renters of Brookline are middle income and a significant number are low-income.

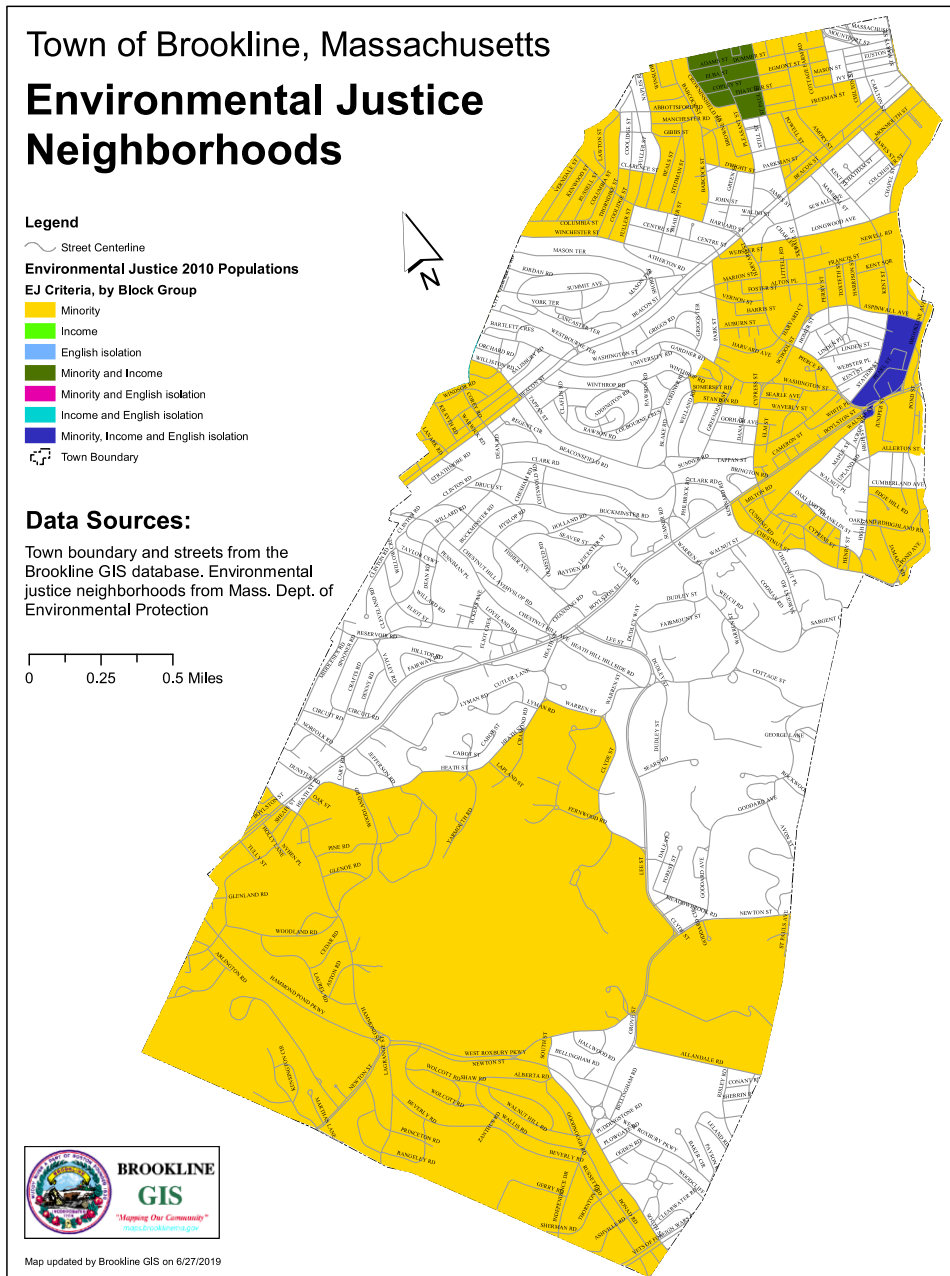
According to recent data summarized in the Draft Housing Production Plan 28% of Brookline's households are low income and nearly three quarter of those households are housing cost-burdened. Thirty percent of Brookline low-income households are severely cost-burdened.

Brookline's renters include many immigrants, many one or two-person households, and many elderly households. It is particularly difficult to find affordable housing for families. The Brookline Housing Authority (BHA) currently has a waiting list of over seven thousand households for housing in one of the BHA's properties. The BHA currently has a portfolio of approximately one thousand homes.

The waiting list for families is estimated to be six years. Over five hundred families on that waiting list are victims of domestic violence. Over 62% of moderate-income Brookline households (those with incomes between 80% and 100% of the area median income) are housing cost-burdened.

Demographics: Brookline is at once very affluent yet has a poverty rate of over 12%. It is also one of 20 Massachusetts communities that meet the EJ definition based on race, income, and language. Its ethnic makeup is as follows:

Brookline's Demographics - Town is now 1/3 POC.
 White (Non-Latinx) (68%)
 White (Latinx) (3.94%) and
 Black or African American (Non-Hispanic) (2.95%)
 Native American: 0.18%
 Native Hawaiian or Pacific Islander: 0.02%
 Asian (Non-Latinx) (17.3%)
 Two+ (7%)



Economy:

- Median household income in 2019 \$117,326
- 12.3% persons living in poverty.
- Foreign Born – 29%
- 2019, the median property value in Brookline, MA was \$933,200, and the homeownership rate was 48.9%.
- 96.6% have a computer in their home, but 93% with Broadband. (These data do not get at the quality of broadband. Connectivity has been a major problem at BHA properties.)

- 33% speak a language other than English in the home.
- 83.5% college graduates

Brookline, despite its wealth, has surprising and noteworthy poverty statistics. As noted above, twelve percent (12%) of Brookline's residents live below the poverty level. Nine percent of female residents live in poverty. The race most likely to be in poverty in Brookline is Black, with 32.11% of Black Brookline residents below the poverty level. Among those working part-time, the poverty rate was 19.75%, and for those that did not work, the poverty rate was 27.51%. The average Brookline Housing Authority (BHA) resident income is \$18,601 well below the poverty line.

BCDC's Mission includes the following goals.

- Creating, serving and managing safe and decent affordable housing for Brookline's low and moderate income residents.
- Helping to ensure economic opportunities in Brookline.
- Establishing a meaningful safety net for the homeless, disabled, elderly, veterans, single head of households and persons with chemical dependencies.
- Fostering an environment free of prejudice and discrimination so that all residents may attain peaceful and safe enjoyment of their homes and neighborhoods.
- Building partnerships with Brookline's financial institutions to facilitate creation of affordable housing.
- Enhancing community engagement among those most housing insecure.

Section 2: Involvement of Community Residents and Stakeholders in the Brookline Community Development Corporation

BCDC engaged a broad range of stakeholders in the development of this Community Investment Plan and the development of a strategic plan beginning in 2021. This engagement has resulted in changes in the Board's composition. It is now majority of people of color (70%) and 40% of the board are now low and moderate-income.

Through their professional expertise and personal experiences, board members represent the following constituencies: low and moderate income households, people in recovery from addiction, single parents, immigrants the homeless, English language learners, an architect, a realtor, finance managers, retired CDC manager, an attorney, and an African drummer. A diverse group of board members were actively engaged in CIP outreach.

Outreach extended to residents of public and subsidized housing; and, meeting with key social, political and economic development organizations; participating on Town committees and development of Housing Production Plan (HPP). Board members attended no less than 50 meetings with the Brookline Chamber of Commerce, Brookline Rotary Club, racial justice, economic development meetings, faith-based groups, neighborhood organizations, other CDCs, MACDC and local officials since BCDC decided to apply for approval of its CIP.

BCDC board members and allies helped to develop and promote the ARPA community process in Brookline which engaged a cross-section of the community. It created a website that with additional CITC funding would help BCDC to further disseminate information. Finally, BCDC has engaged many diverse groups Brookline for Everyone, Greater Boston Interfaith Organization, Brookline for Racial Justice, and Equity and going door to door to meet with Section 8 and BHA residents.

Section 3: Brookline Community Development Corporation Community Investment Plan Goals

Goal 1 – Building organizational capacity - BCDC’s first goal of creating organizational capacity began by hiring key staff and building internal capacity to undertake and manage programs. We have taken some important steps in this direction over the past six months with the hiring of an interim executive director and a finance manager.

BCDC’s goal for 2022-2023 is to add an organizer primarily focused on organizing renters in Brookline. The organizer will conduct outreach, base building, training, education and leadership development for low and moderate-income renters including residents of public and subsidized housing.

BCDC views board development as an important aspect of capacity buildings as well. We have worked to develop the board over the last three years but we plan to both recruit additional members and develop the skills and capacity of all of our board members over the next three years.

Our goal is a strong board that reflects the community consistent with clear BCDC outcomes as outlined in Brookline CDC’s strategic plan and operating documents. BCDC’s board members are guardians of its mission. Because of their many roles, board members need more than enthusiasm for a cause, passion for a mission, or just good intentions. They need to understand all their stewardship responsibilities and perform all of their duties in advancing affordable housing and economic empowerment.

Goal: The board’s responsibilities call for it to raise funds for the organization; be an advocate for B CDC’s mission; encourage, train and motivate new and future board members; and be the face of BCDC in the public. BCDC will endeavor to ensure that at least one-third of its board is composed of community residents and provide for meaningful grassroots participation in decision-making. Finally, the board will be called upon to develop a succession plan for the board and the executive director.

Goal 2: Financial Sustainability – Our goal is to put the Brookline Community Development Corporation on a path to ongoing financial stability with staff that includes an executive director, organizer, and finance manager. We believe that an annual operating budget of at least three hundred thousand dollars will be necessary to maintain this level of capacity.

The infusion of ARPA funds has allowed Brookline CDC to add significant capacity in the past six months and we are using this opportunity to develop a long-range strategy for financial sustainability. Securing a Community Investment Tax Credit allocation will be a significant element of that strategy and will help Brookline CDC to develop a robust individual donor base. The local community foundation and the Town of Brookline have provided important support over the last two years, and we will work to strengthen and deepen that support.

BCDC now has an annual process for fundraising that engages our Board of Directors and reaches out to our supporters and donors throughout the year. A fund development plan was created that focuses on individuals who have donated in the past or who have been identified as donors and who have the potential to contribute \$1,000 or more. A board committee works with the ED, CFO, and management team to implement this plan annually.

BCDC seeks a mix of revenues to support its annual and ongoing operations. Our mix of funding support includes public donations; private grants; and grants supporting a range of programs; and individual contributions. As a result of careful budgeting and cash flow projections BCDC has been able to bring on a staff. BCDC continues to hold an operating line of credit from Rockland Trust, as well as a working capital line from Mass. Housing Partnership and has maintained both in good standing. Finally, we have also steadily improved our tracking mechanisms for grant and donor fundraising, as well as for contract monitoring.

Our financial strategy for 2023-2026 includes four significant components: grow our work, especially securing public contracts and private foundation grants for housing repairs and development; funding financial empowerment and homewonership; leveraging CDBG, CPA and other municipal funding; and continue to grow our donor fundraising capacity to fully utilize available CITC credits as those allowable allocations grow to \$250,000 and \$300,000 per year.

Goal 3: Asset Management – Through diligent and proactive asset management, BCDC will preserve its current portfolio. BCDC will execute the rehabilitation plans at these properties to improve the quality of life for residents, as well as to increase the efficiency of the buildings’ operations. We have secured funds that have allowed us to begin significant rehabilitation work in the current year. One major goal is to decarbonize both buildings over the coming period. Eliminating fossil fuel use will both improve the health of current residents and help Brookline CDC be a model for a zero-carbon future for Brookline. Requests for redevelopment funding have already been submitted to the Town and Commonwealth for its two properties. *Goals: Secure funding to execute rehabs at both properties consistent with CNA in the amount of \$1.9m, become fossil fuel free (FFF) and funds to improve living and common area spaces. Seek resources for state utility program and make necessary improvements. Review the debt on each property and refinance properties and use the funds generated to finance small to moderate capital needs and/or decrease debt well in advance of any balloon payment deadlines.*

Goal 4: Financial Empowerment: Financial Literacy, First time Homebuyer’s Program and supporting Minority Business Development. Brookline CDC will encourage financial empowerment and increase financial literacy and stability for residents of all incomes – BCDC will offer a comprehensive education program for First-Time Homebuyers with the Allston

Brighton CDC. Regardless of income, financial literacy is a pivotal aspect of ensuring our neighbors have stable lives. Whether individual goals are focused on building credit, getting a handle on student debt, or buying a home, BCDC seeks to grow financial wellness and encourage financial empowerment for all community members. We will also work to increase access to contracts and to technical assistance for minority businesses in Brookline and beyond. *Goal: Secure adequate funding to finance financial literacy programming with ABCDC. Have approximately thirty people attend the classes. Identify Brookline professionals who would donate their time to help first-time homebuyers learn the basics of homeownership and help them with issues associated long after the home is purchased.*

Grow the number of financially literate and first-time homebuyers who successfully go on to purchase a home. It is critical that those who want to buy a home have the knowledge and access to information they need to become sustainable homeowners. People also need to learn that they do not want to be a homeowner. **Goals:** *Hold five Homebuying 101 classes; graduate 30 first-time Brookline potential homebuyers; 30 people will complete Framework, our online program that is coupled with an in-person wrap up session. 30 graduates will receive one-on-one pre-purchase counseling with HUD-certified counselors. 30% of graduates who receive counseling services will purchase a home.*

Goal 5: Build Tenant Engagement and Strengthen the Safety Net – BCDC is committed to ensuring that all low- and moderate-income renters living in Brookline have access to the services and resources they for housing stability and have the resources and tools to advocate on behalf of their own interests.

We will work to increase the number and skill level of residents who serve as leaders within our properties as well as other income-restricted housing developments within the neighborhood/BHA properties. *Goals: 15 residents will participate in the Mel King Institute's Leadership Development Academy; 10 will become actively engaged resident leaders.*
 Resident Advocacy – Continue to advocate for residents individually and collectively and respond to complaints raised by renters. *Goal: Serve as a referral organization to programs like Legal Aid or where time-sensitive engage landlords directly. Assist residents in accessing resources available to them and their own unique circumstances. (MassHealth, SNAP, WIC), and financial empowerment seminar. Help tenants to apply and run for boards and commissions that impact low and affordable housing. Goal: 15 residents apply for boards and commissions by 2024*
 Increase resident leadership and engagement at BCDC properties. Host an annual event at properties. Seek resident input about the properties and future goals. *Goal: conduct resident surveys; organize an annual meeting; and share findings with residents and other interested parties*

Strengthening the Safety Net: How does Brookline protect its most vulnerable residents? BCDC will convene residents to learn what services and resources are needed to protect residents' health and welfare and what services are needed to achieve these goals. Without a better understanding of how residents are failed, economic, educational, and health disparities will continue. *Goals: Increase services and resources essential for a safe and healthy life. Develop a services inventory, ask residents to describe needs that are going, unmet and create a realistic description of necessary services.*

Goal 6: Catalyze development of new affordable housing in Brookline – The recently adopted Brookline Housing Production Plan lays out the challenges and provides a blueprint for the Brookline CDC’s work to increase affordable housing in the community. There is a strong demand for new affordable housing for families and little has been created. There are several publicly owned parcels that have been identified as potential sites for new affordable housing. BCDC will actively seek out opportunities to develop new affordable rental housing throughout Brookline in partnership with other developers. *Goal: support the development of at least fifty new family affordable homes on publicly owned land as advocate and partner in development.*

Working with neighborhood residents and other stakeholders, BCDC will advocate for policies to ensure that housing and development changes in Brookline meet the diverse needs of the community. *Goal: Engage residents as leaders and ambassadors in community planning efforts to ensure that the views of residents are incorporated into decision-making. BCDC will promote policies that increase access to quality housing for existing residents and ensure equitable housing access. Goal: BCDC will support residents in their affordable housing policy advocacy efforts including advocating for a 20% increase in the percentage and affordability levels of BCDC units developed under the Inclusionary Development Policy (IDP); the creation of a broad marketing campaign to increase the voices advocating for more homes we can afford; promoting policies that create and/or preserve affordable housing for a wide variety of residents to achieve progress on advocacy goals. Finally, advocate for developers to increase benefits to the community in ways to be specified through community surveys, focus groups, and other engagements. Goal: Get 10-20 participants to participate in such surveys. Participants will be drawn from BHA and Section 8 properties.*

Developer Partnerships - Much of the anticipated redevelopment work will be done with experienced partners. BCDC will very likely not undertake any development as the sole developer in the next several years. While it has an experienced internal group, BCDC understands it currently lacks the necessary financial and organizational capacity to fully develop properties. That said, BCDC does have the capacity to complete renovations to its properties. BCDC has had conversations about development joint ventures with some of the most experienced affordable housing developers in the area. They include CDCs and individual developers. They have individual and organizational experience in financial feasibility analysis, assembling capital and operating funding packages, and project management through predevelopment, closing and construction. Along with these groups, BCDC works with MACDC and local developers (BHA and 2-Life) and Brookline’s Planning Dept to learn some of the unique development complexities in Brookline. *Goal: Host meetings with affordable housing stakeholders to agree on some common goals then meet with developers and other partners who have the capacity to implement these goals.*

Section 4: Activities to be undertaken by the Brookline Community Development Corporation

Goal 1: Organizational Stabilization and Operations - Having hired both an executive director and a finance manager, it needs a tenant organizer by the second quarter of 2023. BCDC will sure up its board based on increased recruitment. And continue to maintain its finances consistent with generally accepted accounting principles. It is searching for someone with lived experience.

Programmatic Partnerships - We are committed to economic empowerment for low and moderate-income residents of Brookline, through proven asset-building strategies. Given our organization's scale, we recognize that the best way to deliver these programs to Brookline residents will be to partner with one or more of the existing nonprofit organizations that deliver asset-building programs including first-time homebuyer education. We have and will continue to raise funding support for special programs for Brookline residents, but we will contract with other organizations including the Allston Brighton CDC and Mass Affordable Housing Alliance to deliver these programs to Brookline residents. Schedule: Ongoing

Schedule: Ongoing

Goal 2: Asset Management - Capital Needs Assessment (CNA) projects¹ are first priorities for BCDC. BCDC has two properties, 1017 Beacon Street (Beacon Street) and 154-156 Boylston Street (Boylston Street) is a 6-unit, affordable, residential, apartment building located on Boylston Street in the Town of Brookline, Massachusetts. Near-term needs include various site system refurbishments, replacements, and upgrades (concrete walkways, steps, pavers, retaining walls, fencing, and landscaping); age and EUL-based boiler, water heater, and sectional distribution piping replacements; exterior building envelope repairs, painting, and component replacement needs (chimney, siding, windows, egress doors, roof coverings, skylights, gutters, and downspouts,); interior common-stairwell painting, refinishing, and flooring replacements; and ongoing cyclical dwelling unit refurbishment needs completed at unit turnover (flooring, fixtures, cabinetry, and appliances). Costs total **\$504,188** or **\$84,031** per unit in current dollars (\$557,999, or \$93,000 per unit in inflated dollars). Kitchen and bathroom updates and going FFF will also substantially increase costs up to over \$800,000. **Schedule: January 31, 2024**

BCDC's **Beacon Street property** consists of a 16-unit, single-room-occupancy style affordable residential property for individuals located at 1017 Beacon Street in the Town of Brookline, Massachusetts. The four-story, flat-roof, timber-framed, brick-masonry building was originally constructed as a single-family townhouse circa 1870 and subsequently established for SRO use in 1997. The property does have substantive capital needs anticipated in the coming years as a number of systems and components have now reached or are approaching the end of their respective expected useful service lives (EUL). Two thousand twenty-one 2021 costs for the twenty-year plan total **\$565,256** or **\$35,329** per unit in current dollars (\$687,292, or \$42,956 per unit in inflated dollars). Note that this sum does not include the cost for repointing the exterior

Evaluate roof for installation of solar panels.

a. Boylston Street (approximate cost is for electrical work)

brick walls, replacing the fire stairs and FFF and interior improvements, which will bring the cost to approximately **\$1,069,444**. **Schedule: January 31, 2024**

BCDC will refinance its properties by June 14, 2024.

Goal 3: Financial Sustainability – BCDC’s sustainability includes the concepts of financial sustainability, as well as leadership succession planning, adaptability, and strategic planning. Most importantly, BCDC has to measure its ability to impact the well-being of the people and communities it serves with high-quality, mission-driven affordable housing programs while utilizing available financial and economic resources to maintain a visionary and sustainable organization. BCDC’s financial health will be seen as a measure of BCDC’s long-term sustainability based on its refinancing terms and operating efficiency. (See the appendix for a more detailed explanation of BCDC’s financial sustainability plan.)

BCDC’s board and senior management will need to prioritize work consistent with its needs such that its budget reflects BCDC’s priorities and offers a road map that links the work with costs and existing capital. In order to sustain our programming, the executive director will have to navigate securing CDBG, HAB, CPA, ARPA (Select Board approved funding), and the Community Investment Tax Credit (CITC) opportunities. BCDC will also work with local funding institutions to secure Community Reinvestment Act (CRA) funds. Apply for CHDO resources. As you can see, this is an essential skill set that will be necessary to build BCDC.

BCDC will host a legislative drive to increase about the need for more affordable housing in Brookline. At a minimum, meet with state representatives and senator and its congressional delegation. At a minimum, BCDC will host a lunch and a tour of its properties.

Fundraising strategies will include at a minimum, recurring giving, crowdfunding, social media, email marketing and hosting events. BCDC will complete refinancing by 5/15/2024 and complete repairs by 2/1/2024. It will host one fundraiser by May 2023.

Goal 4: Financial Empowerment – BCDC would offer a comprehensive education program for First-Time Homebuyers with the Alston Brighton CDC. Classes would feature presentations from area realtors, lenders, home inspectors, lawyers and insurance agents – all the professionals a homebuyer will encounter in their journey to purchasing their first proper. According to Brookline’s 2022 Housing Production Plan researchers affordable housing is a critical issue. They cite such critical needs as housing that is *suitable* and *affordable* for *families with children* and low-and moderate-income families. BCDC believes that there may be cases when moderate income families should be permitted to participate in homeownership programs. families.

BCDC and ABCDC will collaborate with BHA and large Section 8 property owners for outreach to their tenants, use social media, email blasts, and outreach through existing programs to recruit participants to the program. BCDC and ABCDC will help Brookline residents improve their credit scores by working with certified counselors and financial institutions to budget and remediate debt and credit issues leading to improved credit and homeownership.

Credit counselors will work with the participants over a two-year period, monitoring their process and providing on-going support and counseling to meet their goals. They will receive expert advice on everything they need to know from trusted real estate professionals as ABCDC and BCDC take them through each step of the process. ABCDC and BCDC will also work with Mass Housing and My Mass Mortgage, which is a guide for potential homeowners and first-time homebuyers interested in homeownership. Eliminate barriers so that participants can take advantage of affordable mortgage products is poor credit. Finally, regional coordination may result in significant multi-CDC development where land is more abundant and less expensive. Right now, such coordination does not occur. This may be a cultural matter.

Ensuring that People of Color Participate Fully in the Financial Literacy Programming - An issue that is seldom mentioned is that POC are often ill prepared to meet some of the application deadlines, because they are working multiple jobs, they don't receive notification or there are language barriers. Most importantly, BCDC will design the program with inclusion in mind and rollout the program such that the intended audience receives materials multiple times prior to the application deadline. While not formally a part of most first-time homebuyer programs, BCDC believes that it is important to make potential homebuyers aware of the costs of climate change and the role that they can play in mitigating damage to human health and the environment. Participants will be encouraged to purchase homes with a small a carbon foot print a possible. They will be urged to go fossil fuel free (FFF). Schedule – Ongoing

Goal 5: Tenant engagement and strengthening the safety net – The community organizer will conduct outreach, capacity building, training and education, and leadership development among our low-income members. They will be responsible for membership involvement in coalitions working on issues related to BCDC's affordable housing mission; co-facilitate these meetings with other leaders; and implement leadership development training throughout the year. He or she will help design tenant's unions to fight against illegal treatment, raise awareness, and organize for systemic change to create safer, more dignified affordable housing for low and moderate-income Brookline residents. They will also play an essential role in helping to design an effective safety net program. BCDC is committed to seeking a person with lived housing insecurity experience. Schedule: Spring 2023

Safety Net – BCDC will convene a safety net conference that involves both service beneficiaries and service providers with the goal of understanding how to close some of the program gaps. The first planning meeting will happen in February 2023.

Goal 6: Catalyze New Affordable Housing - BCDC seeks to identify parcels of Town-owned land for redevelopment. It will establish a working group comprised of BCDC staff and subject-matter experts to, at a minimum, conduct a preliminary review of Town-owned surplus sites described in the HPP and other sources. BCDC will also engage residents in the acquisition process. The goal of this project is to increase affordable housing inventory, protect affordable rental housing stock, and prevent displacement across Brookline neighborhoods, through the acquisition of occupied buildings, unoccupied buildings, or vacant land. BCDC is seeking \$2,045,000 for this initiative. Schedule: December 2023

Section 5: How Will the Brookline Community Development Corporation Measure Success

BCDC will measure its performance against the following key indicators:

Year 1 -

- Number of affordable housing units renovated and reduced carbon footprints – Six units at Boylston and replace common areas at Beacon Street. Both properties will be net zero.
- Continue a diverse board that properly includes housing insecure residents and some subject matter experts. Also establish an advisory committee to support BCDC's development goals – Ongoing.
- Tenant's union organizer hired and planning meetings begun with key residents and organizations in order to provide tenants with self-advocacy tools by May 2023
- Increase the number of DBEs supporting BCDC's programming. Ongoing
- Financial sustainability requires that BCDC successfully compete for three substantial grants. It will then leverage these funds for additional resources. November 2023
- Host one in-person fundraising event.
- Conduct legislative outreach to state and federal delegations.
- Number of stakeholders engaged each year in person and online.
- Establish financial literacy program and host 5 attendees.
- Host a safety net conference and develop some best practices.
- Receive HOME award from MetroWest Consortium
- Receive funding approved by HAB.
- BCDC updates website and produces one annual report.

Year 2 -

- Begin site proformas for new affordable housing property.
- Utilize DBEs on projects.
- Host a fundraising event.
- Achieve CHDO status.
- Tenant organization fully operating.
- Receive CPA funds.
- Propose site for development on Town-owned site
- BCDC receives funds from the state and federal government as overrides.
- Refinance properties, including 2023 balloon payments.
- Double fundraising dollars secured.
- BCDC produces an annual report.

Year 3 –

- Begin initial development at least one property.
- Tenant union fully community driven.
- Double fundraising goals
- Celebrate first class of new homeowners.

- Identify three new programs/processes to close the safety net gap.

Section 6: Brookline Community Development Corporation Collaborative Efforts to Support Implementation

Goal 1: Organizational Stabilization and Operations – The Brookline CDC has sought mentorship from public and private affordable housing groups in the area. It hired a financial manager who is also collaborating with state financial experts so as to ensure that adequate funding exists to operate. It is also collaborating with experienced CDCs, MACDC and nonprofits to better manage its programs and organizational capacity.

Goal 2: Asset Management and Affordable Housing - Brookline Housing Authority, Brookline Housing Advisory Board and 2-Life and Brookline for Everyone are key partners in Brookline interested developing affordable housing. BCDC has a well-experienced team to help with refinancing its properties. It has engaged in conversations with DHCD, MA Housing Partnership (MHP), Brookline Bank and the HAB. BCDC has begun preparing its books, assembled a refinancing team who are familiar with DHCD and MHP managers. BCDC expects to complete refinancing of both properties by June 2024. Working with BECMA, create and retain a pool of DBEs who will be encouraged to bid on BCDC's projects. Serve as a referral for US SBA, SAMBA and Brookline Chamber of Commerce who are interested in working with BCDC and DBEs.

BCDC collaboration extends beyond Brookline to state lead efforts like advocating for passage of the real estate transfer fee by serving on a state-wide workgroup.

Goal 3: Financial Sustainability - BCDC revised its financial stability plan in 2022, based on increased ARPA funding and changes with the board. BCDC has been working with town officials to secure ARPA funding, BCF to secure funding to assist its safety net projects, BHA to help reduce overhead involved in identifying residents in need or ones willing to volunteer. Finally, BCDC has begun conversations with some private financial experts familiar with giving in the greater Boston area. BCDC is confident that the CIP approval will help it secure additional funding.

Goal 4: Financial Empowerment - Financial literacy must be a regional effort. BCDC will partner with ABCDC, Metro West Collaboration, Town of Brookline, BCF, Brookline Bank, and BHA and residents. ABCDC has the infrastructure to host and document programming. BHA is essential since it presently hosts a savings program, the funds of which can be used for home buying. The Town maintains a list of potential properties as well as inclusionary zoning.

Goal 5: Tenant engagement and strengthening the safety net - The tenant organizer will work with existing resident groups, BHA's outreach staff, Brookline for Racial Justice and Equity, Brookline Department of Public Health, BCF and Greater Boston Interfaith Organization. These organizations will help Brookline residents first learn more about the

benefits of forming a tenant’s union, to conduct some serious outreach, key in on essential issues and develop a charter. They will then be able to make some demands from property improvements, like eliminating pests, establishing a cleaning schedule and protecting against health issues exacerbated by poor housing.

Goal 6: Catalyze new affordable housing- Brookline CDC recognizes that we are not able to undertake large-scale affordable housing development projects as the sole developer but we will seek partnerships that can utilize our organizational strengths to advance our affordable housing goals in the community. Brookline CDC has an active board and membership that give us both strong local knowledge of housing needs and community processes. We are playing an active role in advocating for policies and programs at the local level. Even where we do not have site control we are in a position to catalyze community thinking about sites that are publicly controlled and see this as an ongoing role in the community.

Consequently, we believe that we do have local knowledge and credibility that makes us a valuable partner in expanding affordable housing opportunities in Brookline. Brookline CDC sees an important need that has not been addressed as the need for new affordable family housing, both rental and ownership. We have made this an internal priority as we assess sites and partnerships to catalyze new affordable housing in the community.

Section 7: Integration of Activities/Consistency with Community Strategy and Vision

- The activities in the CIP address BCDC’s stated goals and community-wide issues such as: Income disparity, inadequate affordable housing, homelessness and inadequate access to a proper safety net.
- It seeks to empower residents civically and economically.
- It will support the implementation of the HPP and for the proper distribution of CPA funds.
- BCDC will continue to participate in MBTA Communities’ design and adoption. Further,
- Advocate for the interest of renters, advocating for more inclusive housing policies that can make Brookline a more inclusive community, and
- Creating a greener and more carbon-neutral community by advocating more transit-oriented development and higher green building standers.

Section 8: Brookline Community Development Financing Strategy for Community Investment Plan:

We have successfully sought public and private foundations resources for both programmatic initiatives and to meet the need for investment in our existing projects. We will continue to pursue both public and foundation resources and believe that an allocation of Community Investment Tax Credits will enable us to more effectively seek corporate funding as well as build an individual donor funding base.

We are planning for the refinancing of both of our existing projects in the next two years which should reduce the need for periodic infusions of resources for rehabilitation. Our goal will be ongoing stability with the potential of modest cash flow from the developments.

BCDC will continue to secure funds from a variety of public and private sources. Brookline has just passed a local Community Preservation Act and affordable housing is a key priority. BCDC has been awarded CDBG, ARPA and private funds to sustain projects going forward. Of course, it needs to look to additional public and private funds. Leveraging these funds will be the key objective.

Goal 1: Organizational Stabilization and Operations – It is well understood that CITC dollars are essential for many CDCs to cover basic overhead, especially human capital.

Goal 2: Asset Management - BCDC has secured essential resources to make many repairs at its properties. Brookline has substantial wealth and the tax advantages so a CITC award should enable BCDC to replicate the success of community development corporations that serve other communities with substantial wealth. These funds along with the current leadership's expertise will result in BCDC being able to refinance its properties and perhaps finance new properties.

Goal 3: Financial Sustainability - BCDC will continue to secure funds from a variety of public and private sources. Brookline has just passed a local Community Preservation Act and affordable housing is a key priority. BCDC has been awarded CDBG, ARPA and private funds to sustain projects going forward. Of course, it needs to look to additional public and private funds. Leveraging these funds will be the key objective.

Goal 4: Tenant Organizer - Residents need a voice and a tenant organizer has proven to be an essential and effective way for doing so. In creating a voice have residents to outline what highest priorities. Work with all the stakeholders to establish the essential programs and resources. BCDC will work with residents, GBIO, B4E and other community-based organizations to ensure maximum participation. It will work with Mel King Institute and CDCs with strong tenant organizations in their areas.

Goal 5: Financial Literacy and Homebuyer's Program – BCDC has started building on effective partnerships with ABCDC, MetroWest, BHA and funding sources to increase financial literacy and offer residents an opportunity to consider realistically. It will coordinate with CDCs

beyond Brookline for homebuying opportunities. Leveraging these partnerships will reduce the cost of these programs, and make them more effective.

Goal 6: Development Partnerships – Development in Brookline can only happen with critical partnerships. Excessive development costs will require partnerships if BCDC is to be successful.

Section 9: History Track Record and Alignment and Adherence to Sustainable Development Principles

BCDC has a history as a small scale affordable housing developer. BCDC recruited new leadership in the recent past and is in the process of a renewal and refounding with a broader mission that includes sustainable practices. Through revitalization and adaptive use of existing buildings, and dynamic new developments and infill projects, BCDC hopes transform and revitalize areas near its properties, especially along Lower Boylston Street. BCDC's sustainability plans, include at a minimum, becoming net zero facilities. Becoming fossil fuel free, added insulation, solar panels and continuing to use sustainable products like the engineered product used to replace the Boylston Street porch or installing a roof with a high reflectance score². BCDC's sustainability plan will also help to improve its resources resiliency to climate volatility and reduce increases in utility costs. It will also enable BCDC to better preserve access to affordable and serve as a model for other multifamily buildings in Brookline and as a condition precedent to HAB funding.

BCDC believes that CIRC funds will help fund staffing expenses used to assist it in a range of programming, including asset management, financial sustainability, tenant advocacy and financial literacy and home ownership.

Brookline CDC Alignment and Adherence to Sustainable Development Principles:

Concentrate Development and Mix Use – Brookline CDC's existing projects are both in areas of mixed use. We are pursuing the development of additional affordable housing in existing neighborhoods that are pedestrian friendly.

Advance Equity - Our work to engage tenants and empower them to advocate for their interests as well as provide tools for financial empowerment consistent with the goal of advancing equity. As well we are seeking to create more housing opportunities in a community with excellent schools and many other amenities.

3. Make Efficient Decisions -We are actively supporting the adoption of MBTA Communities provisions in Brookline which will increase efficient decisions on the development of new housing.

² Solar reflectance measures a roof's ability to reject solar heat. BCDC opted for this roof despite the increased cost.

4. Protect Land and Ecosystems – Infill development including increasing density near transit helps protect land and natural resources.

5. Use Natural Resources Wisely -Our efforts to decarbonize our existing housing will reduce the carbon emissions and use natural resources wisely.

6. Expand Housing Opportunities -Brookline CDC is actively working to catalyze the creation of new affordable housing in Brookline

7. Provide Transportation Choice – Brookline CDC is working to increase housing options near transit by supporting the adoption of MBTA communities zoning in Brookline.

8. Increase Job and Business Opportunities – Brookline CDC is working to increase the access of minority businesses to contracts and to ensure access to technical assistance for minority business enterprises in Brookline.

9. Promote Clean Energy -We are planning for the installation of air source heat pumps in our properties and will seek to achieve a goal of zero carbon emissions in the near future.

10. Plan Regionally -The effort to adopt MBTA Communities has provided an opportunity to begin a discussion of regional housing needs and push for a more regional view of the community’s responsibilities, Brookline CDC is actively involved in that effort.

Appendix

Board of Directors

Last Name	First Name	Position on Board
BROWN	DEBORAH	PRESIDENT
WACHTER	JEFFREY	TREASURER
COOKE-CHILDS	LEE	SECRETARY
MANDE	JONATHAN	MEMBER
RICHARDSON	KIMBERLEY	MEMBER
JONES	CHANDA	MEMBER
HARRIS	PAUL	MEMBER
HAYASHI	RIEKO	MEMBER
METHROTRA	NONDITA	MEMBER
TAMAYO	ENRIQUE	MEMBER

BCDC has tried recruiting from the other public housing and larger section 8 facilities around Brookline. It will continue the search. Also, the census tracts show where much of the greatest density and diversity exist in Brookline.

TOTALS

GENDER (60% FEMALE)

FEMALES	6	60%
MALES	4	40%
	10	100%

RACE (70% POC)

ASIAN	2	20%
BLACK	4	40%
HISPANIC	1	10%
WHITE	3	30%
	10	100%

Financial Sustainability

FINANCIAL SUSTAINABILITY (FUNDRAISING) STRATEGY

Charitable fundraising provides an important source of financial support for the work of most nonprofit organizations. An organization's fundraising program should be maintained on a foundation of truthfulness and responsible stewardship. Its fundraising practices should be consistent with its mission, compatible with its organizational capacity, and respectful of the interests of donors and prospective donors. BCDC's financial sustainability plan would include individual donations, corporate gifts and local, state and/or federal grants.

BCDC needs to set some fundraising goals. Key to asking for money is having projects worth funding. BCDC is currently working to develop such programs. They should provide for some basic operational funding and capital projects for BCDC for three to four years. BCDC will need to perform the necessary research to identify potential donors and verify the information.

Of course, fundraising requires some investment. Right now, the fundraising costs are negligible. BCDC's initial fundraising costs should remain reasonable but increase over time as the requests become larger and the sources more diverse. On average, over a 3–5-year period, BCDC may realize revenue from fundraising and other development activities that are at least five times the amount spent on conducting outreach. BCDC expects that its fundraising ratio will drop to 5:1, demonstrating that BCDC is making progress toward achieving this goal.

Step one in any fundraising engagement is to develop a donor strategy. BCDC needs to be clear about who it is asking for resources from and why.

Align with Mission – BCDC's fundraising strategy must clearly align with BCDC's mission. BCDC must be very clear that it can and will make a difference in providing affordable housing for the Town's residents.

Assemble a Fundraising Team – This Team will be made up of the BCDC Board and volunteers. BCDC cannot do it alone. Set clear touch points between BCDC and donors and create a documentation system. We should begin to think of potential persons.

Create a Marketing Strategy¹⁷ – BCDC's marketing strategy is extremely important. Our cause – affordable housing – is what BCDC is offering. BCDC's fundraising plan spells out its message to potential donors focusing on offering affordable housing when and where it is needed most. Donors can and should want to be part of what BCDC is doing. BCDC's materials need to make its goals clear. They include increasing advocacy for its cause, raising funds to run Brookline CDC 2023-2026 Community Investment Plan

BCDC’s daily activities, increasing its affordable housing stock, providing services to low-income residents, increasing the number of volunteers, attracting new donors, securing corporate sponsorships, and increasing awareness about the need for affordable housing. BCDC will need to create and leverage a “brand” to increase sponsorships and generate revenue. An effective nonprofit branding strategy is part of BCDC’s overall nonprofit marketing plan. BCDC’s branding will help drive the impact of BCDC’s vision and mission.

BCDC will have approximately \$700,000 in needs. BCDC needs operating capital for some essential hires and services.

Operating Expenses	Amount	Comments
Executive Director	150000	includes benefits
Finance Manager	120000	Includes benefits
Tenant Organizer	100000	Includes benefits
Program Manager	100000	Includes benefits
Supplies	30,000	
Safety Net	200000	
<u>Total:</u>	<u>700,000</u>	

Right now, BCDC’s biggest story is that BCDC wants to repair its housing and that it is the only entity interested in building family affordable housing.

Operating Expenses	Amount	Comment
Executive Director	150000	includes benefits
Finance Manager	120000	Includes benefits
Tenant Organizer	100000	Includes benefits
Program Manager	100000	Includes benefits
Supplies	30,000	
Safety Net	150000	
<u>Total:</u>	<u>\$650,000</u>	

Needs		
Funding Sources.	Range	
CDBG	50000	75000
HOME/CHD		
O	75000	125000
BCF	50000	100000

ARPA ³	750000	150000
CITC	100000	150000
Banks	50000	75000
	<u>1,075,00</u>	
<u>Total</u>	<u>0</u>	<u>750,000</u>

State and Federal Funding – The fundraising committee will identify specific grant funding sources to support the renovation and acquisition of properties. BCDC should review the extent to which it might benefit from the Housing Trust Fund (HTF). HTF is a formula grant program, which is to be administered by States. BCDC will also review tax credit and federal housing programs, like those at Housing and Urban Development, Treasury (HOME), and the Department of Commerce. We will work with Massachusetts, the Department of Housing and Community Development (DHCD) to use Low Income Housing Tax Credit (LIHTC). We will also use the Community Investment Tax Credit Program (CITC).

BCDC has not sought discretionary funds from MA legislature and through our congressional delegation and should do so. BCDC could start with a legislative open house to make both the state and federal delegations aware of BCDC’s needs and its potential. Last year, Brookline organizations received millions, in earmarks, yet BCDC received nothing. Some federal agencies also have discretionary funds that BCDC might be able to secure through its legislators. Clearly, BCDC has a great deal of work ahead of it. The Community Investment Tax Credit (CITC) Program may prove to be the largest and most consistent funding source. To date, BCDC has never applied for participation in the CITC program. The Community Investment Tax Credit (CITC) was created by St. 2012, c. 238, §§ 29, 35, 36, 82, 83, 95, 97, 97A, and 98; amended by St. 2013, c. 36, §§ 8 through 15, 58, and 82; § 38EE; amended by St. 2016, c. 219, §§ 78, 79, 92, 93; and by St. 2018, c. 99, §§ 11, 12, 12A, 19, 20, and 21; and codified at M.G.L. c. 62, § 6M and M.G.L. c. 63. The Department of Housing and Community Development (DHCD) is the administering agency for this program and is responsible for managing the process by which the tax credits are allocated. DHCD is required by statute to issue regulations to implement the CITC program⁴. Briefly, the CITC is designed to enable local residents and stakeholders to work with

³ American Rescue Plan Act (ARPA) is only two year money, so we cannot rely on it beyond 2024.

⁴ 68.01: Background, Purpose and Applicability

The Community Investment Tax Credit (CITC) was created by St. 2012, c. 238, §§ 29, 35, 36, 82, 83, 95, 97, 97A, and 98; amended by St. 2013, c. 36, §§ 8 through 15, 58, and 82; § 38EE; amended by St. 2016, c. 219, §§ 78, 79, 92, 93; and by St. 2018, c. 99, §§ 11, 12, 12A, 19, 20, and 21; and codified at M.G.L. c. 62, § 6M and M.G.L. c. 63. The Department of Housing and Community Development (DHCD) is the administering agency for this program and is responsible for managing the process by which the tax credits are allocated. DHCD is required by statute to issue regulations to implement the CITC program.

The CITC is designed to enable local residents and stakeholders to work with and through community development corporations (CDCs) to partner with nonprofit, public, and private entities to improve economic opportunities for low and moderate income households and other residents in urban, rural, and suburban communities across the Brookline CDC 2023-2026 Community Investment Plan

and through community development corporations (CDCs) to partner with nonprofit, public, and private entities to improve economic opportunities for low and moderate income households and other residents in urban, rural, and suburban communities across the Commonwealth. CDCs accomplish this through adoption of community investment plans to undertake community development programs, policies, and activities.

Under the program, CDCs and Community Support Organizations (CSOs) are eligible to apply to DHCD for selection as a Community Partner and receive an allocation of tax credits. First time allocation awards are based on DHCD's determination of the quality of the adopted Community Investment Plan (CIP), in the case of CDCs, or capacity building proposal, in the case of CSOs. Subsequent year allocation awards are based on DHCD's determination that the Community Partner is making adequate progress on its credit utilization and adequate progress implementing its CIP or Work Plan. Receipt of a CITC allocation award enables Community Partners to solicit and receive qualified investments from donor taxpayers and to provide those donor taxpayers with tax credits in exchange for qualified investments made to the Community Partner.

In 2022, BCDC received amounts as low as \$39,000 and up to \$250,000.

The Community Preservation Act is another funding source, though BCDC will not be able to use it until it is approved. The Community Preservation Act (CPA) is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. CPA also helps strengthen the state and local economies by expanding housing opportunities and construction jobs for the Commonwealth's workforce, and by supporting the tourism industry through preservation of the Commonwealth's historic and natural resources.

Brookline has created a [local Community Preservation Fund](#) for open space protection, historic preservation, affordable housing and outdoor recreation. It is anticipated that the fund

Commonwealth. CDCs accomplish this through adoption of community investment plans to undertake community development programs, policies, and activities.

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760 CMR 68.00 establishes rules, standards, and procedures for the CITC program. 830 CMR 62.M.1: *Community Investment Tax Credit* explains how to calculate the CITC allowed for qualified investments to a community partner or community partnership fund. The CITC is applicable to tax years beginning, and for qualified investments made, on or after January 1, 2014, through December 31, 2025, or to such time as the Legislature may extend the expiration date of the CITC.

Brookline CDC 2023-2026 Community Investment Plan

will have approximately \$7,000,000 for designated purposes. I would recommend the BCDC start its application for funds. Community preservation monies are raised locally through the imposition of a surcharge of not more than 3% of the tax levy against real property, and municipalities must adopt CPA by ballot referendum.

The HOME Program is a federally funded program that provides funding to non-profit or for-profit developers for affordable rental housing production and rehabilitation. HOME assists in the production and preservation of affordable housing for low and moderate-income families and individuals. The program funds a broad range of activities including new construction, acquisition and rehabilitation of rental properties⁵.

Of course, **Brookline's Housing Trust** could continue to provide resources.

Individual Giving – Brookline is unusual in that it has many well to do civically minded residents and an unknown affordable housing problem. First, BCDC has to make these individuals aware of BCDC's potential to serve Brookline in a cost-effective manner. Host some meet and greets. We need to recognize Roger Lipson and past BCDC officials for their contributions. It would bring people out and provide a forum for telling our story.

Conclusion: BCDC's financial sustainability planning should ensure that it has the financial capacity to secure the necessary resources for its day-to-day operations and to achieve its strategic goals. Relying on a variety of resources will provide BCDC with the flexibility to withstand downturns and expand BCDC's funding sources.

⁵ HOME - Projects seeking HOME funds must have a minimum of 5 HOME-assisted units. All units receiving HOME assistance must be occupied by households earning no more than 60% of the area median income. At least 20% of the HOME units must be affordable to households earning no more than 50% of area median income. In general, \$750,000 to \$1,000,000 is the maximum amount available per project; \$50,000 to \$75,000 is the maximum amount available per affordable unit in HOME entitlement/consortium communities.

In non-entitlement or non-consortium communities, the maximum amount available per affordable unit is \$65,000 to \$90,000, up to the per project maximum. Please see the additional program information below for a list of entitlement and consortium communities. A project located in a HOME entitlement/consortium community must include a matching commitment of local funds, or the application will not be scored. In general, preference will be given to applications with full match commitments.