

**Joint Meeting of the Boards, Commissions, and Committees**

**and the**

**Dept. of Planning and Community Development Staff**

**Responsible for Oversight of Development in Brookline**

## **AGENDA**

**Welcome & Introduction**

**Overview: Development Planning & Permitting in Brookline**

**Planning Department Updates: The Four P's**

Planning Strategies, Policies, Projects, & Program Work

**Planning Department Q&A**

**Development Board Updates: Membership, Accomplishments & Policies**

Planning Board

Housing Advisory Board

Economic Development Advisory Board

Preservation Commission

Climate Action Committee

**Board Chair Q&A**

**Wrap Up & Next Steps**

## **MEETING OBJECTIVES**

### **Educate & Update Board Members**

#### **A. Town Planning Department**

Organizational Structure & Personnel

Town Planning & Permitting Processes

Current Development Projects

Strategies for Targeted Areas for Potential Future Redevelopment

Subsidized Housing Index – 40B

#### **B. Other Development Boards**

Membership Profile

Recent Accomplishments

Policy Initiatives & Future Priorities

### **Improve Coordination Between Town Boards**

Formulation of Development Policies & Strategies

Planning & Permitting of Development Projects

## **Outside the Scope of the Meeting**

Comprehensive Land Use Plan Workshop

Open Space / Conservation / Parks & Recreation Plans

Town Facilities Plans (PSB, DPW, etc.)

Traffic Circulation / Complete Streets Plans

Educational & Religious Institution's Expansion Plans

Smaller Development Projects

Less Than 6 Residential Dwelling Units

Less Than 25,000 SF of Commercial Space

Deep Dive on Specific Development Policies

## **Why Hold This Meeting?**

### **Development in Brookline Can Get Complicated**



For example, let's consider the scenario where a Developer wishes to construct a **multi-family (MF) residential apartment building** with more than 16 **DU's** under the provisions of **MGL Ch. 40A**.

They would first start by meeting with **staff at DPCD** to review the requirements for the project as set forth in the Town's **ZBL**.

A key factor in the **initial planning phase** would involve determining if the proposed **GFA** divided by the **SF** of their lot is below the maximum permitted **FAR**.

The Developer will also need to confirm **on-site parking requirements** and its impact on project scale.

This determination would primarily be a function of the number of **BR's** per **DU**, the mix of standard and **HC** spaces (meeting **ADA** specifications), and project's applicable **ZBL** District.

The Developer would need to determine if the **parking should be above or below grade**, the former being less expensive but counting against maximum **FAR** if the project is located within the **CCDO District**.

The proposed development is > 16 **DU's** and would thus qualify as a **Major Impact Project (MIP)**.

As an **MIP** it would require a **Special Permit** from the **ZBA** in its capacity as the **SPGA**. Prior to the issuance of a Special Permit, the **PB** would conduct a **site plan and design review**, with assistance from an appointed **DAT**. (If the **MIP** is located in an **LHD**, design review should also include evaluation of its conformance with **Design Guidelines** established by the **PC**.)

The **PB** and **DAT** would provide the **ZBA** with recommendations for **conditions** to be included in the **Special Permit**.

Any significant deviation from the **ZBL** would require a **variance** from the **ZBA** (which would only be granted upon demonstration of “unique hardships”).

The **HAB** and **Housing Planning Staff** (who are collectively responsible for the Town's **HPP** and oversight of the **AHTF**) would be asked to confirm that the proposed development meets requirements for the provision of **AHU's** per the Town's **IZBL**.

The **IZBL** requirement could be **met on-site** if **10%** of the **AHU's** are rented at **80% AMI** monthly rates, and **5%** of the **AHU's** are rented at **50% AMI** monthly rates, consistent with rent schedules established by **HUD** and the **MHP** (with utility adjustments determined by the **BHA**).

Alternatively, the Developer could make a **cash in lieu** contribution to the **AHTF** provided the payment is equivalent to the difference in value of **AHU's** provided on site and the **FMV** of units rented at market rates (typically determined through a **DCF** analysis).

But if the Town's **SHI** is **below 10%** the Developer could elect to pursue the **MF** project under **MGL Ch. 40B**.

From the Developer's perspective the **40B** option may be preferable to **40A** when the **permitted FAR** in a zoning district, such as **G-1.75** or **L-1.0**, is **inadequate** for the development to be **financially feasible** (as measured by the projected **ROC, ROI** and **IRR**).

The **40B** process would involve securing a **PEL** from **MHP** and **DHCD**, then a Comprehensive Permit from the **ZBA**.

The **40B** development must include the provision of either **20% AHU's** rented at **50% AMI** monthly rates, or **25% AHU's** rented at **80% AMI** monthly rates (per the **HUD / MHP** rent schedule).

However, from a **fiscal perspective** the Town would typically prefer a **mixed-use development project** that includes **Commercial & Industrial Property (CIP)** which has a tax rate that is **1.64 X** the residential tax rate.

If the **CIP** component includes a **hotel** it also offers the additional **fiscal benefit** of the **Room Occupancy Excise Tax** which is equal to 6.0% of Total Room Revenue (i.e. Number of Rooms x **RevPAR** (**RevPAR** = **ADR** x occupancy rate)).

To achieve a mixed-use **TOD**, **EDAB** and the **ED Staff** may encourage the Developer to seek approval for **up-zoning** at the Spring or Fall **TM**.

This could involve appointment of a **land use study committee** by the **SB** (formerly known as the **BOS**) which would be comprised of representatives from the neighborhood, development boards, and **TMM's from adjacent precincts**.

The committee would evaluate the development site and may propose a **Warrant Article (WA)** to amend the **ZBL**. This was the process followed by the **RRSC** and the **CCSC** (that resulted in adoption of the **EIOD** and **WDOD**, respectively).

The proposed **WA** would require public hearings before the **AC** and 2/3 approval of **TMM's**.

Concurrent with a **ZBL** amendment, the **SB** (formerly known as the **BOS**), with guidance from **EDAB** and **ED Staff**, would typically negotiate a **99-year Tax Certainty Agreement (TCA)**.

The **TCA** would require a **PILOT** equal to the full **A/V** should the property be sold to a tax-exempt **NP** entity, such as a hospital based in the **LMA**.

It should be noted that **up-zoning districts in proximity to MBTA** stops in order to incentivize **TOD** is also a recommendation in the recent **BFAC** report.

An increase in **permitted density** could be a critical component of an **ED strategy** to help the Town maintain its **S&P AAA bond rating** (as falling to **AA** rating would increase the Town's annual borrowing cost by approximately 25 **BPS**).

Evaluation of all major development proposals would include a peer reviewed **Traffic Impact Study (TIS)** approved by **TD Staff**.

The **TIS** would analyze the projected **AADT** generated from the proposed new development project in regard to its impact on the **LOS** of key adjacent intersections, and its accommodation of safe pedestrian and bike access (consistent with the Town's **Complete Streets Plan** adopted by the **TB**).

A **TDM Plan** would be required to mitigate impacts, which often include offering employees discounted passes on the **MBTA**.

In the unlikely scenario the development plan required **wetland mitigation** it would also be subject to **Site Plan Review** by the **CC** and **Tom Brady**, the Town's **Conservation Officer** (not be confused with **TB12** - **AKA** the **GOAT**, who we hope will continue to be the **QB** of the **NEP** next year).

The **CC** enforces the Town's **Wetlands Protection By-Law** (**WPBL**) through its issuance of **DOA's**, **OOC's**, **COC's**, and, if necessary, **EO's**.

Before proceeding with construction, the Developer would need to obtain a **Demolition Permit** from the Town.

This permit would be subject to review by the **PC** and **Preservation Planning Staff**. The **PC** could recommend the demolition be delayed, especially if the property is on the **National Register (NR)**. (If the Developer proposed to immediately demolish a property on the **NR**, they would likely be **SOL**.)

However, the Developer need not be concerned about regulations under an **NCD**, as these were summarily rejected by the **Superior Court** as **DOA**.

Finally, the Town has a goal to **substantially reduce its CO2 footprint** by 2050.

To that end the **CAC** has promoted **sustainability measures** for new development, including Stretch Building Codes, and incorporating **LEED certifiable standards** and **EUI targets** in Development Agreements.

And if the **AG approves WA 21** passed at the Fall **TM** amending the Town's **GBL**, future development must **utilize FFF infrastructure**. But that is **TBD**.

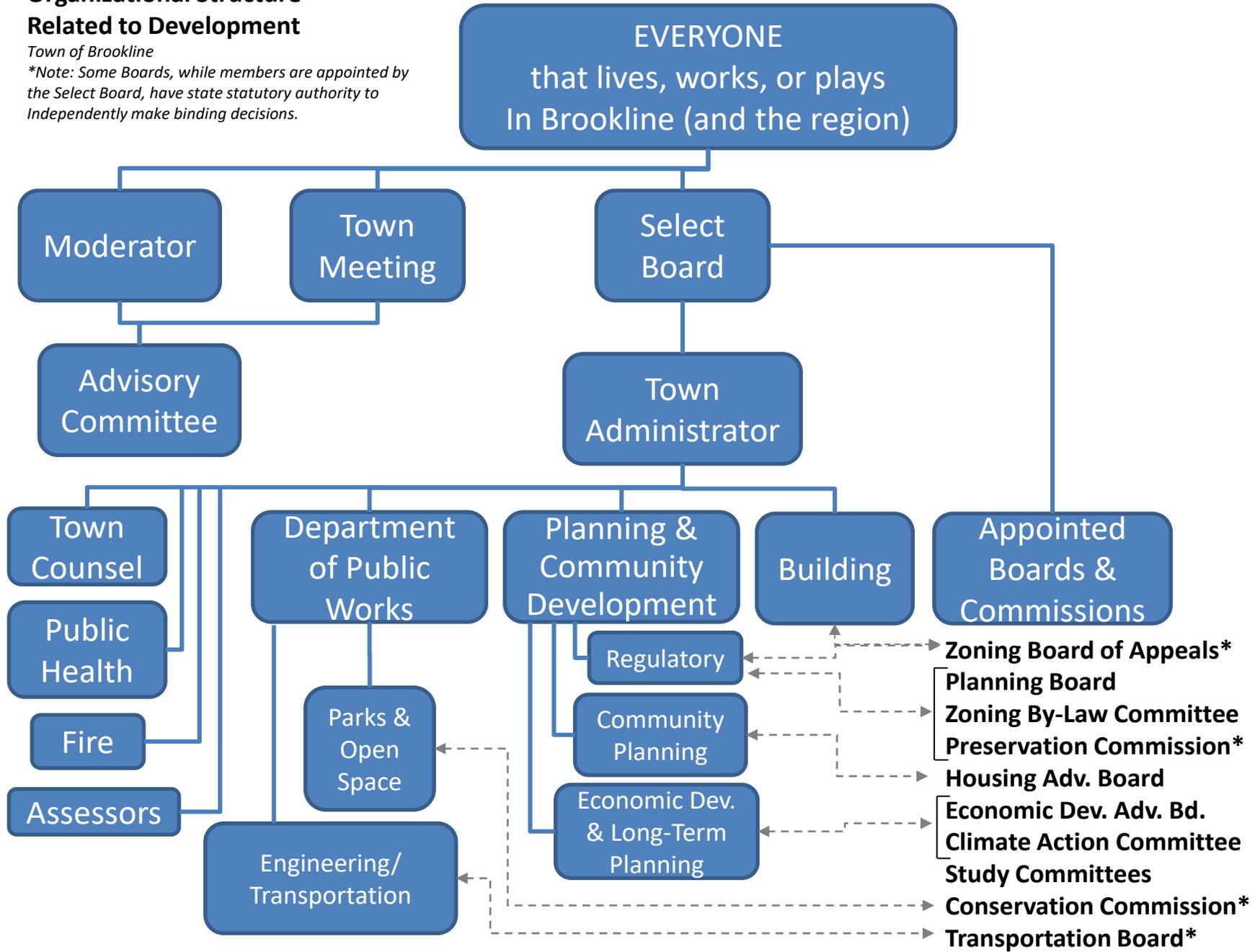
**In conclusion**, we are pleased to have in attendance this evening representatives of **Boards** (including the **SB** (formerly known as the **BOS**), the **PB, HAB, EDAB, ZBA, and TB**), **Committees** (including the **CAC, AC, ZBLRC, RRSC, CCSC** and **BFAC**), **Commissions** (including the **PC, CC, and BC**), and **Authorities** (**BHA**), along with **DPCD Staff**, to help us better understand and coordinate this sometimes complicated process.

This meeting has been **duly advertised** per the requirements of the **OML** and we have a full agenda so we should proceed with the presentations **ASAP**.

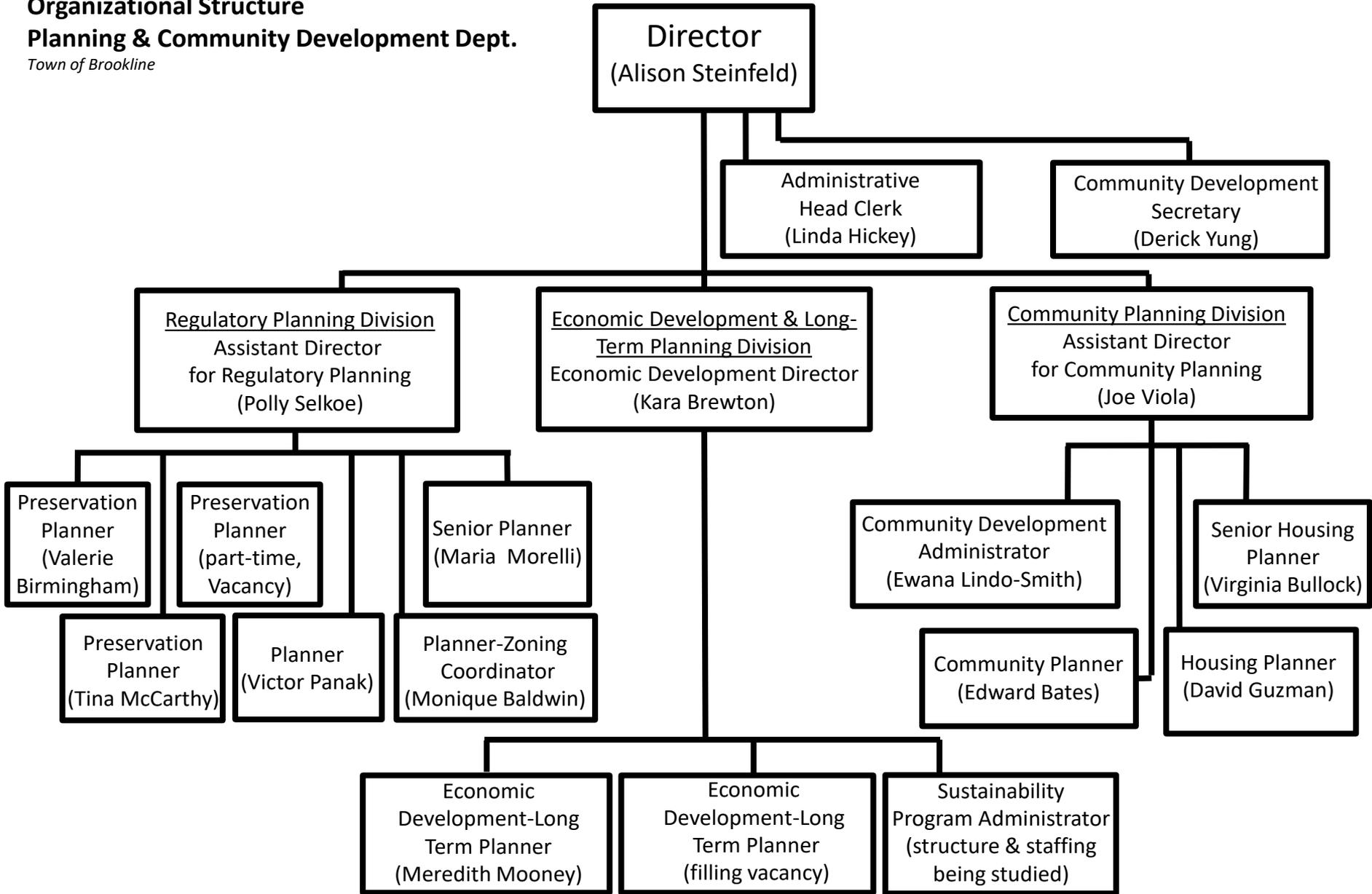
# Organizational Structure Related to Development

Town of Brookline

*\*Note: Some Boards, while members are appointed by the Select Board, have state statutory authority to independently make binding decisions.*



**Organizational Structure**  
**Planning & Community Development Dept.**  
*Town of Brookline*



# PLANNING POLICY

## Drafting Effective Bylaws

### Criteria for Technical Analysis

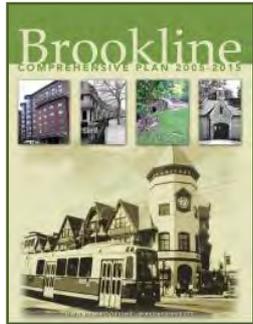
Including but not limited to:

- Involve all functional areas
- Conflicts with State, Federal regs
- Understand different stakeholder viewpoints, impacts (advantages & drawbacks)
- Research data, best practices
- Cost to implement, enforce
- Mechanism to implement, enforce
- Public input and education

### Drafting Language

- Drafting and editing are different
- Avoid ambiguous language
- Avoid inconsistencies
- Review for effective implementation
- Recodification

# PLANNING POLICY



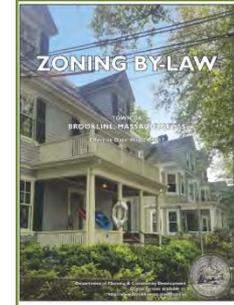
COMPREHENSIVE PLAN



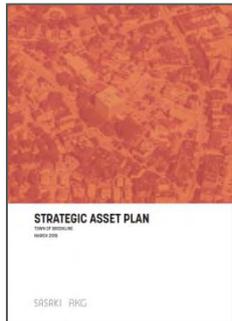
HOUSING PRODUCTION PLAN



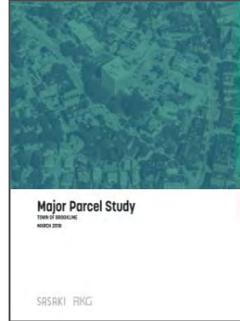
CLIMATE ACTION PLAN & VULNERABILITY ASSESSMENT



ZONING BYLAW



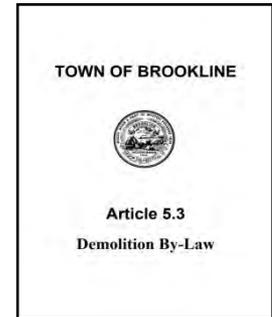
STRATEGIC ASSET PLAN



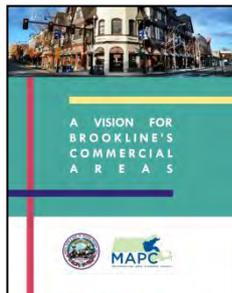
MAJOR PARCEL STUDY



OPEN SPACE PLAN



DEMOLITION & OTHER GENERAL BYLAWS



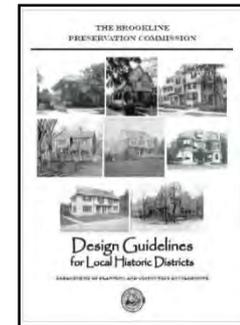
COMMERICAL AREAS VISION & ECON DEV 5-YR PLAN



COMPLETE STREETS PLAN



URBAN FORESTRY PLAN



LOCAL HISTORIC DISTRICTS & OTHER DESIGN GUIDELINES

# PLANNING POLICY

## Research & Development Examples

### **Staff Research and Technical Analyses**

EXAMPLE Test-Fit Uses along Boylston Street Corridor

### **Third-Party Commissioned Studies by Staff**

EXAMPLE Strategic Asset Plan & Major Parcel Study

EXAMPLE Parking + Access Demand Study

### **Standing Boards, Committees, & Commissions**

EXAMPLE Net Zero School Policy

### **Project-Based Committees**

EXAMPLE Coolidge Corner Study Committee

# STRATEGIC PLANNING

## Example Integrated Initiatives

### **Parking + Access Demand Analysis**

**FACILITATOR:** Regulatory, Economic Development, and Transportation Divisions

**AIM:** Professional firm to evaluate parking ratio requirements and multimodal access needs and curb controls

### **Lower Boylston Street Corridor Study**

**FACILITATOR:** Economic Development Division, Housing Division

**AIM:** Study committee to identify preservation of a variety of housing stock types, plan for integrated infrastructure that works for all neighborhoods, and incentivize redevelopment / reinvestment opportunities

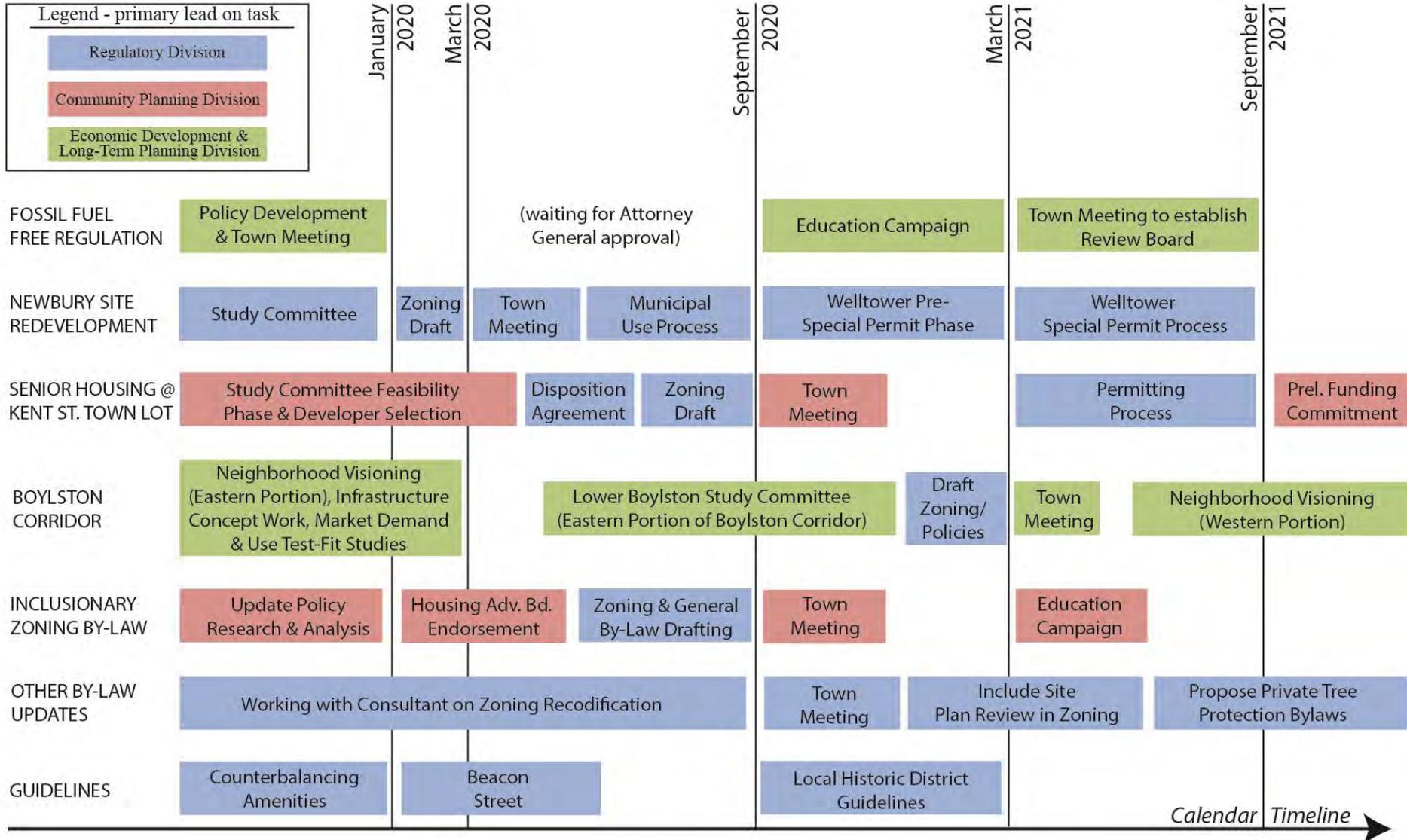
### **Inclusionary Zoning Study**

**FACILITATOR:** Housing and Regulatory Divisions

**AIM:** Increase public benefits and support the goals of the Housing Production Plan

# STRATEGIC PLANNING

## Development-Related Town Meeting Priorities

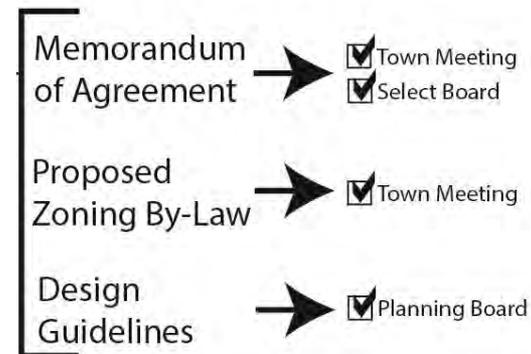


# PROJECT DEVELOPMENT

## Categories and Processes

### Redevelopment of Major Parcels

- Infrastructure Studies & Mitigation
- Neighborhood Visioning Phase
- Test-Fit Different Use Types
- Study Massing Options
- Define Community Benefits



### Affordable Housing Developments (non-40B)

- Program Town Funding Commitments (Housing Trust, HOME, CDBG)
- Assist Development Team with Value Engineering, Neighborhood Outreach, and Permitting
- Oversee Construction, Affirmative Marketing, and Tenant Selection
- Ensure Completed Projects are on the SHI and Monitored Annually

# PROJECT REVIEWS

## Categories and Processes

### **Design Review** – Regulatory Div / Planning Board

- Design Advisory Teams (DATs)

### **Preservation** – Regulatory Div / Preservation Commission

- Demolition Review
- Architecturally, Historically Significant
- Local Historic Districts
- National Register of Historic Places

### **Inclusionary Zoning** – Community Development Division/Housing Advisory Board

### **Appeals** - Regulatory Div / Board of Appeals

### **Comprehensive Permit Site Plan and Design Review** – Regulatory Div / Board of Appeals

### **State Statutes & Local Regulations**

Zoning Sec. 5.09  
Design Review

General Bylaw Art. 5.3  
Demolition Bylaw

Chapter 40C: Historic Districts

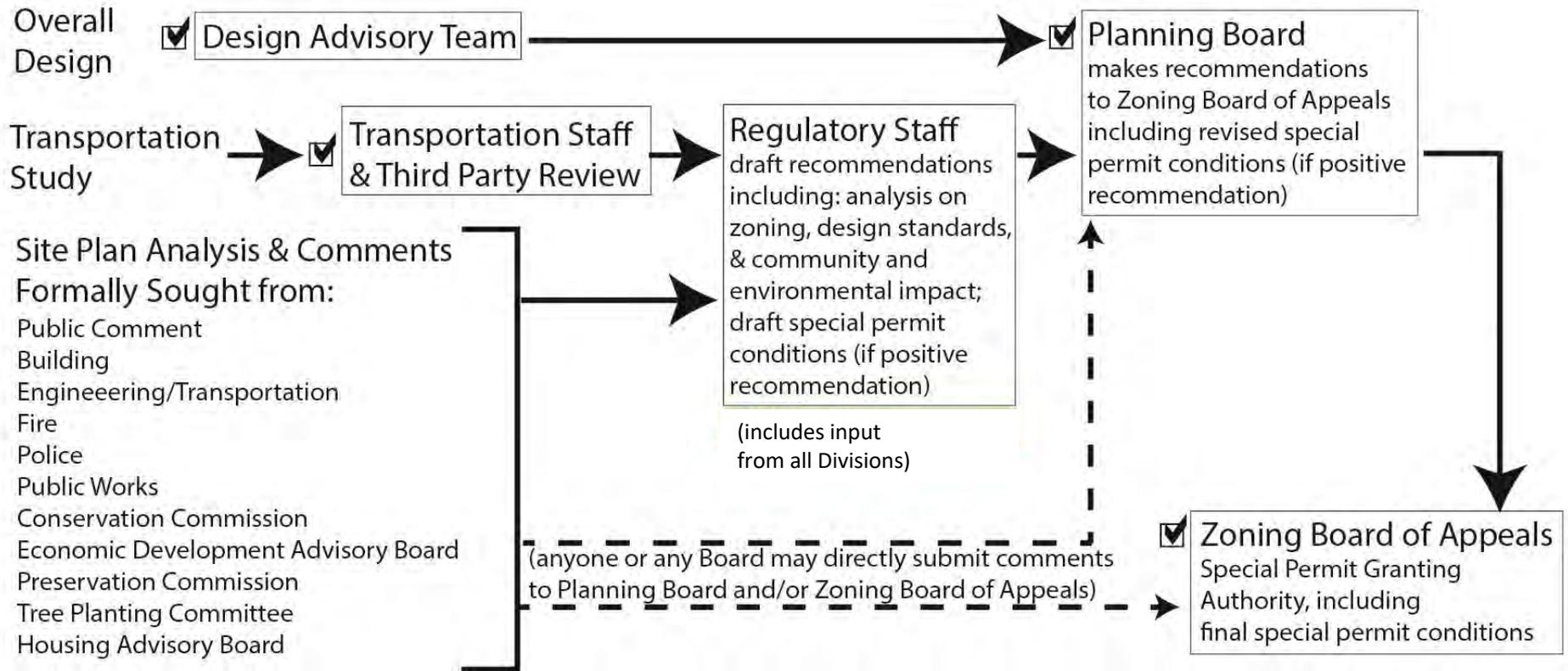
Zoning Sec. 4.08  
Inclusionary Zoning

Chapter 40A: Appeals

Chapter 40B:  
Comprehensive Permits

# PROJECT REVIEWS

## Example: Waldo Durgin Special Permit Process



# PROJECT REVIEWS

## Example: Waldo Durgin Process after Special Permit

Legend - primary lead on task

Regulatory Division

Community Planning Division

Economic Development &  
Long-Term Planning Division

Review & sign-off from Building,  
Transportation/Engineering,  
Water/Sewer, Tree Warden,  
Parks & Open Space, Public Health

Final Landscape Design  
Final Facade Review  
Compliance with Demo Bylaw

Review related to  
Memorandum of Agreement

Review related to  
Inclusionary Zoning Requirements

40B Hearing On Hold

BUILDING COMMISSIONER  
SIGNS BUILDING PERMIT:  
CONSTRUCTION PHASE

CERTIFICATE OF  
OCCUPANCY

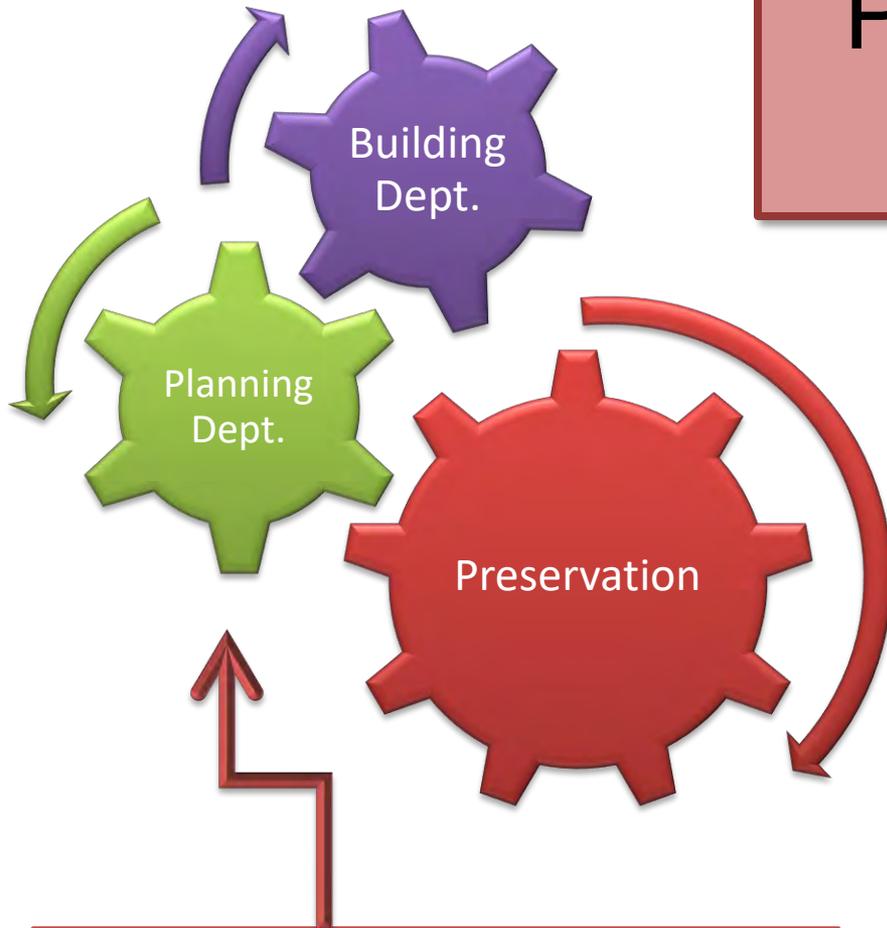
Affirmative  
Marketing  
Compliance

RENTERS CAN  
MOVE IN

ALL OTHER PERMITS  
& LICENSES ISSUED

40B Application  
Withdrawn

# PROJECT REVIEWS: Preservation

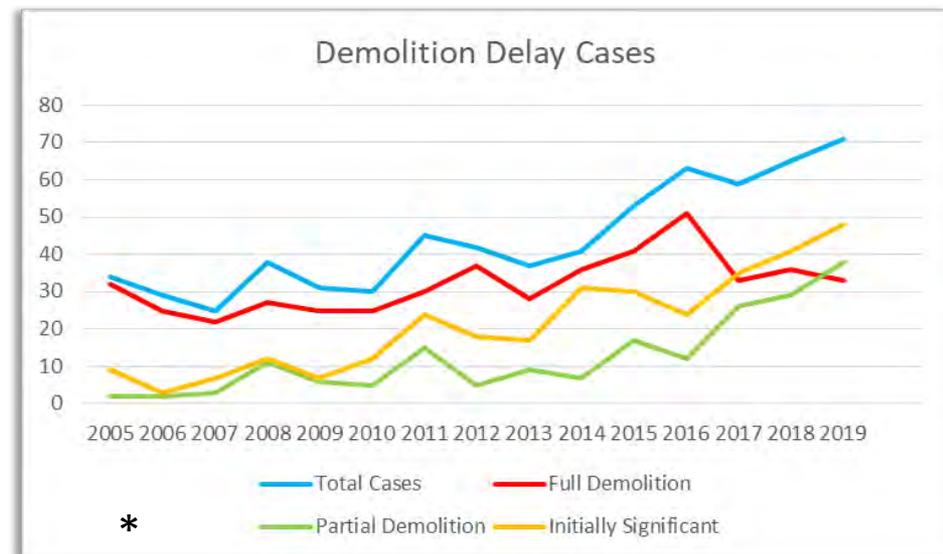


## Preservation Outcomes:

- LHD Certificate of Appropriateness
- LHD Certificate of Non-Applicability
- Demolition Delay (12 or 18 month)
- Lift of Demolition Delay

- Local Historic Districts
- Demolition By-Law

Administrative approvals=  
about 60% of total cases



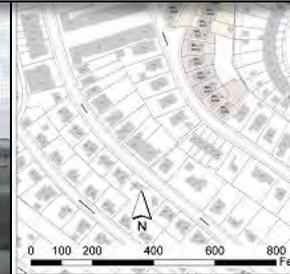
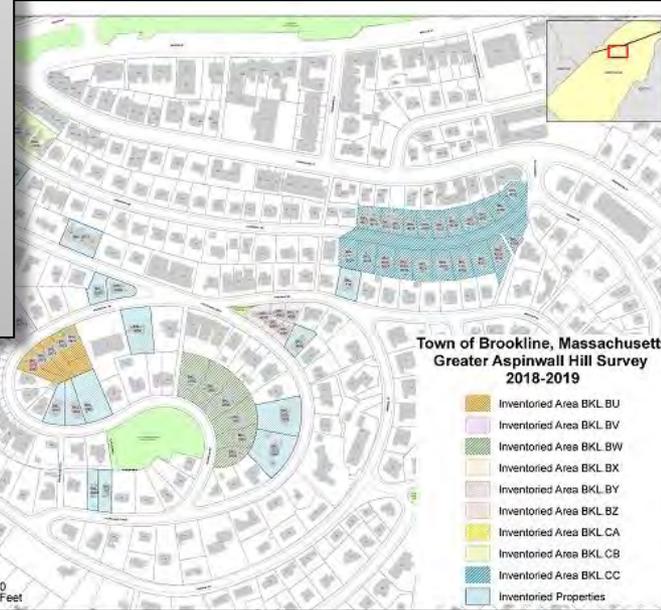
\* Graph data does not include cases approved administratively

# Staff Projects

## Preservation

### Preservation Action Plan FY20-21

- Beacon Street Guidelines
- Local Historic District Design Guidelines Revisions
- Survey and Planning Grant, MA Historical Commission
- Archiving Town of Brookline historic materials
- Develop Acella online access for Demolition Applications
- Preservation Awards Spring 2020
- Preservation assessments, Town buildings
- Sustainability & Preservation research
- Photographic documentation
  - Properties in LHDs
  - Properties on Demolition Delay



# PROJECT REVIEWS

## 40B Statistics

### 11 PROJECTS PERMITTED\*, 2016 - 2019

- 729 units (199 affordable)
- All rentals; some mixed use.
- Affordable units conditioned to be permanently deed restricted.
- Town secured over \$1,000,000 in mitigation funds from 40B projects for pedestrian, bike share, roadway, traffic signal improvements; street tree planting

### 3 PROJECTS PROPOSED, 2020

- 243 units (60 affordable)

### DISTRIBUTION (8-unit to 226-unit projects)

- Crowninshield near Comm Ave – 1 permitted
- Harvard 4 permitted, 1 proposed
- Beacon 1 permitted, 1 proposed, 1 proposed as alternative to Waldo-Durgin
- Babcock 1 permitted
- Centre 1 permitted
- Kent 1 proposed
- Boylston 1 permitted
- Hancock Village 2 permitted

\*Approved by ZBA with conditions

# PROJECT REVIEWS

## Site Plan and Design Review for 40B

**136 Babcock**

**INITIAL  
Nov 2017**



**APPROVED  
Dec 2018**



### RESULTS

- Less 20,000 GFA
- Less 15 units
- 15-20 foot setbacks front and rear
- Height at rear: 3 stories
- Improved stormwater mgt over existing conditions
- Safer vehicle access/egress
- Tree planting to restore tree loss
- Plan to protect abutting trees
- Contribution to street tree fund

# PROJECT REVIEWS

## Site Plan and Design Review for 40B

### Assessing Increased Density: Intensity of Use Factors

#### Framework for Analysis

- Public, Health, and Environmental Safety (priority)
- Site and Building Design / Circulation and Relationship to Context
- Good Neighbor Standards (noise, lighting, buffers, rubbish...)
- Impact Mitigation
- Risk Management

**Independent Peer Review:** Traffic, Parking, Stormwater, Geotechnical, Blasting, Architecture

Technical Reviews involve **10 Town departments/divisions**

**Boards/Commissions** may submit comments but don't have jurisdiction in most cases.

**Legal Counsel / 40B Consultant** (MHP tech assistance grant)

**Public comment** is critical and necessary.

# Subsidized Housing Inventory

## Brookline's Subsidized Housing Inventory (SHI)

- Current Status
- Percentage will **increase** as more projects are approved, pull building permits, complete construction and receive Certificates of Occupancy in a timely fashion
- Percentage could **decrease** if projects do not pull building permits within 12 months of approval, or do not receive C of O's within 18 months of pulling a building permit
- Brookline will probably hover around the 10% mark for the next several years
- This percentage could change based on the total number of housing units counted in the 2020 Census

# Project & Property Information

[www.brooklinema.gov/planning](http://www.brooklinema.gov/planning)

About the Department

Community Planning Division

Econ Dev & Long-Term Planning  
Division

Regulatory Planning Division

[Home](#) > [Government](#) > [Departments](#) > Planning and Community Development Department

## Planning and Community Development Department

### WHAT ARE WE UP TO?



[Bylaws & Guidelines](#)



[Current Projects](#)



[Find Property Info](#)



### Contact Us

**Alison Steinfeld**

Director

[Email Alison Steinfeld](mailto:alison.steinfeld@brookline.gov)

### Planning and Community Development Department

#### Physical Address

333 Washington St.

3rd Floor

Brookline, MA 02445

Phone: 617-730-2130

Fax: 617-730-2442

### Hours

Monday - Thursday

8 a.m. - 5 p.m.

Friday

8 a.m. - 12:30 p.m.

[Directory](#)

### Upcoming Events

#### February 2020

Su	M	Tu	W	Th	F	Sa
26	27	28	29	30	31	01
02	03	04	05	06	07	08
09	10	11	12	13	14	15

# Brookline Planning Board

March 2, 2020

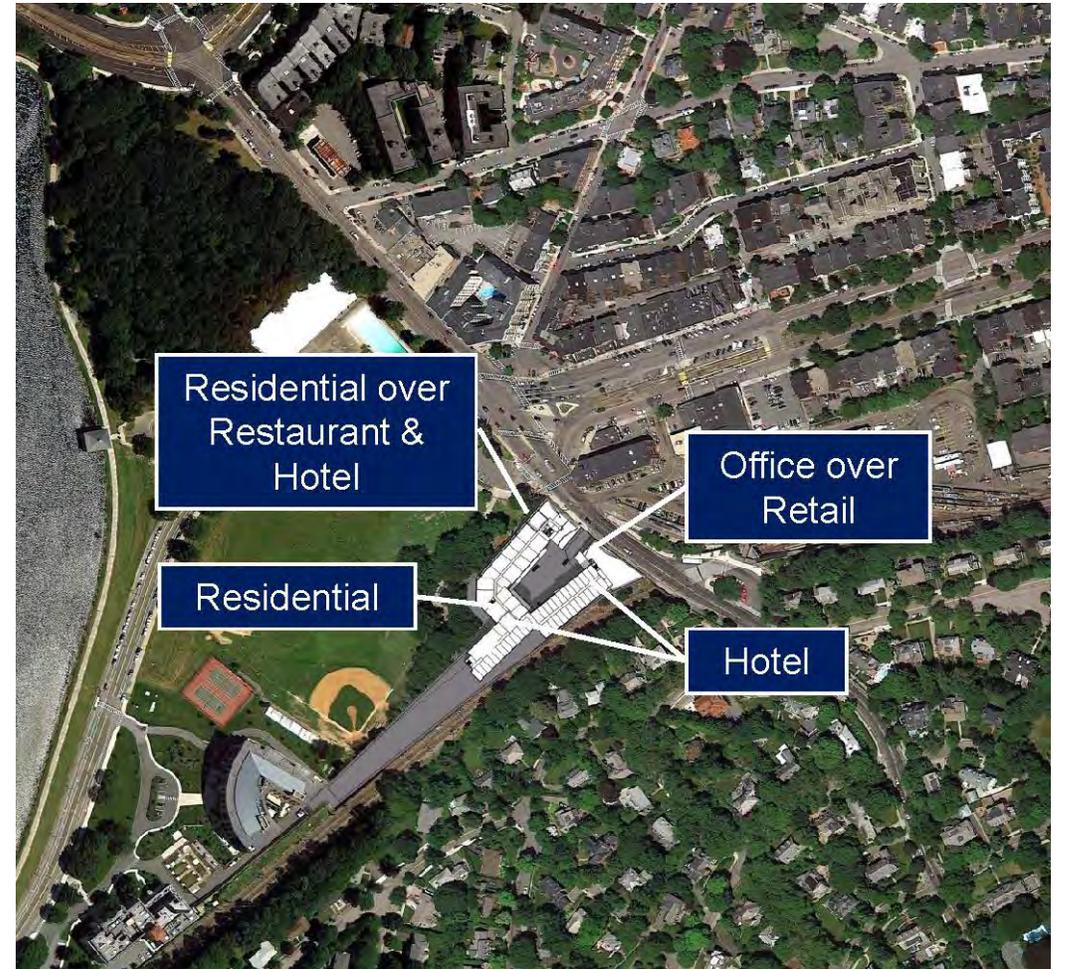
# Current Planning Board Members:

- Steve Heikin FAIA, Chair *Architect and Planner*
- Mark Zarillo FASLA *Landscape Architect and Planner*
- Linda Hamlin AIA *Architect*
- Blair Hines ASLA *Landscape Architect*
- Matt Oudens AIA *Architect*
- James Carr AIA *Architect*

# Key Planning Board Responsibilities:

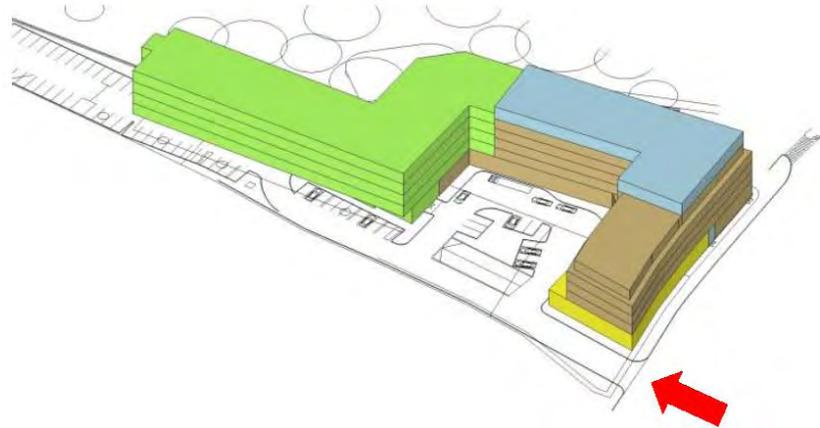
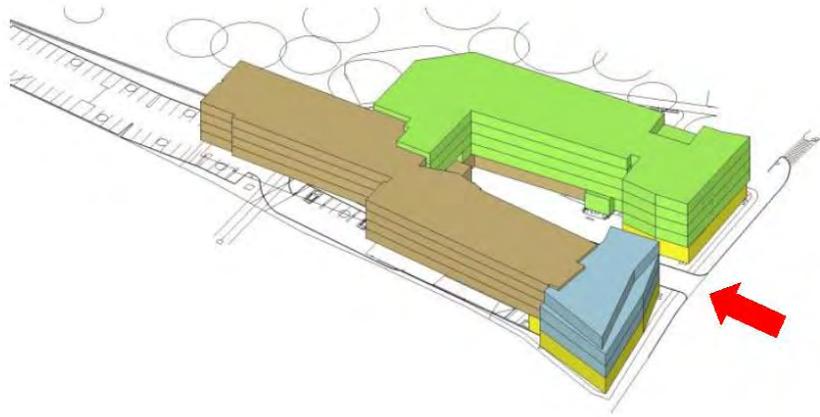
- Advisory to the Zoning Board of Appeals for Projects requiring Special Permits and/or Variances
- Review and approve sign and façade applications
- Design Review and appointment of DATs for Major Projects (Sec. 5.09), including any project on or within 100 feet of Beacon St., Comm Ave., Boylston St., Harvard St., Brookline Ave., or Washington St.
- Support and review major Town planning initiatives, such as the Housing Production Plan and the Strategic Asset Plan and Major Parcel Study
- Develop Design Guidelines for specific areas of town
- Make recommendations to Town Meeting on proposed zoning amendments

# Significant Projects: *Before and After*



**Cleveland Circle Hotel**

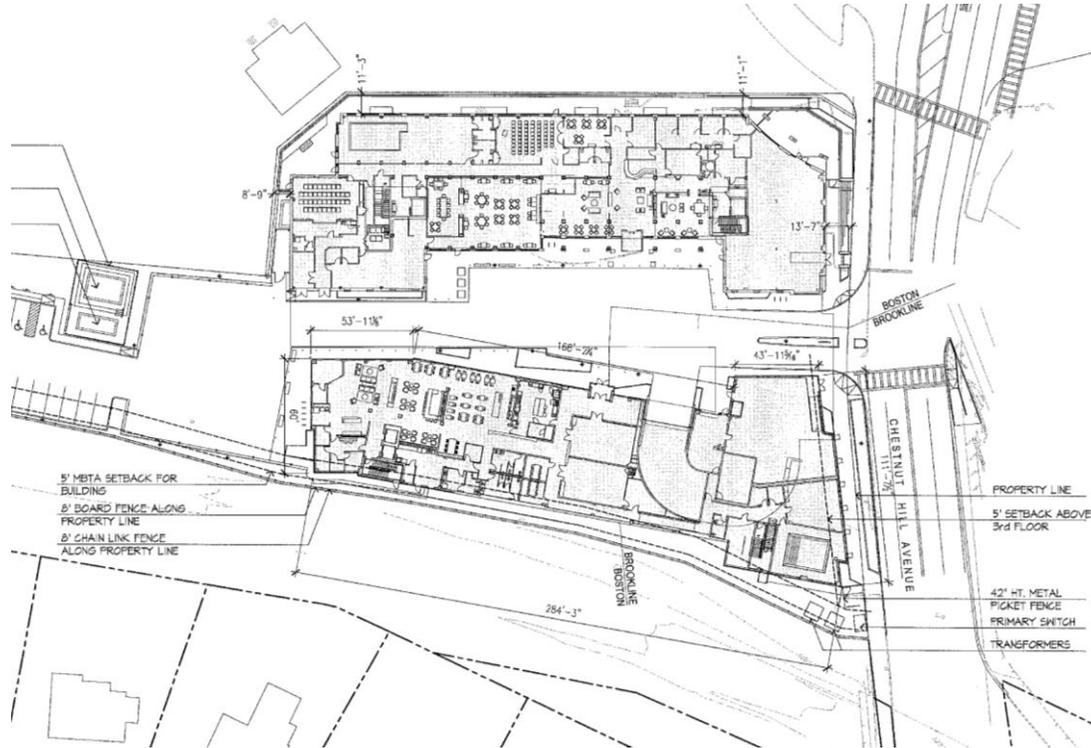
# Significant Projects: *Before and After*



**Cleveland Circle Hotel**

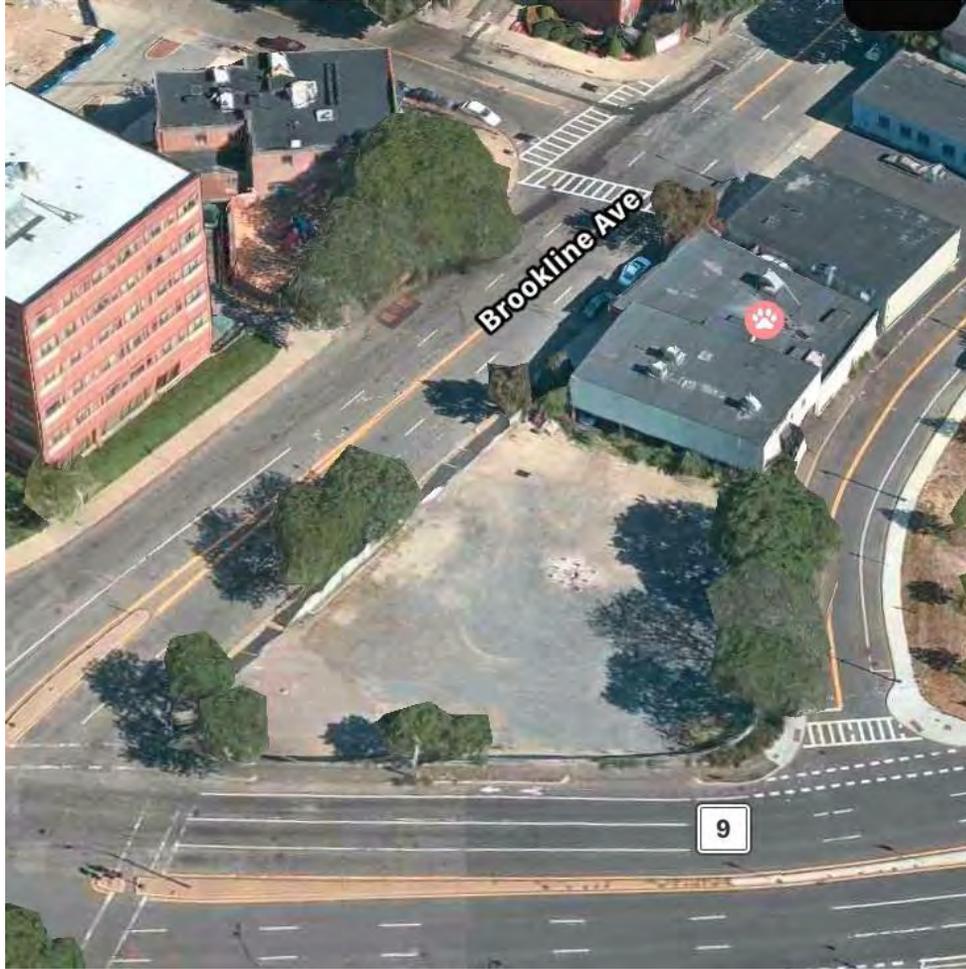


# Significant Projects: *Before and After*



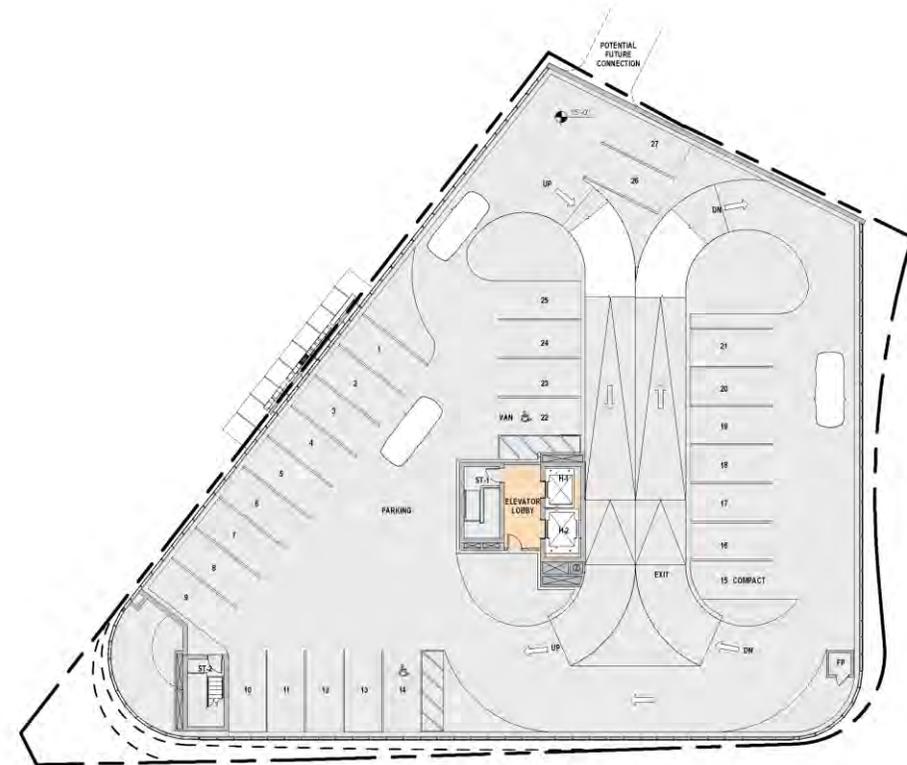
**Cleveland Circle Hotel**

# Significant Projects: *Before and After*



**Emerald Island Hotel, Route 9 and Brookline Avenue**

# Significant Projects: *Before and After*



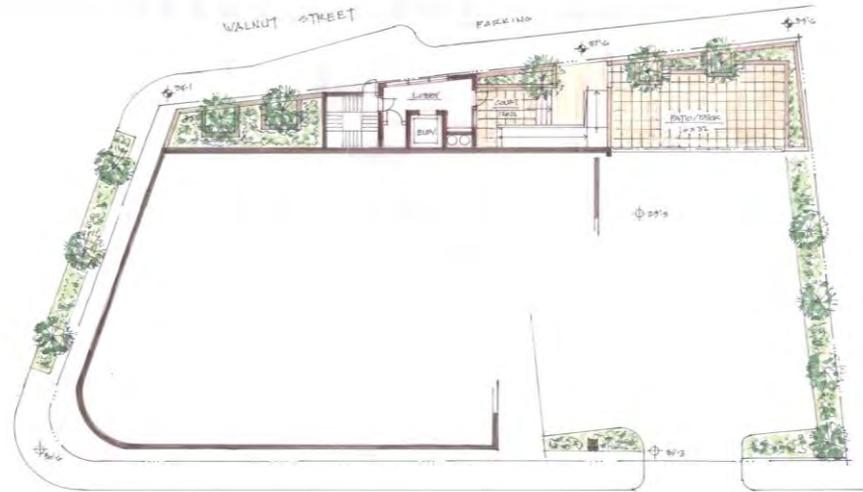
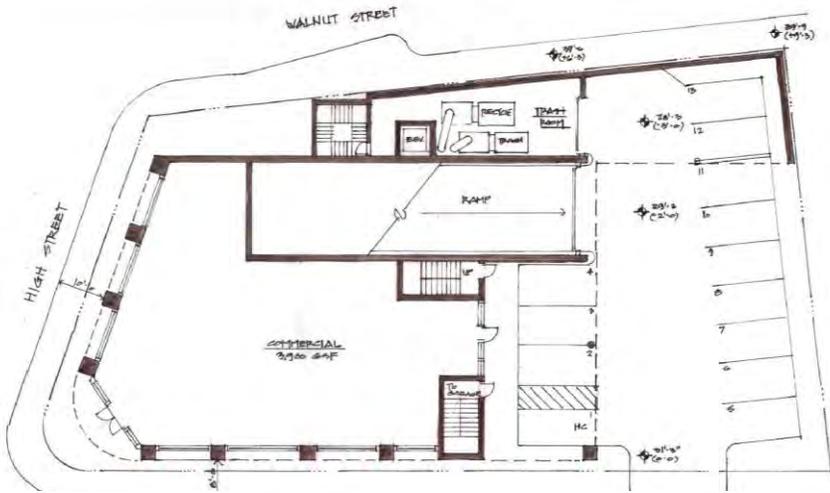
**Emerald Island Hotel, Route 9 and Brookline Avenue**

# Significant Projects: *Before and After*



**Emerald Island Hotel, Route 9 and Brookline Avenue**

# Significant Projects: *Before and After*



**20 Boylston Street**

# Significant Projects: *Before and After*



**20 Boylston Street**

# Significant Projects: *Before and After*



**20 Boylston Street**

# Significant Projects: *Before and After*



**Gerry Building, Hancock Village**

***January 8, 2019***

# Significant Projects: *Before and After*



**Gerry Building, Hancock Village**

***January 26, 2019***

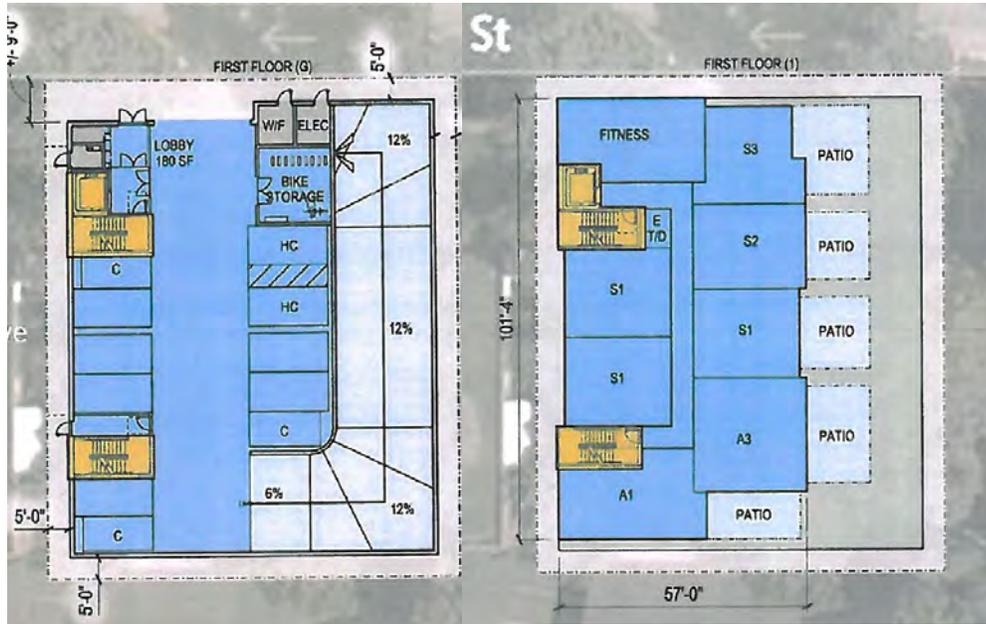
# Significant Projects: *Before and After*



**Gerry Building, Hancock Village**

***September 26, 2019***

# Significant Projects: *Before and After*

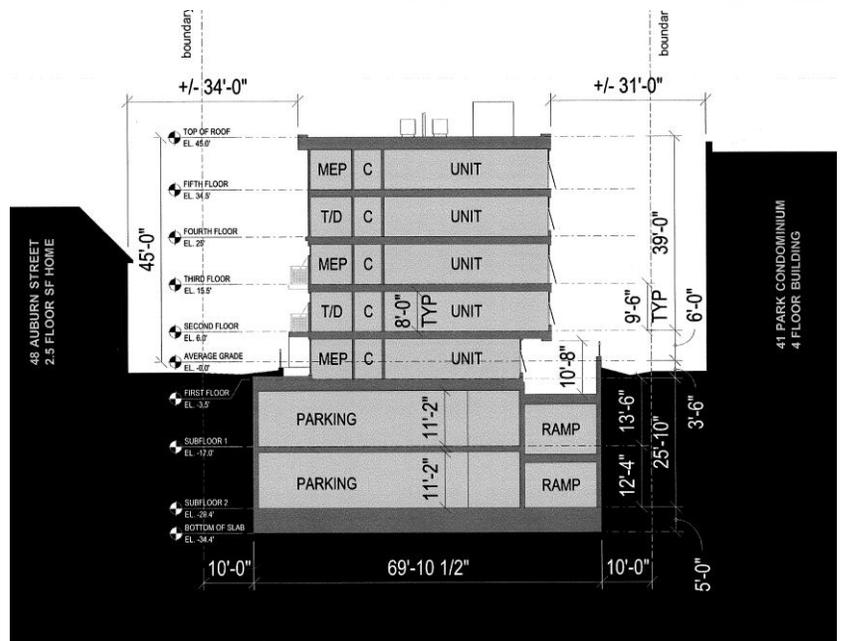


**54 Auburn Street**

# Significant Projects: *Before and After*



	ORIGINAL PROPOSAL	REVISION #1	REVISION #2	REVISION #3	REVISION #4
DATE	12/22/2015	5/12/2016	7/2/2016	3/2/2017	6/08/2017
UNITS	29	23	15	15	12
SPACES	53	55	27	27	26
HEIGHT	58 FT	50	45 FT	45 FT	43 FT
FAR	1.94	1.5	1.497	1.497	1.17
FY SETBACK	5 FT	9 FT	15 FT - 6 IN	19 FT - 6 IN	19 FT - 6 IN
RY SETBACK	5 FT	5 FT	30 FT	26 FT - 6 IN	30 FT
L.O.S.	25.0%	20.0%	47.7%	47.5%	47.5%



54 Auburn Street

# Current Planning Board Initiatives:

- Review Guidelines for “Deadricks” projects (MGL c.40A, Sec. 6)
- Enhanced requirements for Counterbalancing Amenities for projects in commercial districts and other significant impact projects
- Design Guidelines and possible zoning modifications for Beacon St. - joint Planning Board/Preservation Commission subcommittee

# HOUSING ADVISORY BOARD (HAB)

*Roger Blood*

March 2, 2020



*Brookline established a three-pronged affordable housing regime in the late 1980s with the phaseout of rent control*

1. Inclusionary Zoning Bylaw
2. Affordable Housing Trust Fund
3. Housing Advisory Board (HAB)
  - Oversight of Inclusionary Zoning
  - Trustees of Housing Trust
  - Develop and advise on housing policy and goals

*These three elements interact to create and preserve affordable housing in Brookline*



# *Seven-member Housing Advisory Board (HAB)*

- Four Select Board appointed members with diverse affordable housing professional experience:
  - **Jonathan Klein** - Legal
  - **Jennie Raitt** - Planning
  - **Bill Madsen-Hardy** - Development
  - **Roger Blood** - Finance
- Bylaw also requires:
  - Planning Board Representative
    - **Steve Heikin** – Planning Board Chair & affordable housing architect
  - Brookline Housing Authority (BHA) representative:
    - **Mike Jacobs** - BHA Board Chair & affordable housing consultant
  - Low/moderate income renter:
    - **Rita McNally** - BIC Board & Town Meeting Member

*Inclusionary Zoning Bylaw requires multifamily developers to contribute affordable housing units directly or indirectly*

- Projects with more than 15 units require 15% of units to be affordable onsite
- Projects with 6 to 15 units allow a cash contribution to the Town's Affordable Housing Trust
- On large projects, the Town can negotiate a range of affordable housing plans if a more favorable outcome can be realized

## *Inclusionary Zoning has produced over 100 affordable units in more than 20 projects*

- 51 affordable condominium units in 13 projects
- 21 affordable rental units in seven projects
- 17 affordable assisted living units in one project
- 15 affordable SRO (lodging house) units in one project

The Inclusionary Zoning Bylaw will be strengthened in 2020

- Higher fee schedule—applicable to projects with 4 to 19 units
- Expanded definition of “affordable” to include middle-income “workforce housing”

# *Brookline's Affordable Housing Trust: Funding sources and income received*



1. Housing developers
  - \$6.9 million – 1998 to 2019
  - Payments from 17 projects subject to Inclusionary Zoning
2. Annual contributions from the Town
  - \$5.6 million – 2001 to 2019
    - 14 periodic payments under “Free Cash” formula: \$4.9 million
    - Proceeds from sale of foreclosed property: \$677,000
3. Interest: \$1.5 million

*Total income received – 1998 to 2019: \$14 million*

*The Trust Fund leverages its resources by providing predevelopment loans and longer-term funding when federal and state subsidies are insufficient to make affordable housing projects in Brookline financially feasible*

- Brookline land is extraordinarily costly--making feasibility a challenge
- Trust Funding typically complement HOME and/or CDBG and multiple other public and private funding sources to make projects feasible
- Town uses Trust Funds to support nonprofit, private and public project sponsors; the Town itself does not develop or own affordable housing
- *Average per-unit cost for leveraged Trust Fund investments: **\$50,000***



*The Town's Housing Trust has committed \$11 million to create and preserve affordable housing units in 7 projects*

1. 100 Center Street: \$1 million
2. St. Aidans: \$3.8 million
3. Olmsted Hill: \$820,000
4. Dummer Street: \$2.0 million
5. 51-57 Beals Street: \$830,000
6. 370 Harvard Street: \$1.5 million (under constr.)
7. 90 Longwood Avenue: \$847,000 (approved 2020)



# 100 Center Street – Hebrew Senior Life Preservation of affordable rentals in “expiring use” building



# St. Aidans – Planning Office for Urban Affairs (POUA) 36 affordable rental and condominium units



# *Olmsted Hill – New Atlantic Development 24 affordable condominiums*



# *Dummer Street – Brookline Housing Authority*

## *32 Low-income rental units*



*51-57 Beals Street – Pine Street Inn  
31 affordable lodging house units*



# 370 Harvard Street – 2Life Communities 62 senior rental housing units



For more information on this new community,  
please call (617) 614-5250 or visit



# *Former Newbury College campus – 125 Holland Road Welltower-New Atlantic Development (proposed)*



- Required affordable housing for adjacent 120-unit senior + assisted living development
- 18 moderate-income/workforce affordable condominium units
- Welltower contributing land & building, \$3.12 million cash and backup reserve
- Re-zoning required
- Alternative plan: \$6.525 million Welltower payment to Affordable Housing Trust for BHA senior housing development project

# *Kent-Station Street Senior Living*



- Currently a municipal parking lot in Brookline Village
- 2016: Housing Production Plan (HPP) identified this site as an affordable housing opportunity
- 2016: Town Meeting requested Select Board and HAB to pursue
- Town issued RFP in 2019 seeking 40-65 affordable units
- Qualified RFP responses are currently under review
- Housing Trust Funds will be needed to make project feasible



# 90 Longwood Avenue – BHA Senior Housing Substantial renovation of 99 ‘micro-housing’ units



# **Economic Development Advisory Board**

**Paul Saner, Co-Chair**

**Joint Meeting of Development Boards  
March 2, 2020**

## **EDAB By-Law Charge**

*“EDAB shall review the economic development, redevelopment and renewal policies of the town, and all modifications and amendments thereto proposed by the (Economic Development) Division and shall make its recommendations and reports to the (Economic Development) Director, the Town Administrator and the Board of Selectmen.*

*EDAB may also initiate recommendations for amending or modifying the town's development, redevelopment and renewal policies and may make recommendations for changes in the town's economic development strategy.”*

## **Economic Development Advisory Board**

Anne Meyers, Co-Chair

Paul Saner, Co-Chair

Cliff Brown

Derrick Choi

Alan Christ

Susan Houston

Carol Levin

Ken Lewis

Thomas Nally

Marilyn Newman

Alden Raine

Donald A. Warner

**Red Cab/ Homewood Suites**



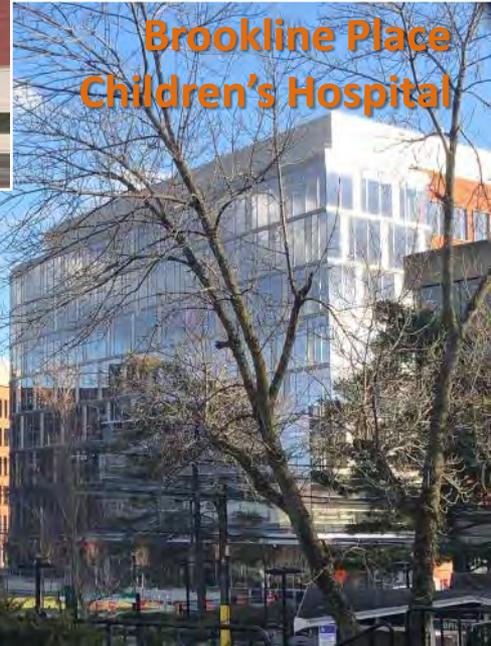
**Cleveland Circle / AC Marriot**



**Waldo Durgin Mixed Use**



**Brookline Place  
Children's Hospital**



**River Road/ Hilton Garden Inn**

**850 Boylston Street**  
**Acquired by Brigham & Women's Hospital**

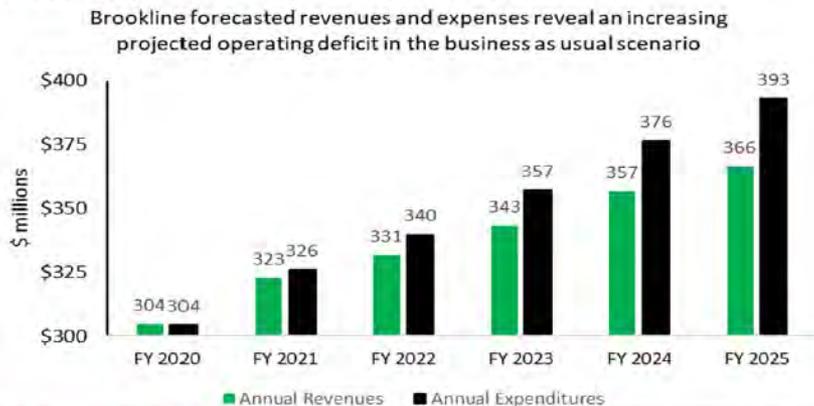


# Brookline Fiscal Advisory Committee (BFAC)

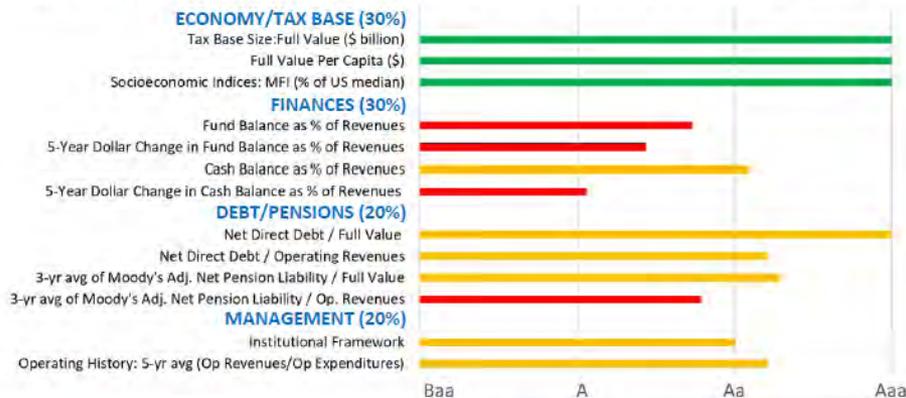


# Why commit to maintaining the AAA and improving financial decision making?

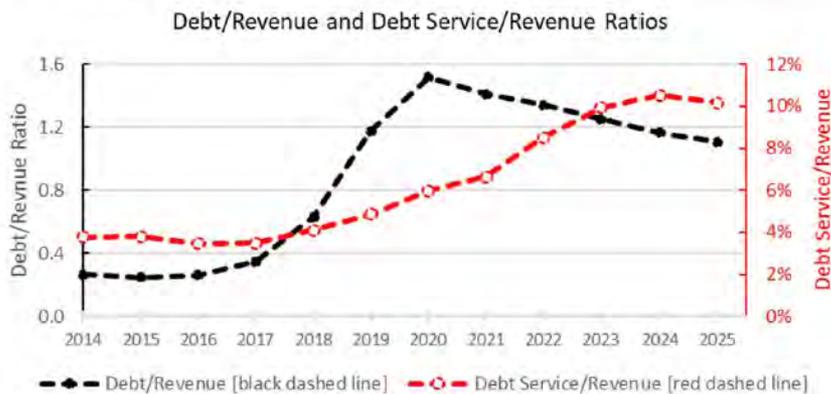
**1. A growing budget gap:** Brookline's forecasted expenses increasingly exceed its forecasted revenues



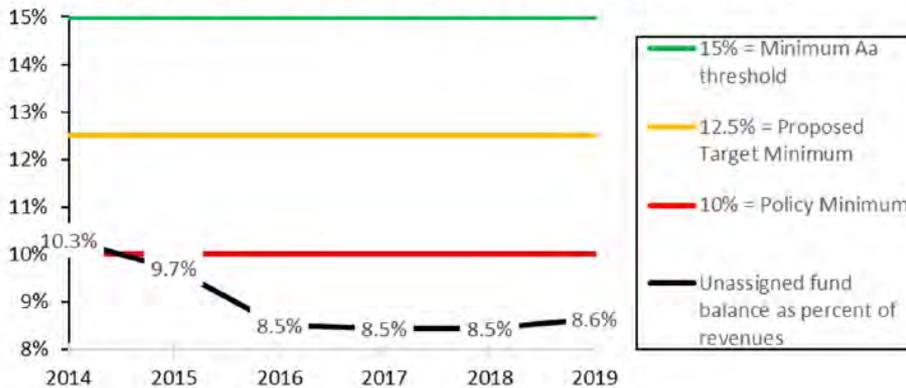
**2. Rating concerns:** Brookline's AAA Moody's rating is under pressure as most of its elements are rated Aa or A



**3. More debt burden:** Debt service is a growing proportion of Brookline's budget



**4. Declining reserves:** Brookline has been drawing down its rainy day reserves below its 10% policy minimum



## **Brookline Fiscal Advisory Committee (BFAC)**

*Key Conclusion: Town of Brookline must adapt a multi-faceted sustainable approach to dealing with the structural funding gap before it becomes a crisis.*

BFAC Report Provided 18 Specific Recommendations (4 Sections):

Maintain Our AAA Bond Rating

Improve Financial Decision Making

Limited Capabilities of the Town's Current Governance Model

Resources to Implement BFAC's Recommendations

# Brookline Fiscal Advisory Committee (BFAC)

## New Economic Development

Importance of Economic Development specifically referenced in Standard & Poor's "*Top 10 Management Characteristics.*"

### **BFAC Report - Economic Development Recommendations:**

*Aggressively pursue new economic development to increase the vibrancy of the town's economy, generate new property tax revenues, and minimize the burden on residential taxpayers."*

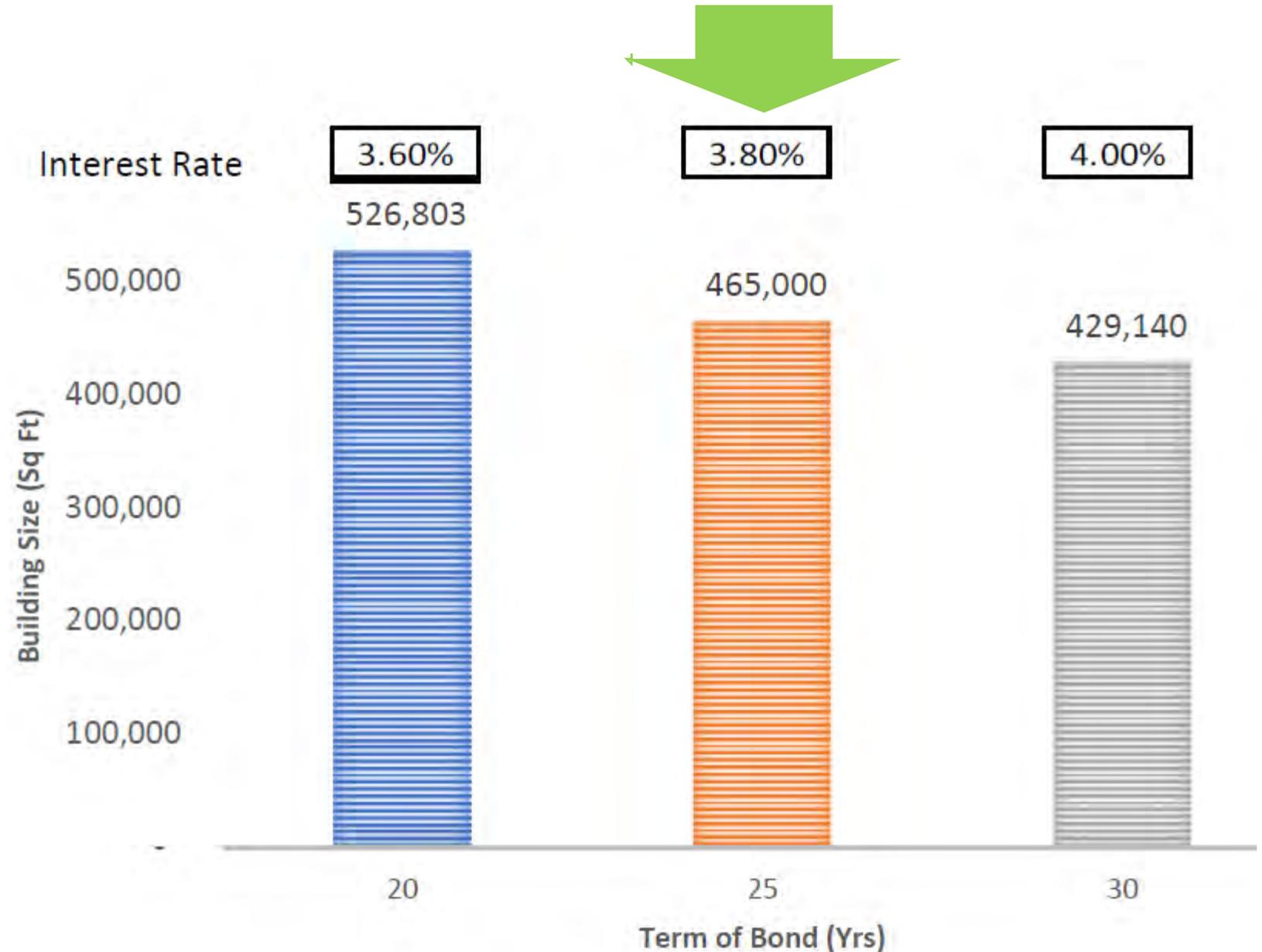
*Zoning changes to incentivize new development and encourage increased density in transit-oriented areas.*

# Framing Our Choices: New Economic Development = New School

Approx. 465,000 sq. ft. of new real estate development would generate sufficient new tax revenues to pay the debt service of a \$100 million school construction project funded by a 25-year bond at a 3.8% interest rate.

This is based on a real estate development analysis prepared by EDAB for BFAC. Assumes four different newly constructed mid-scale commercial buildings at a scale that is believed feasible under current market conditions:

- General office, Medical office, Lab developments each sized at 120,000 SF above grade.
- 105,000 square foot hotel.



# Single Story Temporary Taxpayer Commercial Buildings Along Beacon St. Constructed Early Twentieth Century



# Single Story Temporary Taxpayer Commercial Buildings Along Beacon St. Constructed Early Twentieth Century



# Single Story Temporary Taxpayer Commercial Buildings Along Beacon St. Constructed Early Twentieth Century



# Development Under Existing Zoning

## Organic Commercial Development – Route 9



# Development Under Existing Zoning

## Organic Commercial Development – Route 9



## Future Priority: Zoning Reform

### Opportunities:

- Proactive up-zoning of mixed-use commercial corridors
- Contextual form-based density to incentivize financially feasible redevelopment opportunities
- Achieve multiple Town objectives: economic development, housing affordability, sustainability and diversity
- New small business opportunities – ground level local service & retail
- Build upon:
  - Strength of Brookline's location
  - Housing Production Plan
  - Economic Development 5-Year Plan
  - WA 15 eliminating commercial parking minimums in the TPOD

## Future Priority: Zoning Reform

### Challenges:

- Site size / assembly opportunities in commercial corridors
  - Limited depth
  - Fragmented long-term ownership (with low tax basis)
  - Upper levels need standard floor plates for commercial tenants
- Multi-family residential highest and best use in Boston metro market
  - Creep of residential development into commercial zones
  - Residential yields much less tax revenue per square foot than commercial which has little demands on municipal services
- Commercial up-zoning in advance of a developer for larger “institutional quality” sites puts the Town at risk of new building someday becoming tax exempt
- Resident concerns about density – traffic, parking, shadow impacts, etc.

# Newbury College Redevelopment



**BFAC Report:** *Successful economic development is a complex process and depends upon a robust and opportunistic long-range planning process.*

# PRESERVATION COMMISSION

REGULATION, PROJECTS, PLANNING



# PRESERVATION COMMISSION MEMBERS

- David King, Chair
- Elton Elperin, Vice-Chair
- Jim Batchelor
- Wendy Ecker
- David Jack
- Richard Panciera
- Peter Kleiner
- Elizabeth Armstrong, Alternate



THE BROOKLINE  
PRESERVATION COMMISSION

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**Design Guidelines  
for Local Historic Districts**

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

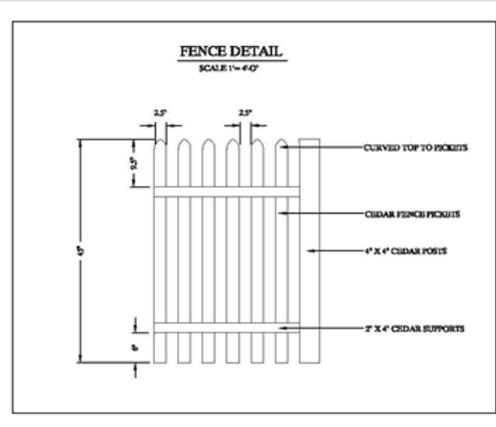


## Local Historic District: Projects

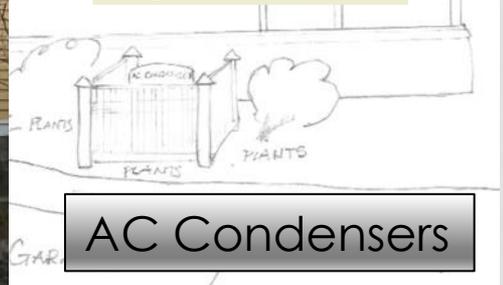
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- Walls and Trim
- Windows
- Masonry and Stucco
- Roofs, Chimneys,  
and Gutters
- Doors and Steps;  
Porches
- Fences and Walls
- New Construction
- Demolition

# Commonly Reviewed Elements



Fences



AC Condensers

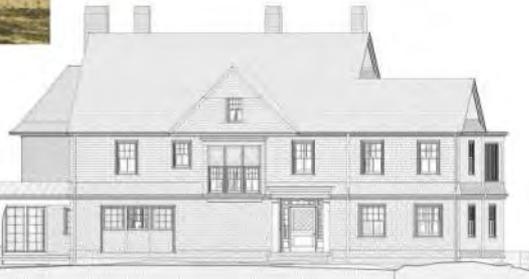


Wood Gutters



IMAGE OF ORIGINAL HOME, PRIOR TO 1940 RENOVATION

Approved Plan



2 3D MASSING - PROPOSED FRONT OF HOUSE

### MASSING PERSPECTIVES

A300  
08/17/18

**LDA**  
ARCHITECTURE & INTERIORS

1st Submission



IMAGE OF ORIGINAL HOME, PRIOR TO 1940 RENOVATION



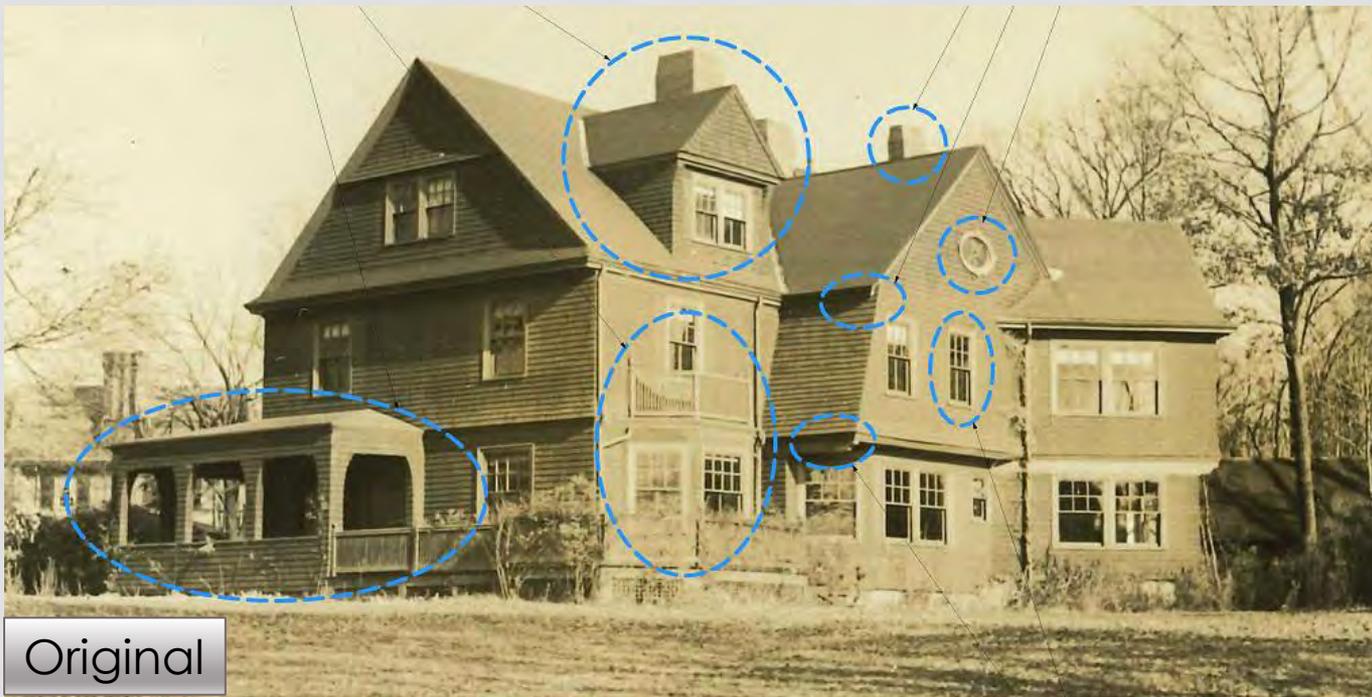
2 3D MASSING - PROPOSED - FRONT OF HOUSE

### MASSING PERSPECTIVE

A300  
05/22/18

**LDA**  
ARCHITECTURE & INTERIORS

Attached Garage Addition  
40 Dunster Road  
Chestnut Hill North LHD



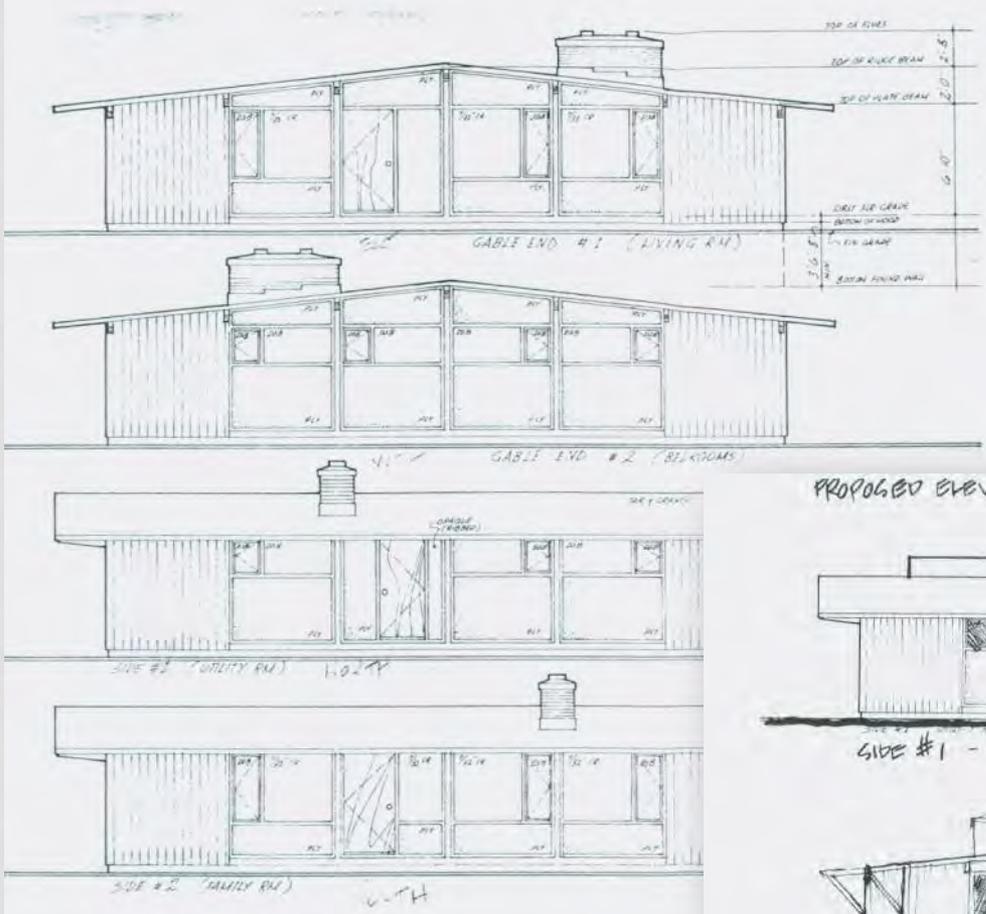
Original



Before

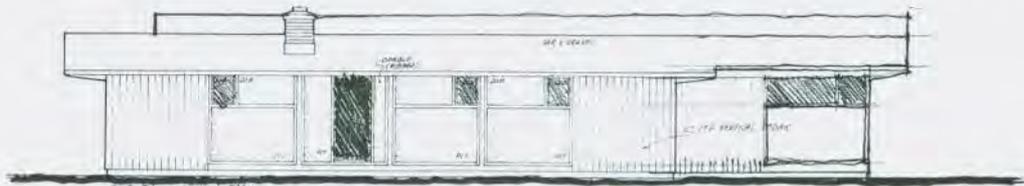


After

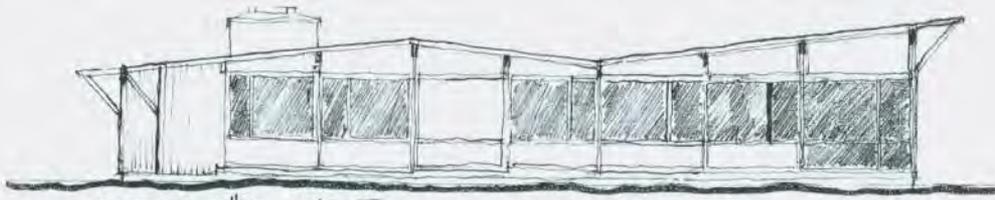


PROPOSED ELEVATIONS 2'x10' TGH

BPL - 3.1.2010



SIDE #1 - NORTH



GABLE END #2 - WEST



GABLE END #1 - EAST

EXISTING ELEVATIONS  
2'x10'  
TGH

Core House Renovations



Core House Renovations  
224 Walnut Street  
Pill Hill Local Historic District

Addition & Renovation  
1 Wellington Terrace  
Pill Hill LHD



After



Before





New Construction  
 239-241A Walnut Street  
 Pill Hill LHD



LIVING AREA PER UNIT:	
Basement	600 sf
First Floor	1290 sf
Second Floor	1650 sf
Attic Floor	450 sf
<b>Total Living Area</b>	<b>3390 sf</b>

N.B. A BUILDING PERMIT APPLICATION MUST BE INITIATED BEFORE COMPLETING THIS APPLICATION



# TOWN OF BROOKLINE Massachusetts

## PRESERVATION COMMISSION APPLICATION FOR DEMOLITION CERTIFICATE

Application Number:	_____
Date Received:	_____
Hearing Date:	_____

**I. PROPERTY ADDRESS** \_\_\_\_\_

**II. OWNER** \_\_\_\_\_ **PHONE** \_\_\_\_\_

**ADDRESS** \_\_\_\_\_ **ZIP CODE** \_\_\_\_\_

**E-MAIL ADDRESS** \_\_\_\_\_

**III. BUILDING TYPE OR SECTION TO BE DEMOLISHED**

\_\_\_\_\_

### FEE SCHEDULE FOR DEMOLITION CERTIFICATES

Please make out two checks payable to the Town of Brookline in the amount of \$100 and \$200. If the building is determined Non-Significant, the \$200 check will be returned to you.

\$300.00	Certificate of Significance (Please see instructions above)
\$100.00	Certificate of Non-Significance

RECEIVED \_\_\_\_\_

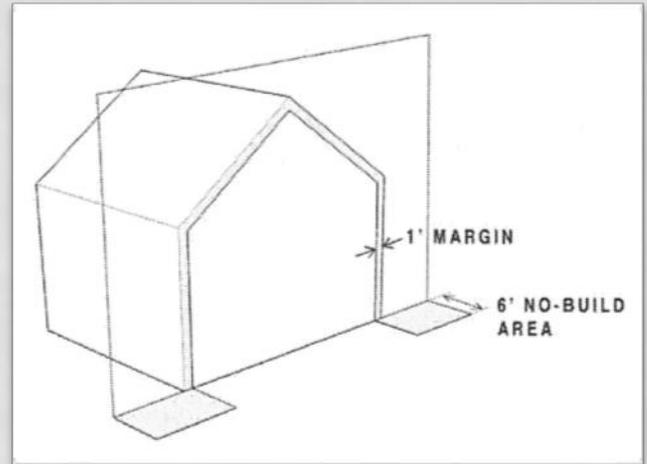
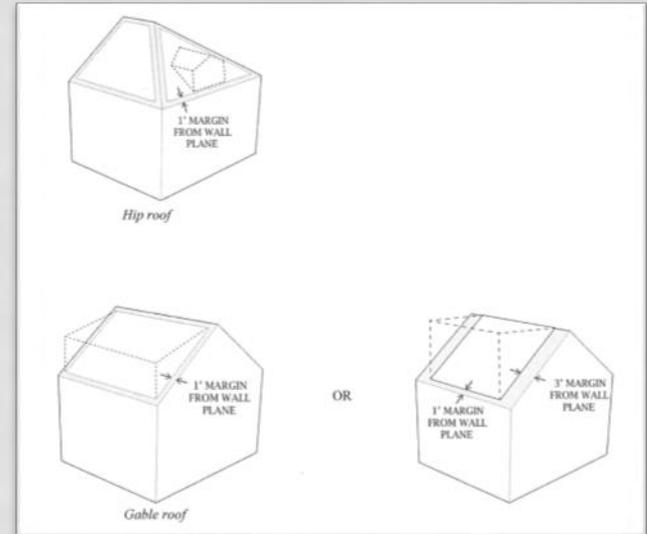
### TIME SCHEDULE

Within ten (10) business days of receipt of a COMPLETED application, the staff shall make an initial determination of Significance or Non-Significance and will notify the owner, the Building Commissioner, the Town Clerk, and the Planning Director. Within thirty (30) business days of an initial determination, if the building is found significant, the Commission shall review the application at a Public Hearing. Failure to complete this form accurately will require a new application.

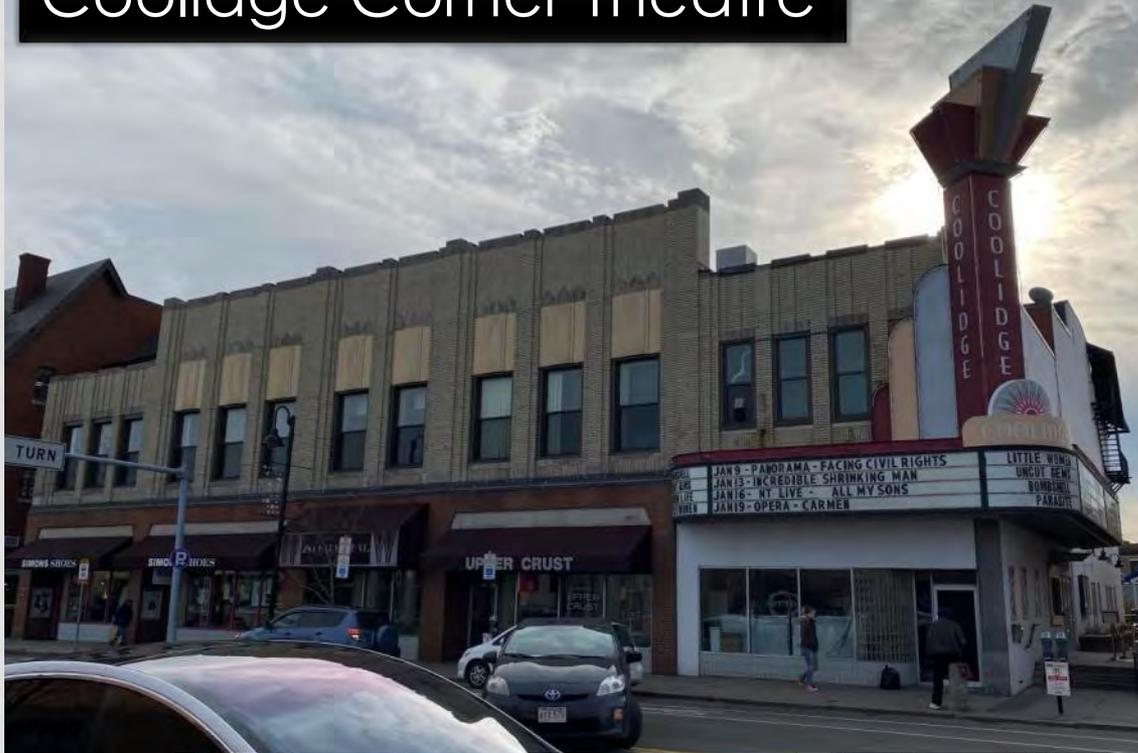
### V. SIGNATURES:

OWNER OF RECORD \_\_\_\_\_ DATE \_\_\_\_\_

# Demolition Delay: Projects



# Coolidge Corner Theatre



1906



1960's



# St. Aidans Preservation Restriction



THE BROOKLINE  
PRESERVATION COMMISSION



**Design Guidelines  
for Local Historic Districts**

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT



## Projects

- LHD Design Guidelines Revisions
- Beacon Street Design Guidelines
- Harvard Street Design Guidelines
- Survey and Planning Grant application:  
The Lindens
- Recent revision to Demolition Delay By-Law
- Participate on DATs

### 1913 View of Beacon Street From St. Mary's to Coolidge Corner



The Lindens



THE SECRETARY  
OF THE INTERIOR'S  
STANDARDS FOR  
REHABILITATION &

ILLUSTRATED  
GUIDELINES ON  
**SUSTAINABILITY**  
FOR  
REHABILITATING  
HISTORIC  
BUILDINGS

## Evolving Positions:

---

- Response to climate change
- Response to housing shortage
- LHD gutter materials
- Steel window guidelines



**Climate Heritage**  
N E T W O R K



National Trust for Historic Preservation  
**Research & Policy Lab**

# 13 PRESERVATION BRIEFS

**The Repair and  
Thermal Upgrading of  
Historic Steel Windows**

Sharon C. Park, AIA



U.S. Department of the Interior  
National Park Service  
Cultural Resources  
Heritage Preservation Services



# ENVIRONMENTAL SUSTAINABILITY

## Select Board's Climate Action Committee

Werner Lohe, Co-Chair

Select Board's  
Climate Action Committee  
**Membership**

Nancy Heller	Select Board / Co-Chair
Werner Lohe	Conservation Commission / Co-Chair
James Carr	Planning Board
vacant	Transportation Board
Dan Bennett	Building Commission
Dr. Swannie Jett	Advisory Committee on Public Health
David Perlman	School Committee
Don Weitzman	Advisory Committee
Alan Leviton	Climate Action Brookline
David Gladstone	Brookline Chamber of Commerce
Deborah Rivers	Brookline GreenSpace Alliance
Linda Olson Pehlke	Brookline Neighborhood Alliance
Michael Berger	Citizen-at-Large
David Lescohier	Citizen-at-Large
Kathleen Scanlon	Citizen-at-Large

Select Board's  
Climate Action Committee  
**Membership**

Architects	3
Lawyers	3
Town Department Heads	2
Planner	1
Engineer	1
Banker	1
Professor	1
other	2
vacant	1

# Mission / Climate Action Plan

- Climate Action Plan – **Zero Emissions by 2050** (Town-wide and Community-wide)
- Promote **Resiliency** (adaptation)
- Make Brookline a **leader** in sustainability, including environmental health, positive social impact, and economic development
- Promote **awareness** of the need for emissions reduction and sustainability
- Be a **liaison** between the Town and the public
- **Monitor** the Town's efforts
- **Report** annually to Town Meeting, the Select Board, the Town Administrator, and the public

# History

- 2000 Climate Action Brookline founded
- 2000 Select Board: Resolution Recognizing Climate Change
- 2000 Town Meeting: Resolution for two Priuses in Town Fleet
- 2002 First Climate Action Plan
- 2008 Town Meeting: Creates Select Board's Climate Action Committee
- 2010 Stretch Building Code (adoption of state initiative)
- 2011 Municipal Energy Reduction Plan (Green Communities Act)
- 2012 Second Climate Action Plan
- 2013 SolarizeBrookline (solar panels for residents)
- 2016 Brookline Green Electricity (25%-100% green for residents)
- 2017 Town Meeting: Net Zero Ninth School resolution (EUI)
- 2017 Net Zero Ninth School Subcommittee Final Report (Zero Emissions / Fossil Fuel Free)
- 2018 Select Board: Zero Emissions by 2050 in third Climate Action Plan
- 2018 Town Meeting: Fossil-Fuel-Free condition imposed on design of the Driscoll and Baldwin Schools
- 2019 Town Meeting: Bylaw Prohibiting Fossil Fuel Infrastructure in New Construction and Renovations

# Origins

- 2000 Climate Action Brookline founded
- 2000 Select Board: Resolution Recognizing Climate Change
- 2000 Town Meeting: Resolution for two Priuses in Town Fleet
- 2002 First Climate Action Plan



# First Years of the SBCAC

- 2008 Town Meeting: Creates Select Board's Climate Action Committee
- 2010 Stretch Building Code (adoption of state initiative)
- 2011 Municipal Energy Reduction Plan (Green Communities Act)
- 2012 Second Climate Action Plan
- 2013 SolarizeBrookline (solar panels for residents)
- 2016 Brookline Green Electricity (25%-100% green for residents)



# Leadership on Buildings

- 2017 Town Meeting: Net Zero Ninth School resolution (EUI)
- 2017 Net Zero Ninth School Subcommittee Final Report  
(Zero Emissions / Fossil Fuel Free)
- 2018 Select Board: Zero Emissions by 2050 in third  
Climate Action Plan
- 2018 Town Meeting: Fossil-Fuel-Free condition imposed  
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in New Construction and Renovations





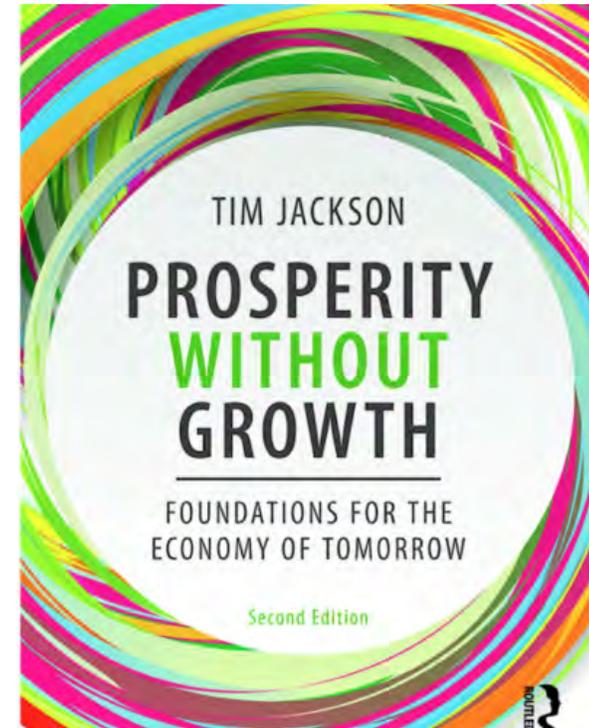




## Poverty, Immigration, Mass Migration



Unsustainable Economic Growth



# Balfour at Brookline – Renderings











***Fossil-Fuel-Free*** Building Upgrades

***Smaller*** Residential Units

On-Site Electricity Generation & ***Storage***

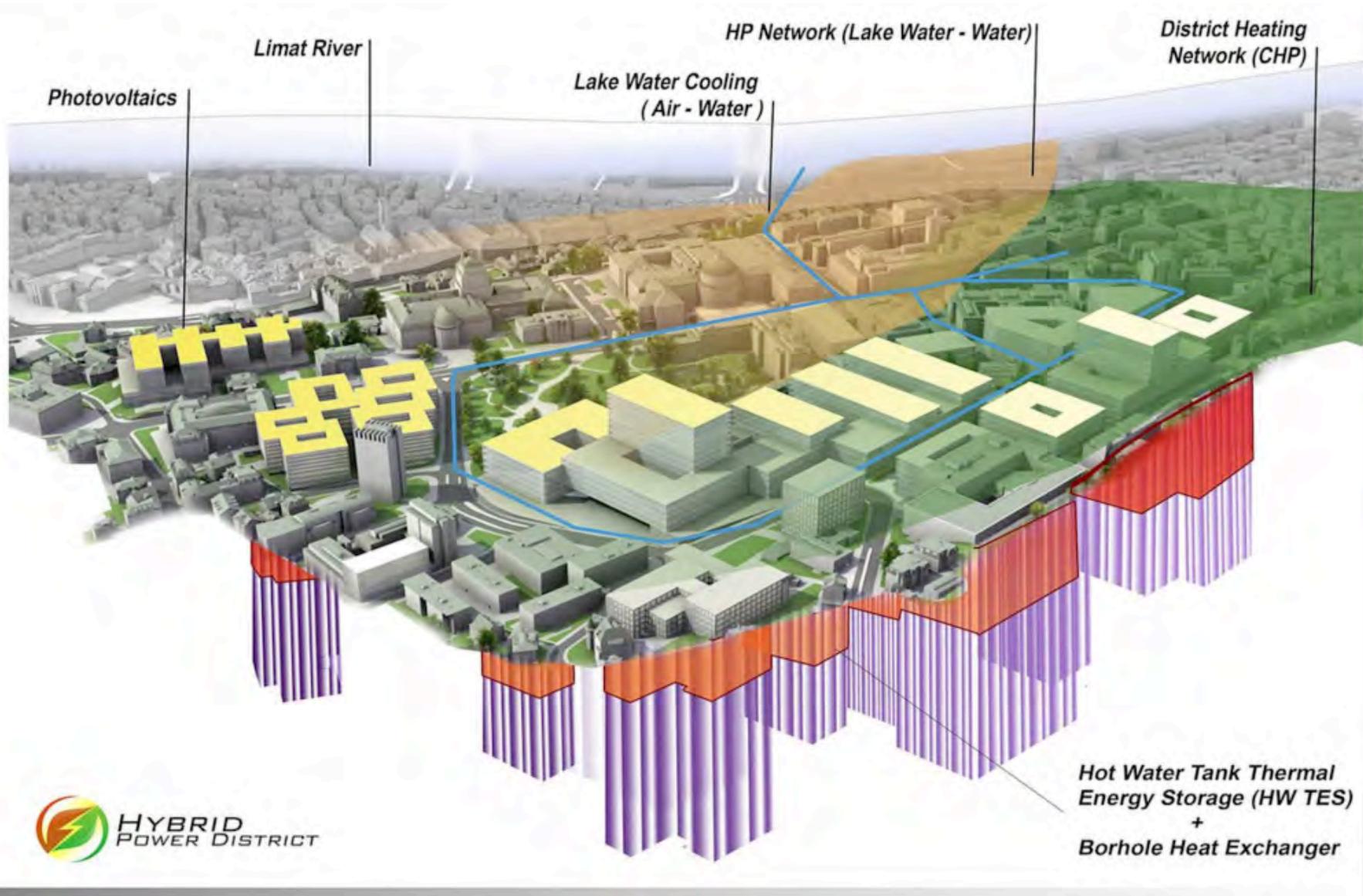
***Construction Materials*** with Low Embedded Carbon

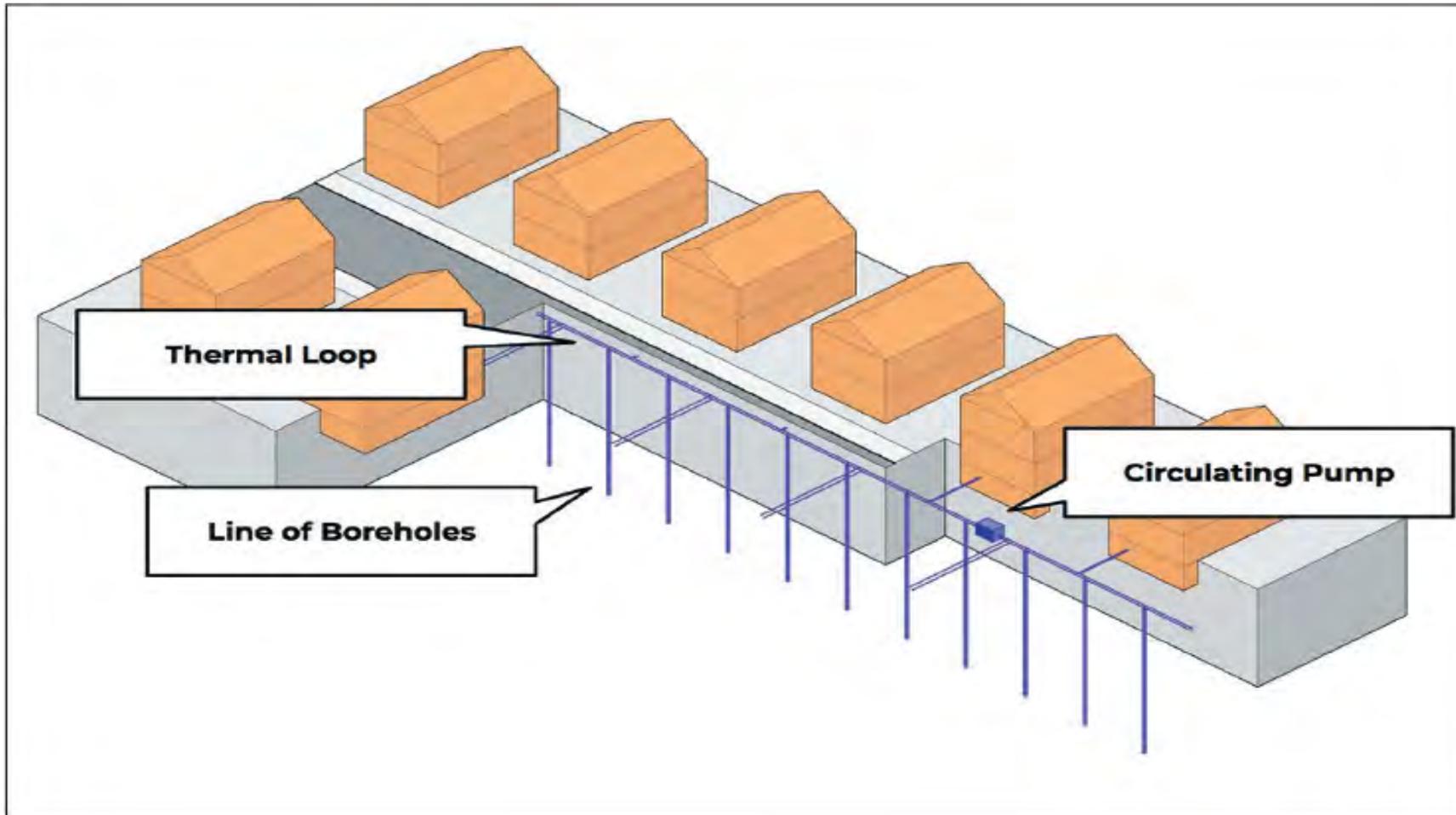
***Density*** – Build Up, Not Out

# Begin the Transformation to a Sustainable Economy



ReGen EcoVillage, Amsterdam





District Heating and Cooling Network

# What is Our Vision?

## REDESIGNING CIVILIZATION



## Post Meeting Challenge

Take the Brookline Development Alphabet Soup Quiz

Go to: <https://www.brooklinema.gov/EDAB>



**Winner will receive free entrance to the Development Board meeting of your choice  
(Executive Sessions excluded; see DPCD staff for contest details)**