

**Town of Brookline
Advisory Committee Minutes**

March 1, 2022

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Passcode: kZr=u6GB

Present: Carla Benka, Ben Birnbaum, Harry Bohrs, Clifford Brown, John Doggett, Dennis Doughty, Katherine Florio, Harry Friedman, David-Marc Goldstein, Neil Gordon, Susan Granoff, Anita Johnson, Georgia Johnson, Alisa Jonas, Janice Kahn, Carol Levin, Pam Lodish, Linda Olson Pehlke, Donelle O’Neal, David Pollak, Stephen Reeders, Carlos Ridruejo, Lee Selwyn, Alok Somani, Christine Westphal

Absent C. Scott Ananian, Kelly Hardebeck, Amy Hummel (on sabbatical)

Also Attending: Director of Planning & Community Development Kara Brewton, Acting Finance Director Justin Casanova-Davis, Chi Chi Wu, Regina Frawley, Lisa Shatz, Mark Gray, Paul Saner and other members of the public

The meeting was called to order at 7:00 PM.

Announcements: Pursuant to this Board’s Authority under 940 CMR 29.10 (8), all Advisory Committee Members will be participating remotely via telephone or video conferencing due to emergency regulations regarding the Corona virus. The Chair has reviewed the requirements of the regulations. There is a quorum physically present and all votes taken will be recorded by roll call so all above listed Advisory Committee members will be allowed to vote.

7:00 pm Public Comment

Chi Chi Wu TMM Precinct 7: Sponsored Warrant Article regarding Language Access that passed but there is nothing in the current budget book about this. Please ask Department Heads in budget hearings if they have allocated funds for this and what their set asides may be. It may be included already but is not showing up as a unique line item. Thank you.

7:15 pm Presentation, Discussion & Possible Vote on FY 23 Operating Budget: Planning and Community Development

David Pollock delivered the report on behalf of the Land Use, Zoning and Sustainability Subcommittee which is linked and attached to these minutes. David encouraged everyone, if they haven’t done so already, to take time to review departments’ online budgets and noted the great work done and important details found in the narrative.

He reviewed the Planning and Community Development Department’s staffing and how time is allocated (responsive vs planning). Tasks are carefully organized into 4 divisions, Regulatory Planning, Community Planning, Economic Development and Long-Term Planning, and Sustainability Planning but there is a lot of cross work among the 19 staff. They are not silo-ed and work together and jump in as needed. Staff salaries make up 92% of the DCPD budget.

He shared and reviewed the Organizational Chart for the department and explained what each division is responsible for, what they are currently working on and will be working on. Detailed descriptions can be found in the subcommittee report.

The department's next up/FY23 priorities include

- Chestnut Hill Village Corridor Study
- Newbury Parcel Reuse Study
- Strategic Asset Plan and Major Parcel Study Implementation

Things that are not being done or on any agenda due to staffing limitations include

- Pre-Comprehensive Plan Preparation
- Studies for Local Historic Districts
- Parking Demand Study
- Assisting DPW with tree canopy General Bylaw

He briefly showed everyone the Budget Central page and the department budget and plans (Planning Dept Budget Link: <https://stories.opengov.com/brooklinema/published/4HoC247eM>)

David shared anticipated changes in staffing needs, work methods, and more. The department's greatest resource is its workforce. Recruitment and retention are extremely high priorities. Anticipated changes include:

- Have begun two-way staff reviews.
- Moving to a permanent hybrid model for both staff and public meetings
- Evolving practices through implementation of the racial equity and community engagement plans.
- Staff-supported public meetings will be more expensive, likely less frequent, and hopefully more useful.
- Funding changes with shift to more reliance on permit fees to support permitting planning, and more reliance on local sources (CPA, AHTF) to make up for level-funded federal dollars.

He noted that the subcommittee had a very good discussion and ultimately the Subcommittee voted to recommend approval of the Planning and Community Development FY23 Budget by a vote of 6-0 with no abstentions. Director Kara Brewton took questions from Advisory Committee members.

Questions and Comments

Comment: Strategic Assets Study was published in March 2018.

Comment: The municipal 20% energy reduction is a requirement of the Green Communities Act, and in order to derive the benefits of being a Green Community, we have to comply with the Act's requirements.

Q: How many FTEs would you need to get through the back log of work? Some staff are restricted in what they can do, is there a group that can just focus on planning, actual urban design, big picture "what will our streets look like physically"? Would complement staff they have now and would happen over a few years.

Q: Discrepancy between figures in printed budget book and the online budget of \$300K? A: Salary includes CBDG funding and money coming from Preservation Act Fund.

Q: Often we use CIP funds for studies. How many studies can the Planning Department manage at once? Is the problem with undertaking the Comprehensive Planning process not have the time and bandwidth, even if money were to become available. How do you land these airplanes? With all of these projects and studies, how do you decide when you can get going with them? A: Not just about funding. It is a combination of what the SB wants to prioritize as well as how much we can rely on volunteer work. The political bandwidth for particular studies also has an impact on what goes forward, what is put on hold, etc. Of the 1.5 people who could be doing long-term planning that is not federally funded, we are working on a local rapid recovery plan to get some funding for Coolidge Corner and it will go into to 2023. There is Boylston Street work wrapping up in June and 10 Brookline Place going till spring 2023. Responding to MBTA Community Draft Guidelines making sure communities allow sufficient multifamily zoning by right. This will be presented to SB in March.

Kara added that to clear out back log, possibly need 3 FTEs for at least 3 years.

Q: Where does Planning Board fit into all of this? A: Representatives serve on study committees, take up design guidelines, and the Chair is in close conversation with staff and counterparts in Preservation to consider direction. They also get involved by State Law is responsible for bringing forth the CIP.

Q: Newbury College Property. How much are we wasting in carrying costs, how long before we can find out what we can use that property for? A: I don't have an answer. Building Commissioner might have a better answer to the carrying cost question. As far as to when we would get to it, that is a political priorities question.

Q: Warrant Article 26 passed last November to initiate a long-term planning process and I am disappointed to hear that there seems to be no funding for this which was estimated to cost \$31K. What happened here? A: Kara shared a slide that outlined priority items and corresponding costs.

Q: Why didn't we know this at the time? Perhaps we were misinformed. Second question – CIP 2018 funding. Zoning reorganization account?

A: Justin responded: You can't transfer capital to operating expenses. Send which CIP account you would like us to look at and we can provide you with updated data on that account.

Q: Is money available, can it be used to fill this gap, or we are putting off planning forever? John Doggett suggested he would move an amendment to this budget to add in the additional amount needed.

Q: Sustainability Position – hope would be that a full time person could potentially bring in more in grants than the position would cost us. Has this been done and what has been brought in? What is status of Bridal Path on Beacon Street? Also department is supposed to a planning department, behind Somerville for example, in doing planning and it seems that part of the department is understaffed based on the org chart. Can you address that?

A: In part this is due to historical organization of the department and funding sources. Organizational Chart doesn't represent our current needs. We need to shift based on funding we have, potential funding. So completely agree with you. Regarding Bridle Path, that is being handled by the Transportation Division. So far we have only involved in community forums. Regarding sustainability grants, offset staff costs – green community requirements are more stringent and won't look for this as a source of funding to offset staffing. There is a lot of work to be done to get to Net Zero. We need additional dedicated resources for sustainability across all departments. We are shaking trees at Federal, State and local levels to identify all available funding sources. Environmental Justice Communities are not as

distinct as other communities so we fall short in ability to access those funds for climate change. We know where most of the buckets are.

Q: Is there any intersection with Affordable Housing Plan and Sustainability and Comprehensive Plans? Funding of this work – adding FTEs creates a long term funding obligation, so can we use a temporary position or consultant? A: Preliminary work needs to be done by someone who knows Brookline and can bring a shared reality to key boards (Land Use, Select Board, etc.) and that is a 3-5 year process. Need political backing to see it through.

Q: Have we explored ARPA Funding? A: We have spoken to Melissa to see what pieces we could pull out for ARPA funding. What could we pull out that we could get done in that 3 year time frame? Getting IT database on existing properties updated is one example – it would be needed to be in place before we sink half a million into a large study. Just one example we might want to apply for. They have not been submitted yet, working on the cost estimate and may be layered on top later.

Q: Did the Planning Board and Select Board consider a comprehensive plan as a priority? A: I may be able to answer that after my meeting with the Select Board this evening. Both supported the version of WA 26 as passed.

Comment: Thank you to Kara for her responses and to David for a great report. I share disappointment that money and staffing are not available to begin the planning process study. The Town Administrator made the right choices. Still have to wonder where is the political will to do this? Quest for comprehensive planning and zoning reform is an educational effort – people don't understand how much better everything can be. Who are we going to blame? We have our work cut out to continue this advocacy work and it will come back to Town Meeting and what Town Meeting will ask for but we have to stop piling on and understand how everything fits into the actual work. Appreciate everyone asking these questions and continuing our advocacy.

Q: Are there consequences to not doing the comprehensive plan on a timely basis? A: No not currently but there is a cost to having an aging comprehensive plan where 80-90% of recommendations have been done. Each committee has to go through some amount of community engagement around balancing the work. It prohibits us from understanding and balancing priorities specifically but that is the purpose for doing one.

Q: Affordable Housing, what percentage of developers build it vs throwing money into the pot for Brookline to build? A: Don't have that figure handy but will try to get an answer.

Comment: Issues are that the Select Board hasn't moved on some of the requests of Town Meeting. We had a SB member at our hearing, and Melissa so these frustrations/messages were shared.

In closing, Kara Brewton shared highlights from the past 2 years, celebrate the work, and thank the staff. See two slides attached and linked below.

A **MOTION** was made and seconded for Favorable Action on the Department's budget request of \$1,311,484.

A **MOTION** was made to use \$194,644 from 2018 Zoning Reorganization Account to begin the process of WA 26 to get the work started in whatever fashion best determined by the department.

A **MOTION** was made to **AMEND** the main motion by John Doggett, to increase the Planning Department budget to \$1,382,484 for a full time T-6 staff person or contract services to support the comprehensive planning process study

committee and other activities as the department considers necessary. By a **VOTE** of 18 in favor, 4 opposed, and 2 abstentions, the **AMENDMENT** passes.

DISCUSSION

Do we have the authority to transfer / reallocate funds?

The problem is the vote of Town Meeting – you need to look at the appropriation language and determine if this falls within the scope. Support the concept but unsure we can do it.

You can increase the budget but not sure you can depend on the CIP funds you have identified.

The amount is exclusive of the benefits. Should we use \$71K (pretax paycheck)?

Comment: Not appropriate for this committee to take money out of CIP and move it to Operating. If we have issues with the way the operating budget is being allocated, suggest a way to take the funds out of some other operational budget. I will vote against it.

Comment: I would support increasing the budget for a T6 Planner. But don't support specific language targets the work suggested by WA 26 and push it ahead of the other priorities.

Q: If this \$71K doesn't include benefits, what is the fully loaded cost? To the extent that it is not coming from Capital budget where in Operational budget where is it coming from, where is it cut from? Comment: There have been a number of resolutions passed by Town Meeting that have called for unfunded mandates. To suggest that this is a higher priority of Town Meeting today than all of the other unfunded mandates over the last 5 years and how do we rate them? This is out of step with what we have been telling people what we will do and expect them to do.

Comment and Question: Seems we aren't clear whether we can transfer the money. I am concerned about transferring Capital to Operating especially if it is to be a continuing cost. Is this specifically to create a position not figuring in benefits? What are the funds aspiring to do? Sympathetic to the issue but to throw something in right now seems a bit optimistic. Not our only opportunity to suggest what the final budget will look like.

The Chair noted that the motion is that we are currently just increasing the budget by \$71K not necessarily for a purpose.

Comment: Agree that wording should be loose and there should be no restriction on how used. We have added in positions in some departments in the past. It is for Mel and Melissa to figure out if it could be done.

Comment: We may have other unfunded mandates but still recommend something specific about long term planning and WA 26 would be within that rubric. Target the funds with those purposes.

Q: How do you take money allocated in the past year and move it into current year use? A: That money originally was allocated in 2019 to rewrite Zoning by-law. Too far a reach and some of the money was spent to purchase an app and the remainder has just been sitting there. Town Meeting needs to vote to move it to another CIP for another purpose.

Comment: Previously Kara indicated she needed a new person and a third of that person to support with the planning. Town Administrator didn't provide the funding. We need to include a statement about what Kara's ask was for.

Comment: Disadvantage of going first – we don't know where funding will come from because we haven't reviewed all budgets yet. The Advisory Committee moves the budget at Town Meeting so we have time to figure out what we want it to look like.

Comment: The \$71K pares up with her priority list. She needs another planner. That is what we should be putting on the table. It is clean and we are supporting what the Department Head needs (another T6 planner) from the Town Administrator.

Comment: This discussion is not about providing Kara with additional resources but rather how do we exercise our oversight responsibility of the budget. Concerned that the process playing out today is a mirror image of concerns about how Town Meeting passes resolutions. Prefer keep list of tally of what we would like and then have a conversation with Melissa and Mel as to where we could move money to fulfill them.

Comment: In the past we have done both, moved a motion, passes or fails, and then it is added to the ledger for future consideration.

By a **VOTE** of 19 in favor, 0 opposed, and 5 abstentions, the **MOTION** as **AMENDED** carries.

8:45 pm Other Business

There being no other business, a MOTION was made and seconded to adjourn. By a unanimous vote the meeting adjourned at 9:00 pm.

Documents Presented:

- [Land Use, Zoning, and Sustainability Subcommittee Report Department of Planning & Community Development FY23 Budget](#)
- [Department of Planning & Community Development: FY23 Budget Advisory Subcommittee Presentation 2/24/2022](#)
- [Budget Summary and Highlights from the Last Two Years](#)

Votes:

	Attendance	Vote 1	Vote 2	Vote 3
# Votes Yes	25	0	18	19
# Votes No		0	4	0
# Votes Abstain		0	2	5
Vote Description:		MAIN MOTION: Favorable action on Planning & Community Development FY23 Budget of \$1,311,484	Doggett Amendment: to increase the department budget to \$1,382,484 for a full time T-6 staff person or contract services to support the comprehensive planning process study committee and other activities as the department considers necessary.	Motion as amended
	<i>Enter P for Present</i>	<i>Enter Y, N or A</i>	<i>Enter Y, N or A</i>	<i>Enter Y, N or A</i>
Scott Ananian				
Carla Benka	P		Y	Y
Ben Birnbaum	P		Y	Y
Harry Bohrs	P		A	Y
Cliff Brown	P		N	A
John Doggett	P		Y	Y
Katherine Florio	P		Y	Y
Harry Friedman	P		A	A
David-Marc Goldstein	P		Y	Y
Neil Gordon	P		Y	Y
Susan Granoff	P		Y	Y
Kelly Hardebeck				
Amy Hummel				
Anita Johnson	P		Y	Y
Georgia Johnson	P		Y	Y
Alisa Jonas	P		Y	Y
Janice Kahn	P		Y	Y
Carol Levin	P		N	A
Pam Lodish	P		Y	Y
Linda Olson Pehlke	P		Y	Y
Donelle O'Neal, Sr.	P		Y	Y
David Pollak	P		Y	Y
Stephen Reeders	P		N	A
Carlos Ridruejo	P		Y	Y
Lee Selwyn	P		Y	Y
Alok Somani	P		Y	Y
Christine Westphal	P		N	A
Dennis Doughty	P			

TOWN OF BROOKLINE ADVISORY COMMITTEE
Land Use, Zoning, and Sustainability Subcommittee Report
Department of Planning & Community Development: FY23 Budget
Public Hearing: February 24, 2022

Attendance: Chair Carlos Ridruejo. Members Scott Ananian, Anita Johnson, Georgia M. Johnson, Linda Olsen Pehlke, David Pollak. Department Director Kara Brewton. Deputy Town Administrator Melissa Goff. Select Board Member Raul Fernandez. Members of the Public.

Recommendation: Favorable Action by a vote of 6-0 with no abstentions

Executive Summary:	The Planning and Community Development FY23 budget of \$1,311,484 represents a 3% increase, reflecting the addition of 0.5 FTE to support Community Preservation Act implementation 0.5 FTE to support the Preservation Division.
Voting Yes will...	Approve the departmental budget request as proposed by the Town Administrator and Select Board. This should be understood as a bare maintenance budget enabling continued but slow progress on some but not all of the priorities promoted by the Department (DPCD), Select Board (SB), the Town Administrator (TA), and Town Meeting (TM).
Voting No will...	Reject the budget/priorities as proposed.
Financial impact [if any]	DPCD is under-resourced to manage its regulatory workload and advance the town's planning agenda. This budget is a compromise reflecting the SB and TA's overall priorities across all departments. The impact is that regulatory work will get done but other priorities including planning and sustainability work will be slow and incremental.
Legal implications [if any]	The online version of the Zoning Bylaw is being made current and indexed, but the much-needed work of updating Brookline's zoning – work requiring staff, community, and consultant effort – is further deferred due to funding constraints.

Budget Overview

The DPCD budget proposal includes 19 FTE staff organized into the Director's office and four divisions or Sub-program areas, as follows:

Director's Office (3 FTE)

- Regulatory Planning Division (7 FTE)
- Economic Development & Long-Term Planning Division (3 FTE)
- Community Planning Division (5 FTE)
- Sustainability Director (1 FTE)

This is an increase of one FTE in the Regulatory Planning Division that combines two 0.5 FTE needs in a single hire to address increased work in preservation planning and administration of the Community Preservation Act (CPA) respectively.

Staff salaries make up 92% of the DCPD budget.

There is an additional \$25,000 in consultant funding for Sustainability that is located in the Town Administrator's budget.

Administration

DCPD is committed to advancing the Town's Policy Issues and Initiatives with the following specific objectives:

- Publish Disadvantage Business Enterprise (DBE) status for all Department contracts – including certified and non-certified entities.
- Add racial equity criteria to all formal staff recommendations.
- Incorporate community engagement and racial equity goals into all Scopes of Work – both internal projects as well as standard language for all technical consultant contracts.
- Transition all public meeting agendas and meeting materials to the Town's OnBase software system.
- Analyze additional budget funding required for implementing a language access plan and fully staffing required hybrid public meetings.
- If funding is available, provide four hours of foundational racial equity training for all staff and then create a Racial Equity Action Plan with full staff participation.

Regulatory Planning

- This division's work is predominately reactive, supporting and processing regulatory permitting at all levels. This includes large public and private projects like Pierce Elementary, Colonel Floyd Apartments, Kent/Station Street, 10 Brookline Place, and Waldo Durgin.
- It also includes the dramatically increases caseload of demolition and historic district applications which have recently risen by a factor of 1.5-1.7. In response, they are ready to present to the SB a proposal for increases in preservation-related permitting fees that will more accurately reflect the cost of administering these permits.
- The division also provides technical assistance for by-law changes, both in the Warrant Article and implementation stages.

Community Planning

- This division's work is predominantly supporting the creation and preservation of affordable housing, including permitting new units, preserving existing units, transitioning ownership of subsidized home-ownership units, and supporting Brookline Housing Authority (BHA) projects. Like the Regulatory Planning division, the workload has exploded, with the inclusionary zoning caseload up by a factor of 4-5x and other affordable unit cases up by a

factor of 3x. This is primarily due to recent changes enacted by Town Meeting, and will also result in increased contributions to the Affordable Housing Trust Fund (AHTF)

- The division is also responsible for advancing the work of the Housing Production Plan.

Economic Development and Long-Term Planning

- This division supports all small business initiatives and problem solving in our commercial areas. This includes the Local Rapid Recovery Plan for Coolidge Corner & JFK Crossing. This work equates to an ongoing 1.0 FTE commitment.

- The division is responsible for all community engagement
- Implementation of the Diverse procurement platform QWALLY

The division carries forward all of the major planning studies.

Currently underway:

- Boylston St. Corridor Zoning
- 10 Brookline Place Committee
- Outdoor Seating

Next up/FY23 priorities:

- Chestnut Hill Village Corridor Study
- Newbury Parcel Reuse Study
- Strategic Asset Plan and Major Parcel Study Implementation

Beyond the limit of both staffing and consulting budget resources are many planning studies that have been cut or put off, including:

- Pre-Comprehensive Plan Scope
- Studies for Local Historic Districts
- Parking Demand Study
- Assisting DPW with tree canopy General Bylaw

Sustainability Planning

Currently staffed only with a Director, this division will rely heavily on collaborative work not only within DPCD but also across all of Town government as well as the newly appointed Zero Emissions Advisory Board (ZEAB). Division priorities include:

- Renewal of the Town's Community Aggregation Electricity Program
- Create a plan to reduce municipal energy use by 20%
- Seek funding to electrify the municipal fleet and build EV infrastructure
- If additional resources are made available, advance the development of a Climate Crisis Action Plan.

Anticipated changes in staffing needs, work methods, and more

The department's greatest resource is its workforce. Recruitment and retention are extremely high priorities. Anticipated changes include:

- Have begun two-way staff reviews.
- Moving to a permanent hybrid model for both staff and public meetings

- Evolving practices through implementation of the racial equity and community engagement plans.
- Staff-supported public meetings will be more expensive, likely less frequent, and hopefully more useful.
- Funding changes with shift to more reliance on permit fees to support permitting planning, and more reliance on local sources (CPA, AHTF) to make up for level-funded federal dollars.

Discussion

Subcommittee members spoke at length about the contrast between staff resources and the growing workload across the department – in terms of caseload in both the Regulatory and Community Planning division, in the many studies on Economic Development and Long-term Planning’s agenda, and the enormous work of Sustainability Planning for the Town. Strong themes in the discussion included:

- Collaboration across the entire staff (which is robust – the divisions aren’t “siloe”);
- The need for more physical/urban planning resources (both staff with GIS/graphic/design capabilities, and funding for consultants);
- The importance of community outreach, participation, and voice;
- The need for zoning reform and frustration with the slow pace of (resource constrained) planning work.

Select Board Member Raul Fernandez emphasized that the budget priorities advanced by the Department are aligned with the goals of the SB and other boards. He also emphasized the particularly time sensitive work of mitigating climate change.

Recommendation

The Subcommittee voted to recommend approval of the Planning and Community Development FY23 Budget by a vote of 6-0 with no abstentions.

Hearing Recording



Click on the link below. Enter the passcode when prompted to view the recording of this hearing.

https://brooklinema.zoomgov.com/rec/share/xuQ0loqBqjYYLW3OJKdt995R0qRv2gEVSUdeH SRUnnGFZhjh6wfX9dOoXcbcopCa.45Rxiw_NAnPqc59V

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Budget Summary (continued)

- FY23 budget reflects priorities identified by DPCD (Department of Planning & Community Development)
- Outside of DPCD budget, Town Administrator's Office has committed an additional \$25,000 of consulting funds to be used towards sustainability

<u>Priority</u>	<u>Item</u>	<u>7/1/20 Pay Rate Guide Salary</u>	<u>Other Expense</u>
1	Restoration of Part-Time Preservation Planner 	\$70,608	
2a	Community Preservation Program Manager – presumes offset by CPA funding 	\$76,257	
2b	Community Preservation Consulting Funds – presumes offset by CPA funding		\$50,000
3	Grants Administration & Communications for Sustainability 	\$70,608	
maintain	Consulting Funds for Economic Development & Long-Term Planning 		\$30,000
maintain	Consultant Sustainability Funds 		\$25,000
4	Racial Equity Training for Department		\$10,000
5	Long-Term Planning: Groundwork for Comprehensive Plan Update, Corridor Studies, Newbury Reuse, Strategic Asset Plan & Major Parcel Study Implementation	\$70,608	
ask	Translation Services needed across all Departments		
ask	Software: OneDrive for all employees		
ask	2-4 additional workstations, depending on funding and permanence of hybrid work policy		

Highlights – Last Two Years

- ▶ Permitted and Created more than 76 new, fully occupied, deed-restricted Affordable Housing Units
- ▶ Created Olmsted-Richardson Thematic Local Historic District
- ▶ Piloted including racial equity goals in decision-making for the second round of Small Business Relief Grant Program
- ▶ With DPW and Building Department, regional lead in transitioning COVID-era Outdoor Dining Seating to permanent model
- ▶ Completed contracts for five Town-owned rooftop solar projects
- ▶ Included sustainability scoring in CIP review for the first time
- ▶ Opened new hotel at 700 Brookline Avenue

Department of Planning & Community Development: FY23 Budget

ADVISORY SUBCOMMITTEE 2/24/2022

Budget Summary

- ▶ 3% increase: 0.5 FTE (full time equivalent) more than pre-COVID budget (FY21) to support Community Preservation Act
- ▶ Restores 0.5 FTE Preservation Planner cut during COVID; coupled with request to Select Board to increase demolition fees
- ▶ Combines the part-time Preservation Planner position with an additional 0.5 FTE to support new Community Preservation Act program, funded by Community Preservation Act
- ▶ Department budget doesn't include additional \$25,000 committed to sustainability from Town Administrator's budget towards sustainability
- ▶ Reflects priorities identified by DPCD (Department of Planning & Community Development)

Restoring part-time Preservation Planner FTE

PERFORMANCE / WORKLOAD INDICATORS--12.6.21

	ACTUAL FY2020	ESTIMATE FY2021	ACTUAL FY2021	ESTIMATE FY2022	ESTIMATE FY2023
CDBG Programs	14	14	20	16	14
New Housing Program Income (in millions)					
HOME Funds	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
Housing Trust	\$0.2	\$0.2	\$0.7	\$0.8	\$0.2
CDBG (included in above)	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
New/Newly Affordable Units Underway					
HOME/Housing Trust/CDBG	62	48	0	169	169
Inclusionary zoning	3	3	3	5	15
Developer/Owner/Homebuyer Assistance Provided (in millions) for new or newly affordable units					
HOME Funds	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
Housing Trust	0.5	\$0.7	\$0.7	\$0.5	\$0.5
CDBG	0.2	\$0.2	\$0.2	\$0.2	\$0.2
Affordable Housing Preservation					
Ownership housing resales	6	6	8	6	6
Rental unit renovation	250	100	0	100	100
Zoning Caseload					
Board of Appeals/Planning Board	75	60	74	80	80
40B Comprehensive Permits	1	2	3	6	2
Sign & Façade Cases	55	65	66	65	55

Preservation Caseload					
Demolition Applications	69	70	72	114	118
Historic District Applications	135	140	143	210	215
Existing Businesses Assisted	40	60	42	20	20
New Businesses Assisted	9	5	5	5	5
Opened Storefronts	7	5	3	3	3
EDAB Projects under					
zoning study/permitting/construction	2	3	3	2	2
# Façade Loans Granted	0	0	0	1	2
Active Façade Loans	3	3	1	1	2
Brookline Storefront Retail Vacancy Rates	10.0%	11.0%	11.8%	11.5%	11.0%
Regional Retail Vacancy Rates	9.4%	11.0%	not avail	11.5%	11.0%
Meals Tax per Restaurant	\$7,754	\$2,533	\$5,944	\$6,849	7302
Hotel Excise Tax per Room	\$2,798	\$593	\$541	\$1,037	1907
EDAB Projects Property Tax Yield	\$4,116,056	\$5,226,984	\$5,202,417	\$5,202,417	\$5,254,441
EDAB Projects Estimated Rooms Tax Yield	\$1,079,994	\$228,710	\$208,739	\$400,242	\$783,416

Restoring part-time Preservation Planner FTE

PERFORMANCE / WORKLOAD INDICATORS--12.6.21

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New/Newly Affordable Units Underway					
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HOME Funds	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2
Housing Trust	0.5	\$0.7	\$0.7	\$0.5	\$0.5
CDBG	0.2	\$0.2	\$0.2	\$0.2	\$0.2
Affordable Housing Preservation					
Ownership housing resales	6	6	8	6	6
Rental unit renovation	250	100	0	100	100
Zoning Caseload					
Board of Appeals/Planning Board	75	60	74	80	80
40B Comprehensive Permits	1	2	3	6	2
Sign & Façade Cases	55	65	66	65	55

Preservation Caseload					
Demolition Applications	69	70	72	114	118
Historic District Applications	135	140	143	210	215
Existing Businesses Assisted	40	60	42	20	20
New Businesses Assisted	9	5	5	5	5
Opened Storefronts	7	5	3	3	3
EDAB Projects under					
zoning study/permitting/construction	2	3	3	2	2
# Façade Loans Granted	0	0	0	1	2
Active Façade Loans	3	3	1	1	2
Brookline Storefront Retail Vacancy Rates	10.0%	11.0%	11.8%	11.5%	11.0%
Regional Retail Vacancy Rates	9.4%	11.0%	not avail	11.5%	11.0%
Meals Tax per Restaurant	\$7,754	\$2,533	\$5,944	\$6,849	7302
Hotel Excise Tax per Room	\$2,798	\$593	\$541	\$1,037	1907
EDAB Projects Property Tax Yield	\$4,116,056	\$5,226,984	\$5,202,417	\$5,202,417	\$5,254,441
EDAB Projects Estimated Rooms Tax Yield	\$1,079,994	\$228,710	\$208,739	\$400,242	\$783,416

Restoring part-time Preservation Planner FTE

PERFORMANCE / WORKLOAD INDICATORS--12.6.21

	ACTUAL FY2020	ESTIMATE FY2021	ACTUAL FY2021	ESTIMATE FY2022	ESTIMATE FY2023
Preservation Caseload					
Demolition Applications	69	70	72	114	118
Historic District Applications	135	140	143	210	215

From FY21 to FY23, preservation applications went up by 1.5 – 1.7 times while staff positions were reduced by 80% during same time frame due to COVID-related emergency hiring freeze

Analyzing Community Development needs

- ▶ Staff time per affordable unit increasing while federal funding remains flat
 - ▶ Inclusionary zoning cases 4-5x
 - ▶ Other affordable units cases: 3x
 - ▶ Anticipated trend to continue inclusionary triggers capturing smaller projects and construction trends continuing

Extreme Shifts in Staffing Needs Anticipated

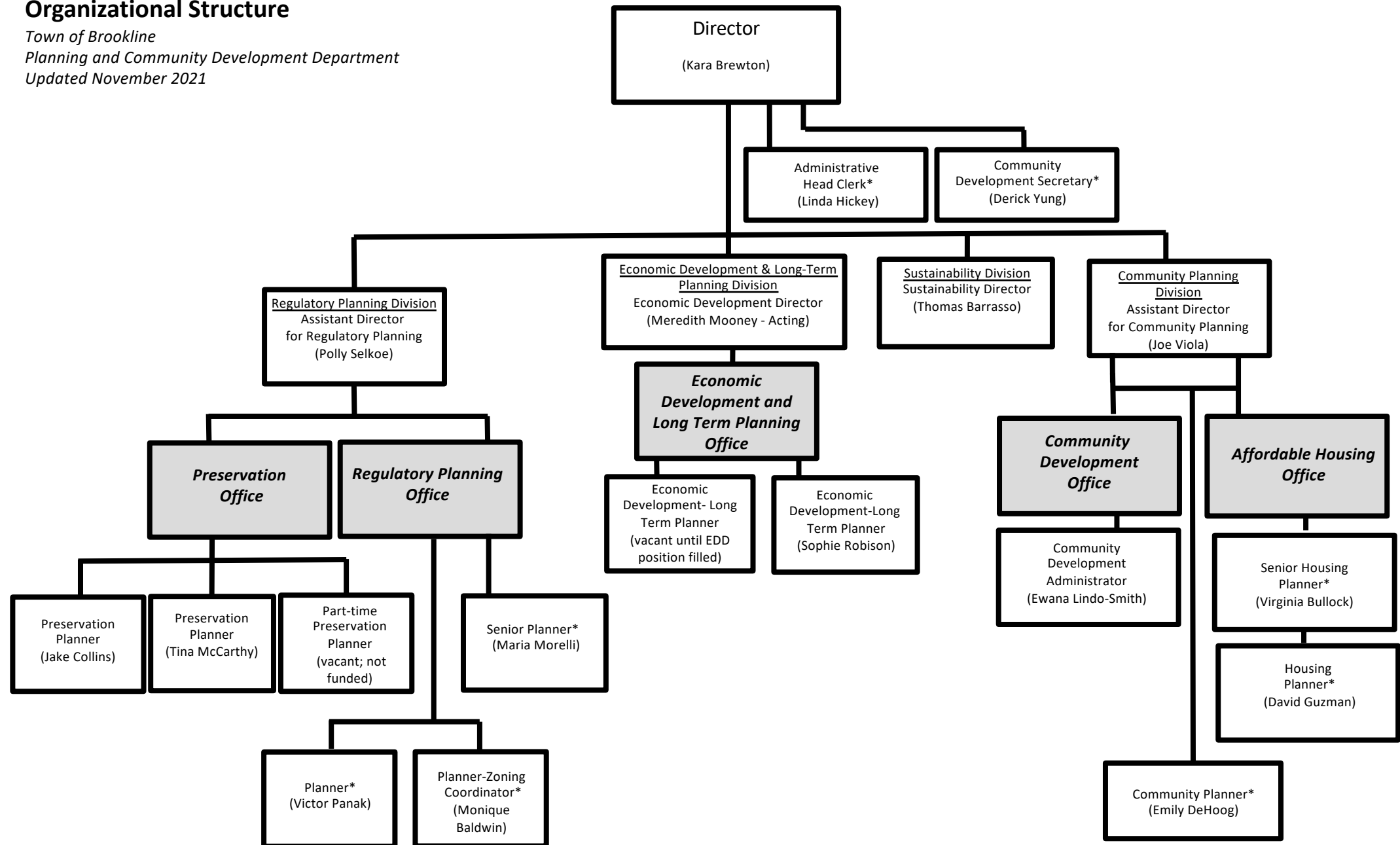
- ▶ Department's greatest resource is our workforce
- ▶ Prioritizing our employee's welfare as much as possible
- ▶ Great resignation
- ▶ Importance of moving to permanent hybrid model for staff and public meetings
- ▶ Work changing drastically with racial equity plan & community engagement plan
- ▶ Every staff-supported public meeting will become more expensive, likely less frequent, and hopefully more useful to everyone
- ▶ Permitting planning staff time must become more reliant on fees where possible
- ▶ Affordable housing creation will need to shift from federally-funded to locally-funded (including CPA, more anticipated funding from inclusionary zoning payments to Affordable Housing Trust Fund)
- ▶ Climate Change EMERGENCY is not funded by one person; likely needed across many Departments in the future

Organizational Structure

Town of Brookline

Planning and Community Development Department

Updated November 2021

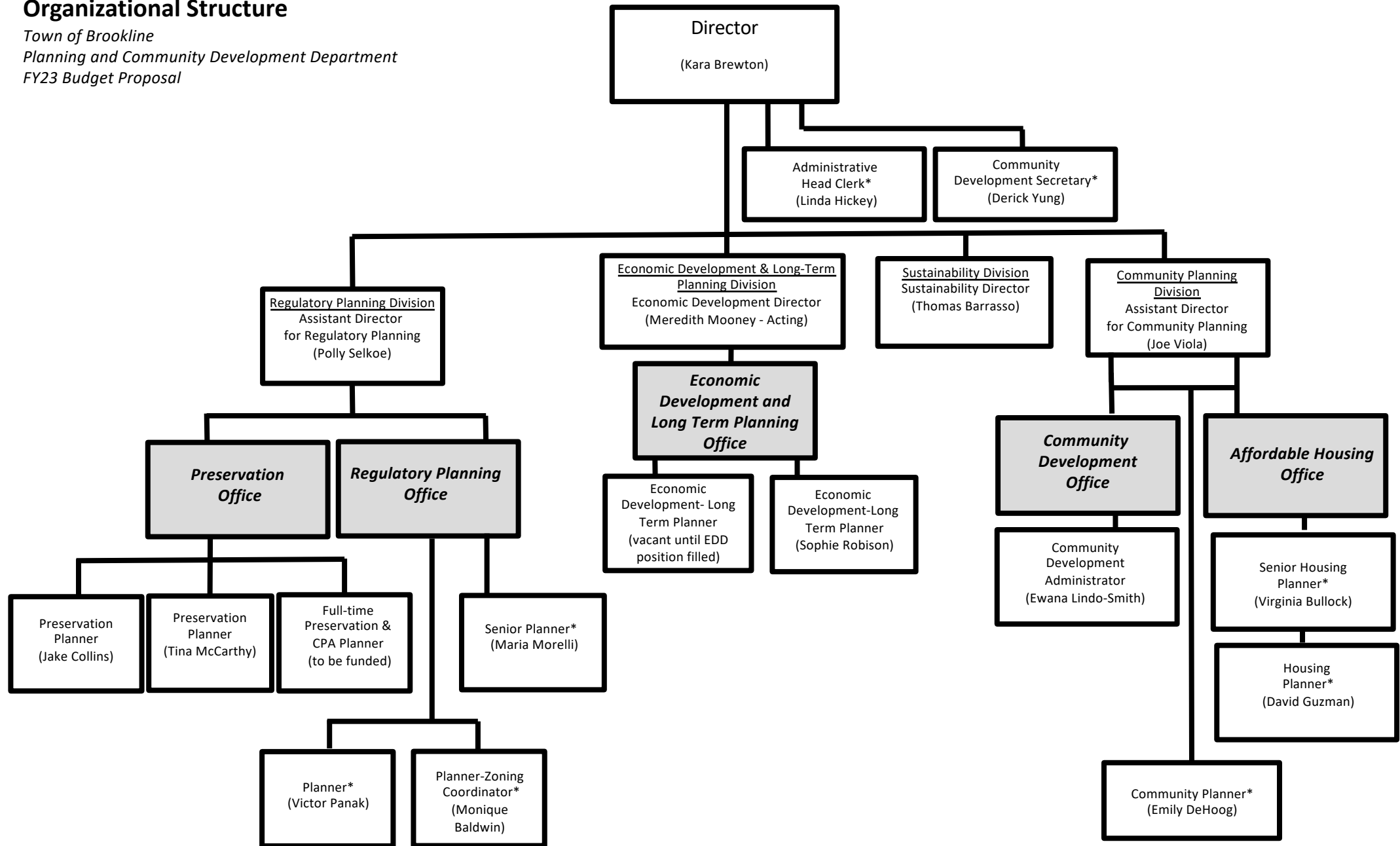


Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal

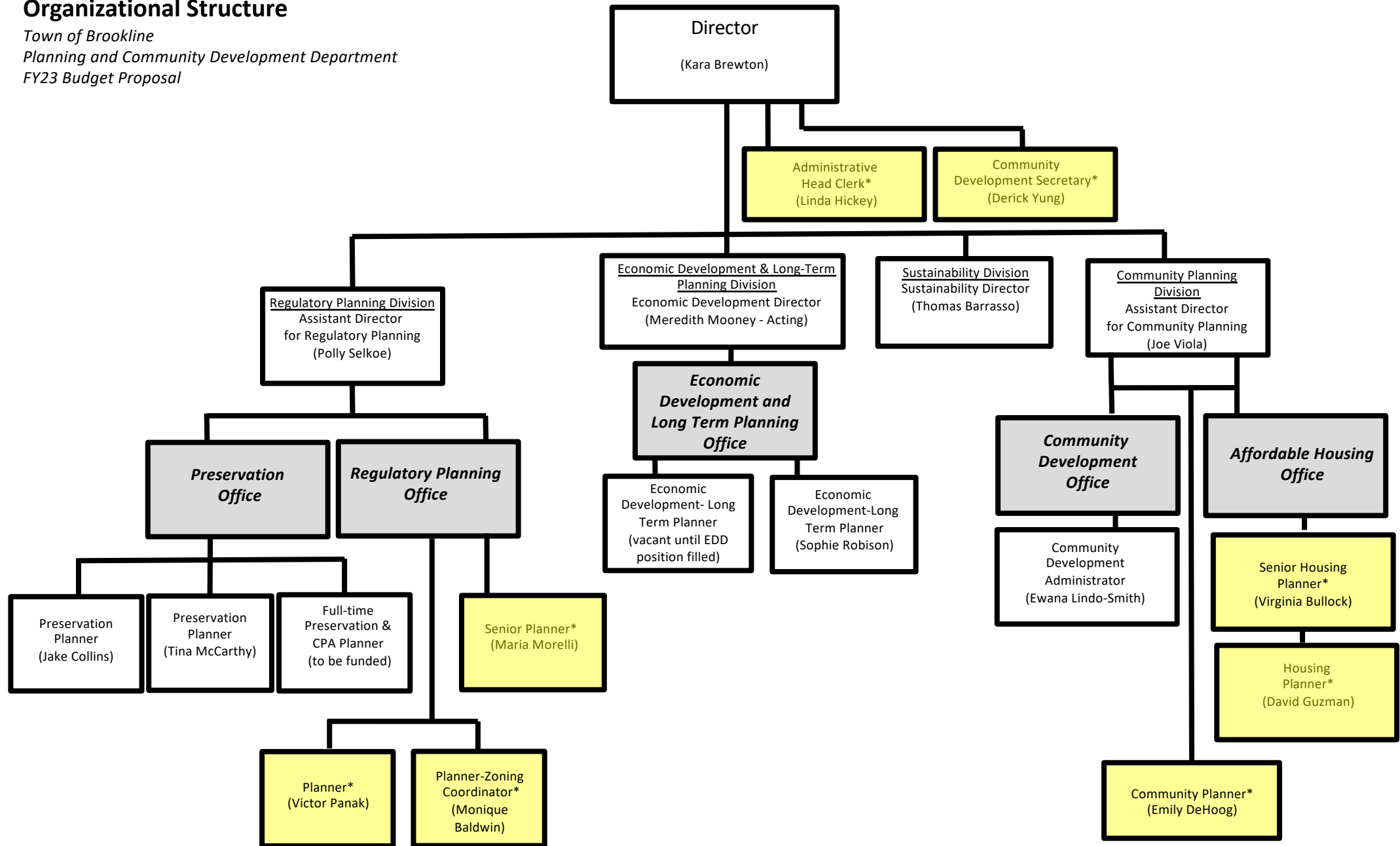


Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal



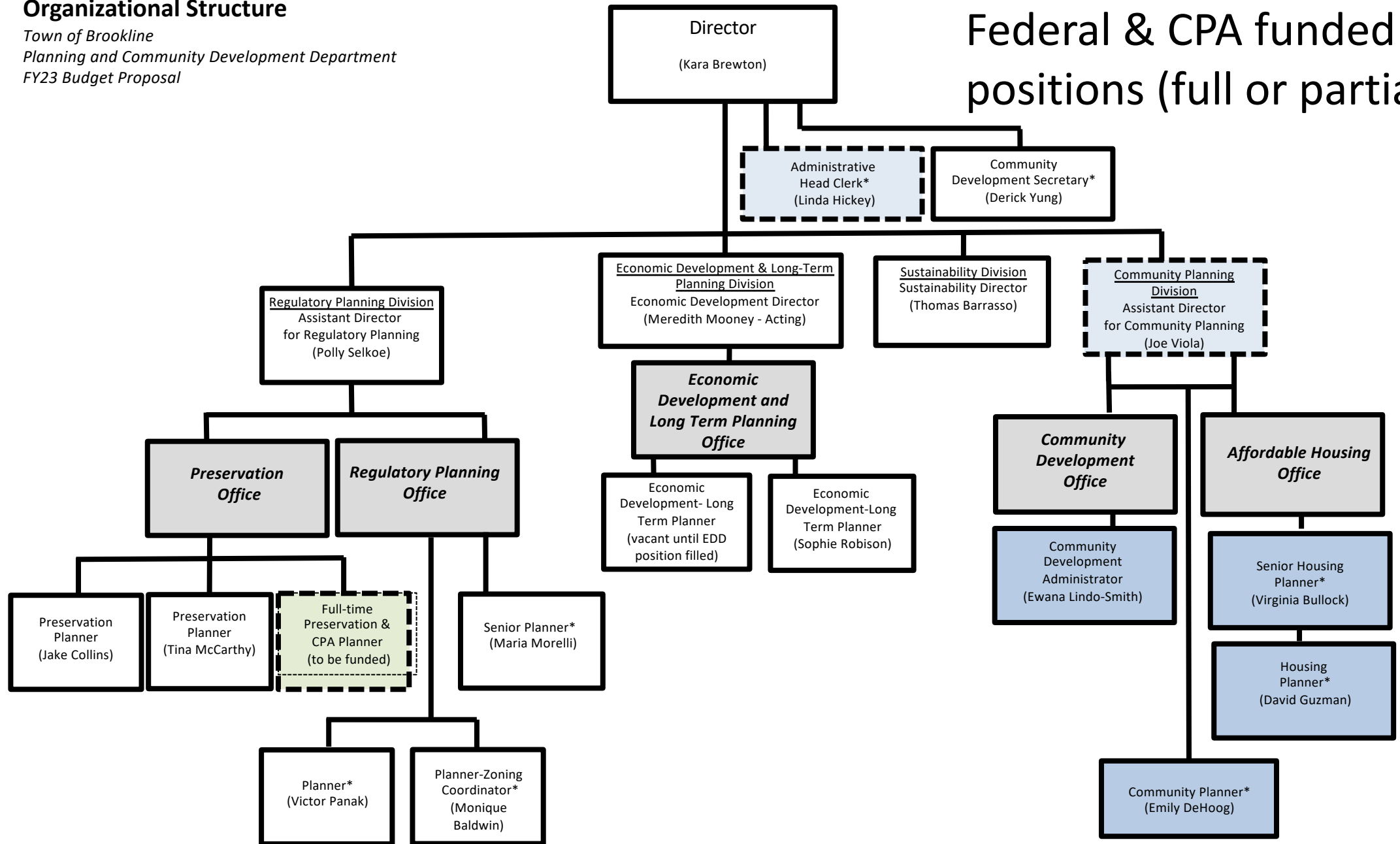
Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal

Federal & CPA funded
positions (full or partial)

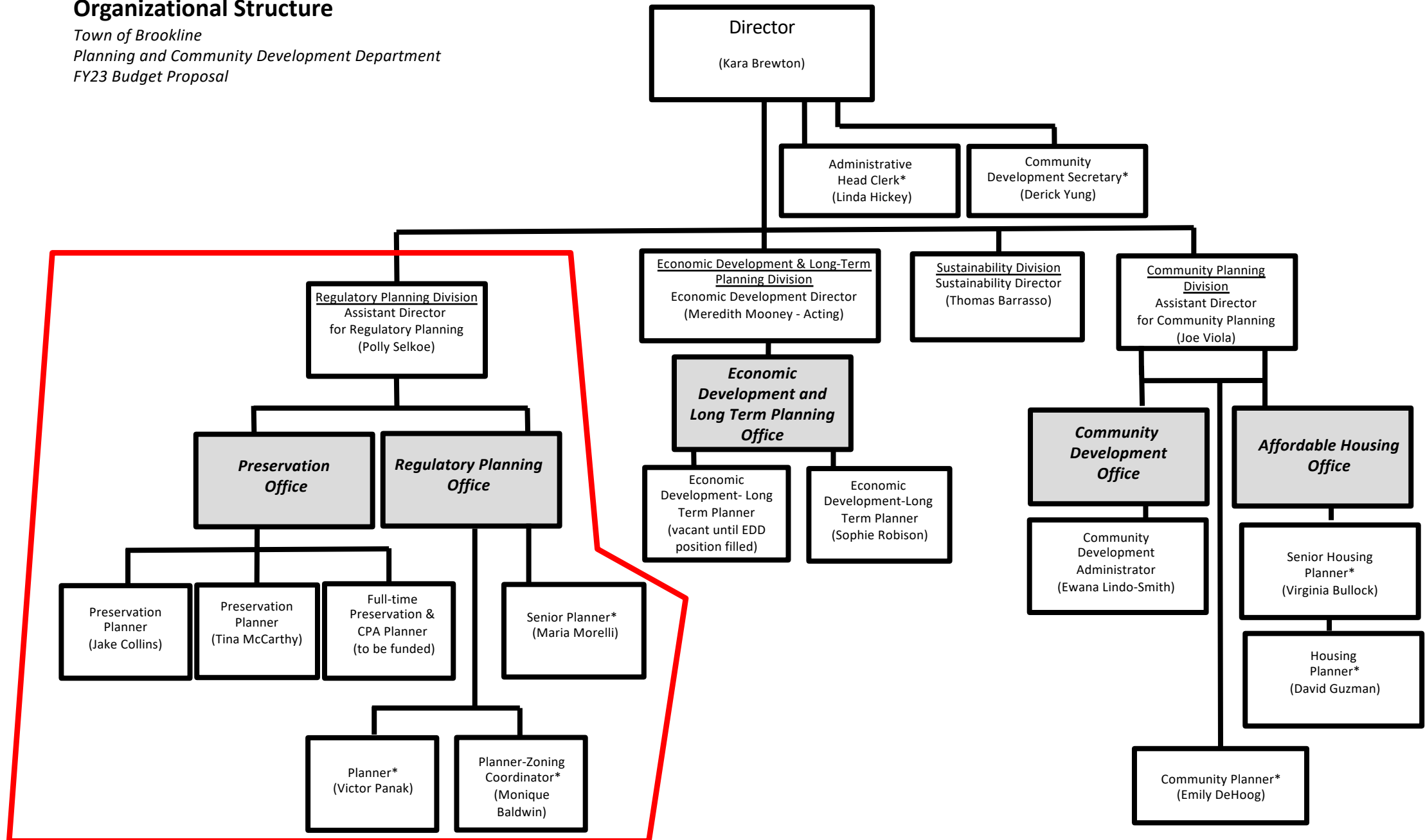


Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal

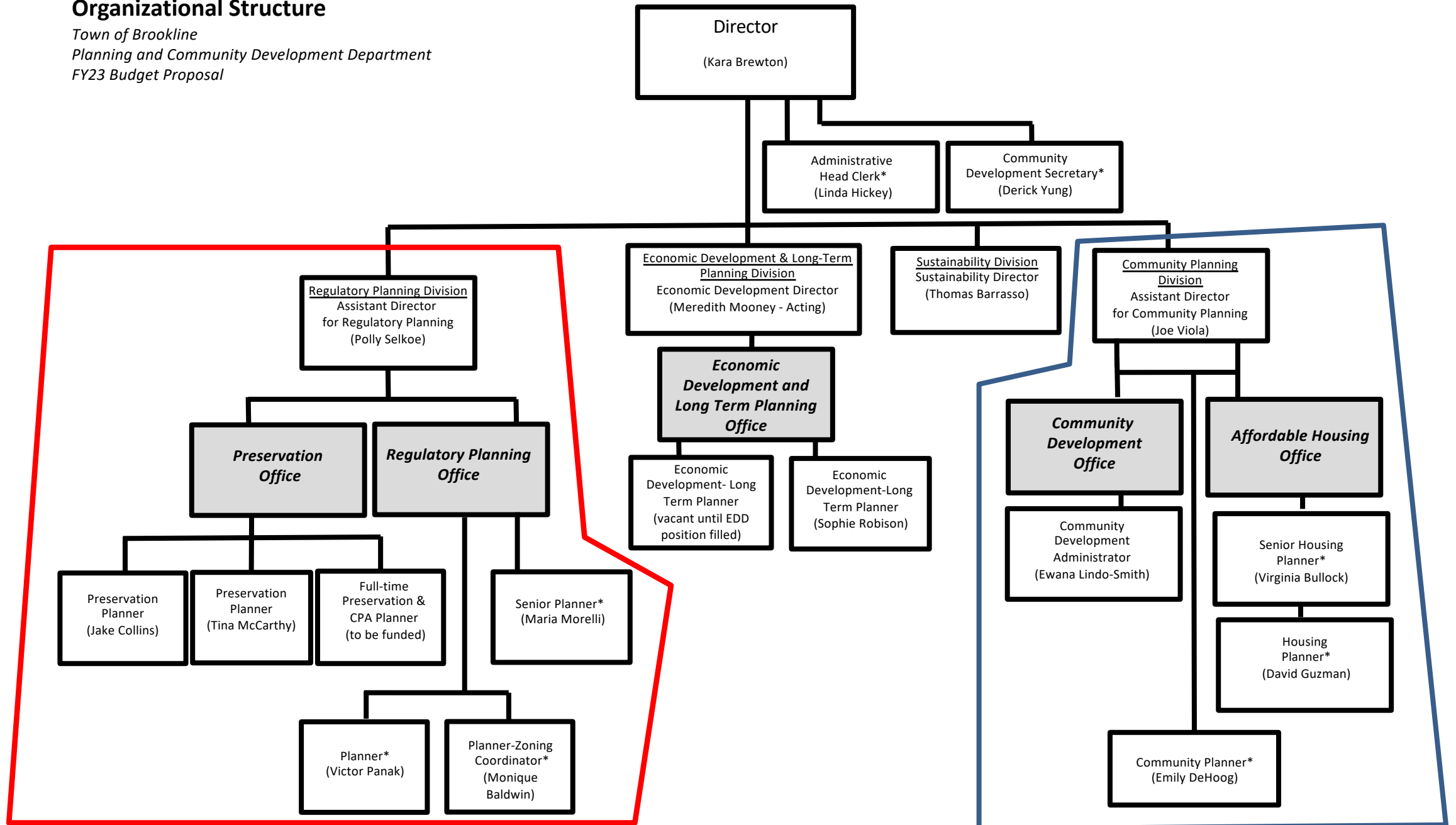


Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal



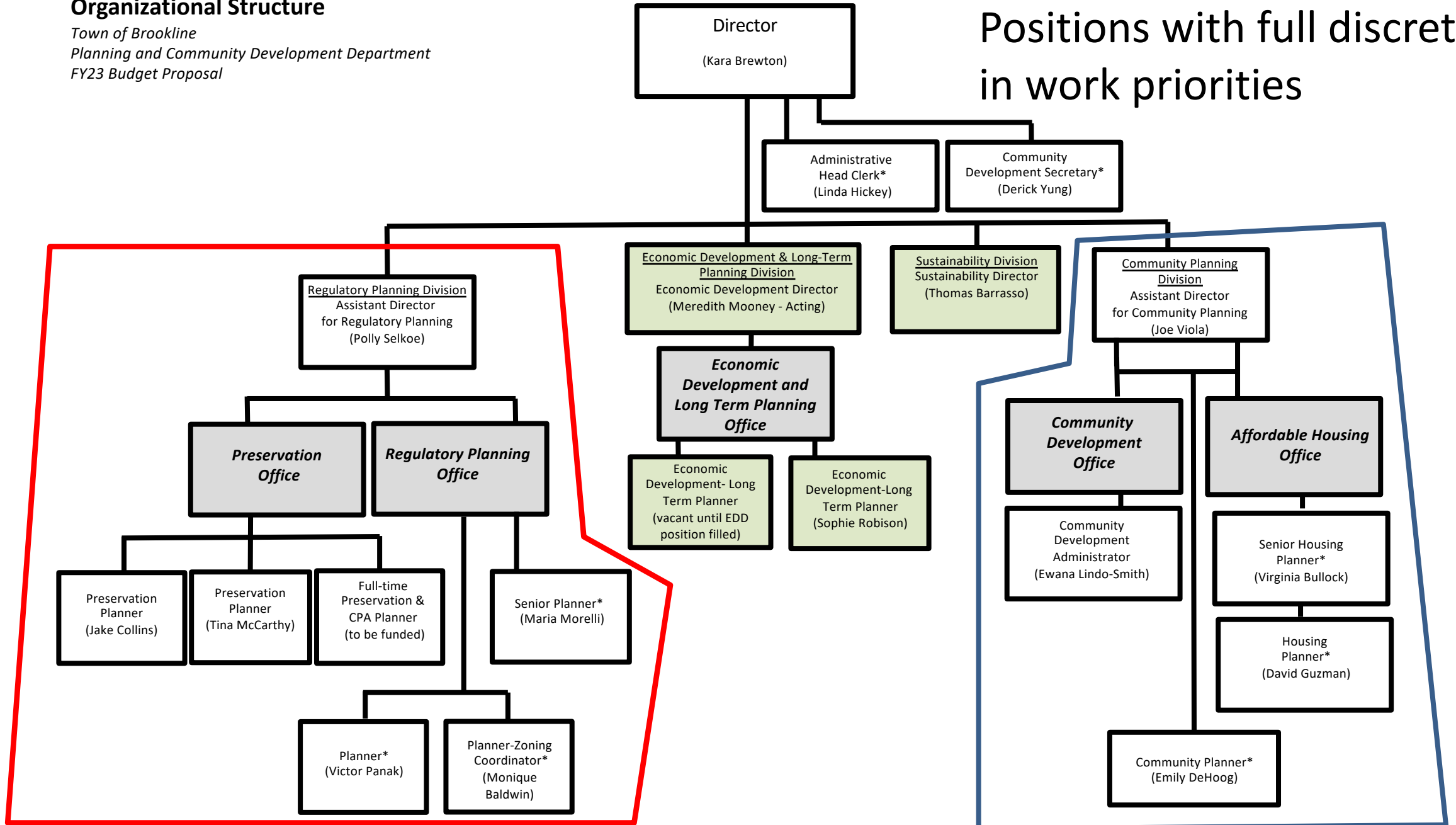
Organizational Structure

Town of Brookline

Planning and Community Development Department

FY23 Budget Proposal

Positions with full discretion
in work priorities



Highlights

- ▶ 2-way staff reviews sparked new ideas and new directions
- ▶ Community Engagement started, will be accelerated with permanent shift to hybrid meetings
- ▶ Racial Equity Plan (will require staff and Board/Commissions to create together)
- ▶ Multi-year plan will ask who is using our services, who needs our services, who is paying for what kinds of services, who benefits from our time and funding spent



PLANNING STUDY PRIORITIES



Planning Study Priorities

Underway

- Kent Street Implementation (2022-2023)
- Local Rapid Recovery Plan for Coolidge Corner & JFK Crossing, including BID (2022-2023)
- Boylston St. Corridor Zoning (Spring 2022)
- Site Plan Review (Spring - Fall 2022)
- EV Chargers Zoning (Spring 2022)
- Housing Production Plan (thru Fall 2022)
- 10 Brookline Place Committee (thru Fall 2022 or Spring 2023)
- Community Aggregation Pricing (thru Dec 2022)

Anticipated

- Second Phase of Regional Deconstruction Study (Spring 2022)
- Community Preservation Act Implementation (beginning Spring 2022 – will have to pull staff from other efforts until new hire approved)
- Net Zero Implementation Study (Summer 2022, scope TBD based on funding available)



Planning Study Priorities

Priorities following MBTA Community Action Plan

1. Babcock Street Lot Study (staff support beginning late Spring 2022, following Housing Production Plan forums)
2. Implementation of Housing Production Plan
3. Chestnut Hill Village (Boylston St. West) Corridor Study
4. Newbury Parcel Reuse Study
5. Implementation of Strategic Asset Plan & Major Parcel Study – especially with regards to CPA funding potential

Planning Studies Cut

- Pre-Comprehensive Plan Scope (no staff increase available)
- Studies for Local Historic Districts
- Parking Demand Study (given Fall 2021 Zoning Change)
- Assisting DPW with tree canopy General By-Law (until additional funding for tree equipment and staff becomes available)

<u>Priority</u>	<u>Item</u>	<u>Division</u>	<u>Position</u>	<u>7/1/20 Pay Rate Guide</u>	<u>Other Expense</u>	<u>Notes</u>
1	Restoration of Part-Time Preservation Planner	Regulatory	T-6	\$70,608		
2a	Community Preservation Program Manager	Economic Development & Long-Term Planning	T-7	\$76,257		*Presumes offset by CPA funding
2b	Community Preservation Consulting Funds	Economic Development & Long-Term Planning			\$50,000	*Presumes offset by CPA funding
3	Grants Administration & Sustainability Communications	Sustainability	T-6	\$70,608		
confirm	Consulting Funds for Economic Development & Long-Term Planning	Economic Development & Long-Term Planning			\$30,000	
confirm	Consultant Sustainability Funds	Sustainability			\$25,000	
4	Racial Equity Training for Department	Cross-Department			\$10,000	
5	Long-Term Planning: Groundwork for Comprehensive Plan Update, Corridor Studies, Newbury Reuse, Strategic Asset Plan & Major Parcel Study Implementation	Economic Development & Long-Term Planning	T-6	\$70,608		*Only if WA26 passes Fall 2021 Town Meeting
ask	Translation Services	Cross-Department				
ask	Software: Jabber & OneDrive for all employees	Cross-Department				
ask	Hardware: VPN-enabled laptops for all employees	Cross-Department				
ask	Additional furniture needed for 2-4 additional workstations, depending on funding	Cross-Department				