

**Community Development Corporation of South Berkshire**

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**Community Investment Plan  
2023-2025  
(November 2022)**

Submitted by  
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## **Section 1: COMMUNITIES OR CONSTITUENCIES TO BE SERVED BY THE ORGANIZATION**

The Community Development Corporation of South Berkshire, Inc. (CDCSB) is a 501(C)3 nonprofit corporation whose mission is to provide affordable housing and economic development opportunities for low- and moderate-income persons in the southern Berkshire region. This mission is carried out in three general areas of work: (i) developing affordable housing opportunities; (ii) creating new jobs by supporting the creation of new businesses and the expansion of existing local businesses; (iii) partnering on community development initiatives with other community-based nonprofit organizations.

Great Barrington is the economic hub of the southern Berkshires, linking agriculture-centric Sheffield to the cultural hub of Stockbridge, gateway town Lee, stately Lenox, and ever-evolving Pittsfield and its innovation economy, and points due north. There is a rich manufacturing history in the southern Berkshires, with fabric and paper mills, iron ore processing, and agriculture as traditional foundations of the local economy. Tourism propelled the Berkshires onto the radar of resourceful second homeowners, who provide critical social and economic support for local small businesses and in service roles at local nonprofits. There is a serious affordable housing shortage in Great Barrington and throughout southern Berkshire County. The region has become more and more a destination for vacationers and second home buyers, putting severe upward pressure on housing costs and downward pressure on incomes in an increasingly service-based economy. This is creating instability in homes with children in schools, extreme difficulty for young people to remain in the area, and a very serious impediment to the local economy because of the inability of workers at our local businesses to live locally.

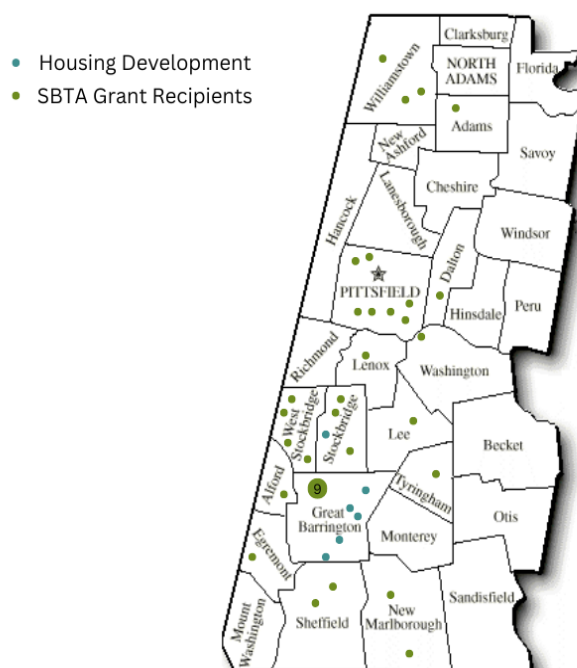
After a multiyear period of transition, the CDCSB hired an innovative new permanent executive director in August 2022. She and a committed, growing team are collaborating with partner organizations on solutions for the housing crisis and on creating economic opportunity for all in Berkshire County and beyond. The CDCSB staff and board are working in coalition with like-minded associations and organizations, and businesses and individuals from the private sector to foster economic development and reduce the wealth gap.

CDCSB's service area includes all of Berkshire County, with a primary focus area on the fifteen towns south of Pittsfield: Lenox, Richmond, Lee, Stockbridge, West Stockbridge, Great Barrington, Tyringham, Egremont, Alford, Sheffield, New Marlborough, Monterey, Otis, Mt. Washington, and Sandisfield. Within this focus area, CDCSB's housing development work typically concentrates in the communities that have some level of public infrastructure (town water and sewer) and have ready access to services: Great Barrington, Stockbridge, West Stockbridge, Lee, Lenox, and Sheffield. The largest of these, Great Barrington, has a population of 7,172; the populations of the other towns range from 160 to 5788 (US Census 2020). It is a goal of the CDCSB and other community-based organizations to develop a housing development program that creates affordable, workforce, and/or NOAH (naturally occurring affordable housing) units in the smaller, more rural communities lacking a development function. CDCSB partners with Hilltown CDC.

There are approximately 130,000 people who live in Berkshire County. 91.8% of Berkshire County self-identified as White, while the largest minority population is Latino (5.1). There are 7,908 veterans in Berkshire County. In Great Barrington, where the CDCSB is based, 88.7% of the population of 7,164 people identify as White, while 4.4% identify as Latino and 4.6% as Black; 2.8% are Asian, higher than 1.7% in the county as a whole; no one identified as Native American or Pacific Islander. 55% of Great Barrington residents are women, compared to 51.7% in Berkshire County as a whole. Great Barrington has a slightly lower percentage of people over aged 65, 21.8% compared with 23.9% in the county as a whole.

The south Berkshire region is characterized by its rural setting with a predominance of open space, agricultural land with a trend for increasing "rural sprawl." The economy is primarily service-based, driven by the hospitality and tourism industry. Land and housing costs are disproportionately high, driven by the vacation, retirement, and second home markets and exacerbated by the Covid-19 pandemic, which brought an influx of families from urban areas that shifted to work-from-home arrangements. The combination of low wage-paying jobs and high housing costs has made it especially difficult to retain young families and the area's youth; the population is

## CDCSB Service Area for Housing and Economic Development



declining and aging. In 2020 the poverty rate in the larger towns ranged from 8.7% in Lenox to 6.6% in Great Barrington (US Census ACS). These statistics indicate a significant population of “working poor.” The population is 94% white, with a slowly growing Latino population.

Over 55% of southern Berkshire households qualify to live in the housing built by the CDCSB. There just are not enough available affordable housing units to support many of the people who work within our community, from retail and food service workers to nursing assistants and teachers, folks who typically fall in the 30-60% of AMI (Area Median Income). Even people who earn 80-120% of AMI, such as carpenters, surgical technicians, police, loan officers, engineers, dental hygienists and registered nurses, are unable to afford housing. Median household income ranges from \$62,292 in Stockbridge to \$103,750 in Alford. The median household incomes in the larger towns, holding the majority of the population, average approximately \$56,250. The average sale price of homes in 2021 in the south Berkshire region was \$660,313. The affordable sale price for a household earning the median income in the south Berkshire region is \$239,500. Nearly half of all renters and more than one-third of homeowners with a mortgage pay more than 30% of their income on housing costs. Homeowner and rental vacancy rates are both less than 2%. Stockbridge meets the 10% Subsidized Housing Unit threshold set by Chapter 40B while Great Barrington is at 9.4% as of this writing. There is a very deep need for affordable housing throughout the area, for both rental and home ownership.

## **Section 2 INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS**

### **A. CDCSB is a Membership organization.**

The CDCSB depends on input at annual membership meetings and attracts key stakeholders such as Town Planners and Selectmen, as well as low- and moderate-income constituents. The Membership elects the Board of Trustees, of which there is a minimum 20% low-/moderate-income representation, ensuring continuous input from potential end-users of CDCSB projects; the new Executive Director is encouraging the board to grow LMI representation to 25% in the next three years. The Board of Trustees meets monthly to monitor progress on strategy and projects, and has active fundraising, marketing, governance, and real estate development committees that include both board members and community members.

Input to this CIP has been given via public meetings held on October 26, 2022 and October 27, 2021 and via personal conversations by the Executive Director and staff with the Town Manager and Town Planner of Great

Barrington; the Executive Directors of Berkshire Housing Development Corporation, Construct, and Habitat for Humanity; Housing and Transportation Planners at Berkshire Regional Planning Commission; the Economic Development Director of 1Berkshire; and Great Barrington Affordable Housing Trust. Certain members of the Board of Trustees have also initiated conversations and maintain relationships with municipal leaders and volunteers. This plan is informed by the following publications:

[Berkshire Blueprint 2.0](#) (2019)

[Town of Great Barrington ARPA Survey](#) (2021)

[A Housing Vision for the Berkshires](#) (2022)

[State of the County Report: Berkshire Benchmarks](#) (2022)

The CDCSB Board of Trustees and the new Executive Director are working with the guidance of MACDC to adopt an equity pledge that will help provide a roadmap to identify and commit to specific, actionable steps toward racial equity within the context of their community and mission. As the pandemic impeded our ability to conduct in-person meetings, the CDCSB moved over to Zoom, and invested in the hire of permanent part-time (for now) marketing and communications staff. A goal for this new staff is to create and implement an education and thought leadership campaign to engage the community in the importance of housing that is affordable for all, and illustrate the connection between affordable housing and economic development. The CDCSB, with the addition of a permanent part-time communications and marketing staff and a forthcoming Director of Fundraising and Philanthropic Partnerships, will be able to engage more with constituents and community members, strengthening the organization's alignment with regional needs and community-driven solutions grounded in lived experience.

#### **B. CDCSB is very active in local and regional community development stakeholder and practitioners organizations:**

The CDCSB team and an engaged board are working in coalition with like-minded associations and organizations, and businesses and individuals from the private sector to foster economic development and reduce the wealth gap in our community. Board members bring formidable experience in real estate development, entrepreneurship, construction and trades, and sit on a variety of community-based organizations, such as their local planning board, local housing trust, Rotary International, Southern Berkshire Chamber of Commerce, Downtown Great Barrington Cultural District, Berkshire Busk, faith-based organizations, and other entities.

The CDCSB is actively collaborating with the Town Manager and Town Planner of Great Barrington; the Executive Directors of Berkshire Housing Development Corporation, Construct, and Habitat for Humanity; Housing and Transportation Planners at Berkshire Regional Planning Commission; the Economic Development Director of 1Berkshire; Berkshire Natural Resources Council, Berkshire AgVentures, Berkshire Housing Development Corporation, town planning boards, and housing and Affordable Housing Trusts; and the Department of Housing and Community Development and other funders.

The Berkshire Regional Planning Commission (BRPC) is the regional planning agency for Berkshire County, assisting the thirty-two Berkshire cities and towns in a diverse set of topics including community and economic development, community planning, data and information services, emergency preparedness planning, environmental and energy planning, regional services and transportation. BRPC has a long and productive history of working collaboratively with CDCSB on a wide range of economic development and housing issues. CDCSB has provided an important rural perspective as input to regional planning issues and has, in turn, provided CDCSB a coherent regional context in which to strategically plan their own initiatives.

The CDCSB participates in 1Berkshire meetings of county-wide stakeholders and working groups around economic development and housing issues. Consistent engagement provides input and feedback on CDCSB strategic planning initiatives from every social and economic sector of the county: educational institutions, financing entities, large and small businesses and business associations, and community-based nonprofits. It also ensures that rural housing and development issues are well represented in regional planning initiatives.

### **C. Resident and stakeholder involvement in CDCSB planning through partnering with other local nonprofits on particular projects.**

CDCSB meets regularly with leaders at Berkshire Housing, Habitat for Humanity, and Construct, Inc. These relationships provide input into determining development priorities, and programmatic and physical design.

CDCSB's collaboration with Berkshire Housing Development Corporation (BHDC), the largest affordable housing developer in Berkshire County, has blossomed with their partnering on two LIHTC projects, Bentley Apartments and Windrush Commons/910 Main Street. Berkshire Housing's development expertise and operating management experience has been critical to the development of CDCSB projects and grounding them in the local need. Wayfinders is co-developer of Windrush Commons; Berkshire Housing is manager.

CDCSB partners with Hilltown CDC, which services the hilltowns in Berkshire, Hampshire, Hampden, and Franklin counties and is working on a plan with the HCDC's Executive Director to collaborate more closely and explore sharing more resources, beginning with real estate development staff. This will help broaden and deepen the services that the two CDCs provide to the more rural communities of western Massachusetts.

### **D. Community engagement with regional and national economic development nonprofits.**

1Berkshire, a county-wide organization focused on economic development and promotion of the region as a preferred place to visit, live, and grow a business, is an important partner for the CDCSB. The CDCSB participates in 1Berkshire-led meetings of county-wide stakeholders and working groups organized by the Berkshire Regional Planning Commission around economic development and housing issues. This consistent engagement with the larger community provides input and feedback on CDCSB strategic planning initiatives from virtually every social and economic sector of the county: educational institutions, financing entities, large and small businesses and business associations, and community-based nonprofits. It also ensures that rural housing and development issues are well represented in regional planning initiatives.

CDCSB also continues its relationship with EforAll, a county-wide entrepreneurship program spearheaded by the Berkshire Taconic Community Foundation, ensuring rural participation and helping to provide a stable of mentors. CDCSB and EforAll will continue to cross-refer candidates for program participation to each other, and partnering on community events that promote business development and networking.

Under new leadership, the CDCSB is exploring a variety of historical and potential partnerships with the goal of problem-solving where issues intersect between organizations. Open space/land and agricultural conservation organizations are important partners with mutual interests in preserving open space and traditional farmlands, while nurturing agripreneurs and established agricultural businesses. Participation in member organizations and regular discussion groups—MACDC, Western Massachusetts CDCs, CHAPA, and both county-wide and regional housing solution cohorts, fortifies efforts to mitigate the housing crisis and foster economic development, and expands geographic impact through regional collaboration.

### **E. Stakeholder input from open space and rural community organizations.**

Affordable housing, economic development, and open space preservation are inseparable in a rural environment. CDCSB's new Executive Director has prioritized partnership with open space and land preservation organizations and has applied for a USDA program grant as part of a regional group effort (**Berkshire Farmers Thriving (BFT) Partnership**) by Berkshire Natural Resources Council, Berkshire Regional Planning Commission, Berkshire AgVentures, American Farmland Trust, Berkshire Grown, the CDCSB, and Hilltown CDC. The CDCSB regularly meets with Hilltown CDC and Franklin County CDC.

### **F. Project specific community engagement.**

CDCSB routinely establishes venues for community input into specific development projects. Multiple neighborhood and public input meetings are held during the early design and predevelopment stages of projects, ensuring maximum possible neighborhood support. 100 Bridge, the cleanup and redevelopment of an

8-acre brownfield site in the center of Great Barrington, has provided an excellent formal process for local resident input with guidelines from Mass. Department of Environmental Protection. A Public Involvement Plan (PIP) was developed; the PIP email list has 60 recipients and public meetings routinely draw 20-30 residents. This process will continue with regular public meetings in the coming years until the site is fully developed.

### **G. Engagement with municipalities.**

Projects are, without exception, developed collaboratively with town boards, committees, and administrations. The “Friendly 40B” and the 40R Smart Growth Overlay District have been the primary zoning strategies, both collaborative permitting processes with towns. CDCSB has nurtured and sustained excellent working relationships with town administrators and town planners that has both informed town planning and also responds to town planning and priorities. CDCSB meets regularly with town officials and participates in ongoing planning around housing, economic development and community issues. The trust earned through this level of engagement over the years has established an open and collaborative culture for the CDCSB.

## **Section 3 PLAN GOALS**

### **GOAL #1 Create healthy, diverse, and sustainable communities in south Berkshire County.**

#### **Strategy 1: Significantly increase the number of affordable housing units in south Berkshire County, enabling residents to work and live in the same communities**

Outcomes: (i) direct benefit for low- and moderate-income households; (ii) communities and the region at large benefit from a more stable and diverse population; (iii) business community, school systems, and municipalities benefit from being able to attract and retain employees.

#### **Strategy 2: Develop projects that contribute to low-carbon footprint living**

Outcomes: (i) provides LMI households with livable/walkable community; (ii) provides LMI households with affordable utility costs; (iii) provides a model of energy independence for the community at large; (iv) increases the vitality of town centers; (v) increases food security and quality of life for the entire region by preserving farmland and open space; (vi) provides local students with opportunities to study renewable energy creation and energy conservation; (v) contributes to the overall energy independence of the region.

**Strategy 3: Expand geographic service area** Outcomes: (i) rural towns will have a partner in the development of low- and moderate-income housing (ii) the CDCSB can help preserve naturally occurring affordable housing (NOAH); (iii) CDCSB partners with Hilltown CDC, which services the hilltowns in western Massachusetts and is working on a plan with the HCDC’s Executive Director to collaborate more closely and explore sharing more resources, beginning with real estate development staff.

#### **Strategy 4: Expand housing options and forge a pathway for ownership projects**

The CDCSB is exploring avenues for developing “workforce housing,” which is not funded by traditional affordable housing programs. Workforce housing is a key missing component in the Berkshires’ economic development mix and the CDCSB is advocating at the regional and state levels for more flexibility in creating this type of housing. Homeownership is one of the most reliable ways to build generational wealth and one that the CDCSB plans to incorporate into efforts to reduce the wealth gap.

### **GOAL #2 Stimulate regional job creation for low- and moderate-income individuals and families.**

The Small Business Technical Assistance (SBTA) program, offered at no cost to participants, enables the CDCSB to assist area businesses at various stages of development, from pre-start up to existing businesses planning for growth and scaling. The primary program goal is to equip active owners with foundational business operations knowledge, and practical guidance on business development issues, tasks, and initiatives that allow them to launch, pivot, or expand; the primary outcome is business growth and the creation of jobs. As of this writing, forty-seven businesses have participated in the program and more than \$1.5 million of funding and support have been awarded to participating businesses from banks and state and federal funds.

**Strategy 1: Support local business expansion and new business creation with real estate development and mixed-used acquisition and development**

Outcomes: (i) low- and moderate-income households benefit with increased job opportunities; (ii) communities and the region at large benefit with a more stable, diverse, and robust local economy.

**Strategy 2: Support the regional economy, its entrepreneurs and businesses by partnering with and supporting other nonprofits driving this economic sector.**

Outcomes: (i) increased business activity and support for local businesses; (ii) increased job opportunities for low- and moderate-income households; (iii) increased access to the arts, improved quality of life.

**Strategy 3: Stimulate growth in the local agricultural/food production sector**

Outcomes: (i) increased job opportunities for low- and moderate-income households; (ii) increased entrepreneurial opportunities for business creation; (iii) community at large, including schools and institutions, benefit with a more secure, sustainable, and nutritious food supply.

**Strategy 4: Provide direct, highly individualized small business technical assistance and increase access to capital.**

Outcomes: (i) creation of new businesses; (ii) business expansions and job creation; (iii) expanded tax base.

**GOAL #3 Strengthen the long-term sustainability of CDCSB**

**Strategy 1: Increase and diversify funding sources by increasing the donation base through the hire of a Director of Fundraising and Philanthropic Partnerships. NEW**

Outcomes: (i) low- and moderate-income households will benefit by the CDCSB being able to continue to provide affordable housing and economic opportunity; (ii) CDCSB will be more competitive in obtaining Community Development Tax Credits and effective in utilizing them; (iii) increased funding will increase staff capacity, strengthening CDCSB's ability to carry out its mission; (iv) increased staff capacity will enable CDCSB to develop multiple projects simultaneously, which will provide more continuous development income; (v) increased staff capacity will increase CDCSB's ability to thoughtfully and more frequently engage with communities; (vi) local businesses will benefit from ongoing CDCSB activities that support the local economy; (vii) the region at large will benefit with increased engagement in CDCSB's mission of continual advancement towards healthier, diverse, and sustainable community.

**Strategy 2: Create entrepreneurial pathway to workforce housing development**

Outcomes: (i) in-house real estate development manager helps CDCSB scale; (ii) a new, permanent job is created at the CDCSB; (iii) CDCSB provides a key component that helps businesses retain staff and thrive by creating housing for communities members to live near where they work

**Strategy 3: Expand geographic service area**

Outcomes: (i) increased funding will increase staff capacity, strengthening CDCSB's ability to carry out its mission; (ii) deeper partnerships with other CDCs will increase impacts and strengthen collaborative efforts to bring much-needed housing and economic development funding to rural western Massachusetts.

**Strategy 4: Create new strategic relationships and nurture existing relationships**

Outcomes: (i) low- and moderate-income households will benefit from continuing and increased development opportunities for CDCSB to carry out its mission through expanded partnerships that create deeper community impacts; (ii) the community at large will have increased engagement with CDCSB and will benefit directly from access to additional resources; (iii) the social fabric of the southern Berkshires will be strengthened with a more interconnected network of organizations and individuals working for healthier, sustainable community.

**Strategy 5: Deepen CDCSB's interconnectedness with the community**

Outcomes: (i) the work of CDCSB will become more authentically integrated with the community itself; (ii) project development and fundraising will become more a part of the local/regional culture.



## **Section 4 ACTIVITIES TO BE UNDERTAKEN**

### **GOAL 1. HEALTHY, DIVERSE, SUSTAINABLE COMMUNITIES**

#### **Year One Activities:**

- Expand capacity of organization
- Advance housing that addresses the needs of the regional workforce
- Continue to develop affordable housing
- Expand economic development opportunities

#### Expand capacity of organization:

- Hire a **full-time fundraising and philanthropic partnerships director** to increase funding base and build public sentiment around the need to preserve and create housing that is affordable to all.
- Hire a **full-time real estate project manager** to run multiple projects in various stages of development, create a database of real estate development opportunities, focusing on towns without a planning function, to start. Pursue site identification and feasibility analysis on new projects
- Support other CDCs and nonprofit housing and economic development organizations; share financial and other resources; build working relationships with affordable home-ownership organizations.

#### Advance housing that addresses the needs of the regional workforce:

- Acquire **268-278 Main St** in Great Barrington, an historic, mixed-use property that presently houses eight people, seven who work for in-town businesses.
  - Maintain current tenants while applying for CPA funds for restoration and updates.
  - Prepare and submit OneStop application for other funding to support restoration and updates.
- Acquire **25 Pope St** in Great Barrington, begin pre-development work, seek financial support from municipal sources; begin construction.
- Continue to explore opportunities with municipal planning and housing authorities.

#### Continue to develop affordable housing:

- Advance Windrush Commons: complete construction and lease up of 49 units
- Finalize plans for **100 Bridge Street**, perform remaining remediation, and begin pre-development work for multifamily, townhouse-style affordable housing.
  - Work with environmental consultant, LSP, and architect to develop a project program including uses and density.
  - Apply for remaining anticipated pre-development funding.
  - Create 30-50 affordable units: (i) finalize remaining remediation plans; (ii) engage the community with public meetings and Town Board meetings; (iii) assemble the development team and advance the project through permitting; (iv) make application to DHCD for funding
- Maintain close relationships with Great Barrington municipal officials.
- With the addition of a real estate project manager, expand municipal relationships and partnerships to include all southern Berkshire communities.

#### Expand economic development opportunities:

The CDCSB expanded its economic development initiatives with small businesses extensively during the pandemic with the creation of the SBTA program, as owners and entrepreneurs turned to the CDCSB for help launching, pivoting, or stabilizing their businesses. To serve increased demand, the CDCSB will continue to grow the SBTA program, as it uniquely offers highly individualized training and guidance, including entity formation, and the preparation of a financial prospectus or a business plan.

- Develop capacity to offer SBTA in Spanish.
- Increase funding especially for agricultural entrepreneurs
  - Implement and/or pursue USDA grants that build capacity and farmland access.
  - Conduct feasibility for Berkshire food innovation and distribution hub; engage public and town boards in public meetings; initiate funding inquiries and complete applications



- Expand partnerships
  - CDCSB partners with Hilltown CDC and they plan to collaborate more closely and explore sharing more resources, beginning with development of an available real estate database.

#### **Impact of Activities:**

- More affordable, workforce, and naturally occurring affordable housing units are available.
- The advancement and replenishment of CDCSB's pipeline of projects.
- The strengthening of collaborative relationships and more expansive thinking.
- Increasing public acknowledgement of the need for affordable housing.
- CDCSB's identity in regional community development is strengthened, increasing revenue and opportunities for partnership.
- Opportunities to decrease the wealth gap in southern Berkshire County by helping under-resourced business owners develop the knowledge and skills needed to launch, pivot, or expand their businesses.
- Downtown businesses benefit from employees that have short commutes as well as foot traffic.

#### **Year Two Activities**

- Expand capacity of organization
- Advance housing that addresses the needs of the regional workforce
- Continue to develop affordable housing
- Expand economic development opportunities

#### **Expand capacity of organization:**

- **Transition current part-time administrative assistant and communications roles to 30-40 hours per week.**
- CDCSB continues **partnership with Hilltown CDC**; hires shared rural real estate development staff.
- Continue support of other CDCs and nonprofit housing organizations (rental and homeownership)

#### **Advance housing that addresses the needs of the regional workforce:**

- Pursue further funding to support **268-278 Main St**
  - Utilize CPA funding to support restoration and updates
  - Utilize other municipal and state sources to maintain affordable or workforce rental rates.
  - Utilize funds through OneStop application to support restoration and updates.
- Finish construction of four 1-bedroom units at **25 Pope St**; lease up by summer.
- Continue to explore opportunities with municipal planning and housing authorities.
- Real Estate Development Manager builds relationships and creates plans to expand services to municipalities, community members, businesses, and organizations.

#### **Continue to develop affordable housing:**

- **100 Bridge Street:** engage the community with public meetings and at town board meetings; finalize development plans; apply for remaining funding.
- Finalize acquisition of land at **Blue Hill Commons** for affordable and/or workforce housing development; begin funding applications and pre-development work.
- Maintain close relationships with Great Barrington **municipal officials**.
- With the addition of a **real estate project manager**, expand municipal relationships and partnerships to include all southern Berkshire communities.

#### **Expand economic development opportunities:**

- Hire SBTA program coordinator to continue program expansion
- Increase funding esp for farmers and agricultural entrepreneurs
  - Develop and finalize plans for food hub; initiate funding inquiries and complete applications
- Expand partnerships with CDCs, municipalities, economic development organizations

#### **Impact of Activities:**

- More affordable, workforce, and naturally occurring affordable housing units are available.
- The advancement and replenishment of CDCSB's pipeline of projects.
- The strengthening of collaborative relationships and more expansive thinking.
- Increasing public acknowledgement of the need for affordable housing.
- CDCSB's identity in regional community development is strengthened, increasing revenue and opportunities for partnership.
- Opportunities to decrease the wealth gap in southern Berkshire County by helping under-resourced business owners develop the knowledge and skills needed to launch, pivot, or expand their businesses.
- Downtown businesses benefit from employees that have short commutes as well as foot traffic.

### **Year Three Activities**

- Expand capacity of organization
- Advance housing that addresses the needs of the regional workforce
- Continue to develop affordable housing
- Expand economic development opportunities

#### Expand capacity of organization:

- **Full-time fundraising and philanthropic partnerships director** continues to increase funding base and build public sentiment around the need to invest in affordable housing and economic development.
- Hire a **full-time real estate project manager** to run multiple projects in various stages of development, create a database of real estate development opportunities, focusing on towns without a planning function, to start. Pursue site identification and feasibility analysis on new projects
- CDCSB partners with Hilltown CDC, which services the hilltowns in western Massachusetts and is working on a plan with the HCDC's Executive Director to collaborate more closely and explore sharing more resources, beginning with real estate development staff.
- Continue support of other CDCs and nonprofit housing organizations (rental and homeownership)

#### Advance housing that addresses the needs of the regional workforce:

- Pursue further funding to support **268-278 Main St**
  - Utilize CPA funding to support restoration and updates
  - Utilize other municipal and state sources to maintain affordable or workforce rental rates.
  - Utilize funds through OneStop application to support restoration and updates.
- Continue to explore opportunities with municipal planning and housing authorities.
- Pursue the creation, siting, and installation of ADUs and tiny homes on and off wheels as an affordable-to-all housing unit as part of the service we provide to the community, and a new revenue stream for the organization.

#### Continue to develop affordable housing:

- Finalize plans for **100 Bridge Street**; secure LIHTC financing; break ground on construction;
- **Blue Hill Commons**
  - Engage the community in public meetings and municipal board meetings during design planning for affordable and/or workforce housing development.
  - Apply for remaining anticipated pre-development funding.
  - Finalize plans for 50 affordable units
  - Prepare OneStop application to DHCD for funding
- Maintain close relationships with Great Barrington **municipal officials**.
- With the addition of a **real estate project manager**, expand municipal relationships and partnerships to include all southern Berkshire communities, as well as ADU/tiny home installations and communities.

#### Expand economic development opportunities:

- Hire SBTA program coordinator to expand program and impacts.
- Increase funding especially for agricultural entrepreneurs

- Finalize plans for Berkshire food innovation and distribution hub; initiate funding inquiries and complete applications
- Expand partnerships to increase capacity and geographic impacts

### **Impact of Activities:**

- The creation of an estimated 200 construction jobs
- 150+ new individuals and families have high quality affordable rental units
- Local businesses will have increased revenues from the increase of residents in the town center
- Local businesses will more easily retain employees with the increased availability of affordable units
- A contaminated site in the center of town will have been transformed into a vibrant community asset
- The Town of Great Barrington will have increased tax revenues
- The carbon footprint of the town and region will decrease with efficient housing and a livable/walkable town center
- CDCSB will have created sustainable housing units available to low- and moderate-income residents;
- The advancement and replenishment of CDCSB's pipeline of projects
- The strengthening of collaborative relationships in each project; enhancement of CDCSB's identity in regional community development
- Increased financial security of CDCSB with project development income.

## **GOAL II. JOB CREATION**

### **Activities**

- Expand capacity of organization
- Advance housing that addresses the needs of the regional workforce
- Continue to develop affordable housing
- Expand economic development opportunities

In the next three years, the CSCSB plans to add three full-time roles (fundraising and philanthropic partnerships director, real estate development manager, SBTA program coordinator) and increase two current part-time roles to full-time status. Increasing internal capacity will allow the CDCSB to expand its services and create more impact. To provide even more value to rural communities, the CDCSB plans to co-create a rural real estate development role in partnership with Hilltown CDC; the two CDCs are exploring all possible synergies in order to determine the most efficient way to expand capacity and impact in rural communities.

Our efforts to create housing that is affordable to all provide construction jobs to local and regional community members. Each new large-scale development is anticipated to create about 100 jobs during the construction phase. The creation of affordable housing or the preservation of naturally occurring affordable housing are critical components of local economic development, as they allow workers to live near where they work. Furthermore, the CDCSB is diligently working with the town of Great Barrington, elected and State officials, business owners and individuals, and our partners regionally and statewide to address the housing crisis and create a lasting change to how we approach the creation of housing: creating it in a more expedient fashion (to quickly address need) and ensuring that each development campus includes opportunities for healthful engagement in greenspaces and gardens. We are moving ahead with a planned homeownership development that we hope will help four families build generational wealth. We look forward to helping the southern Berkshire region become a more resilient home for people of all ages and resources, and a robust economic and entrepreneurial ecosystem with opportunities for all.

On the economic development front, supporting the business community helps keep jobs in place. The CDCSB's SBTA program also helps businesses create *new* jobs, as participants' entities become more efficient and profitable. The CDCSB meets regularly with the Great Barrington town planner to understand how we may drive and/or support efforts to expand business development—and the tax base—in the southern Berkshires. 66% of SBTA clients are low-to-moderate income participants and there is great demand for the program and its unique approach. Further to creating an attractive climate for business development, fiber for

internet service is a critical component of leveling the playing field in rural communities (for education as well as business development), and the CDCSB plans to support the championing of a fully wired rural region. The region must stay competitive as a good place to raise a family as well as grow a business and infrastructure is a key component.

Berkshire County has some of the highest farmland and housing costs in the nation, as well as some of the most intense development pressures. While there are many agencies serving farmers in the Berkshires, it lacks a coordinated, comprehensive resource and delivery system for providing technical assistance and improving land access for these farmers. As the CDCSB deepens its partnerships with local agricultural development and land conservation organizations, our collective efforts are targeted to establish a clear conduit for farmers and farm landowners to access a broad range of technical assistance. Additionally, the feasibility of a food hub and distribution center and its eventual creation and implementation will provide financial support that will help strengthen farms and food-related businesses, and provide a full-circle element to the business model, providing long-term viability for farming, along with creating jobs.

#### **Impact of Activities:**

- Supporting local businesses through the SBTA program means that the CDCSB is having a direct impact on job creation and retention—entrepreneur support for creating new or expanding businesses, expands employment opportunities.
- The creation of an estimated 200 construction jobs.
- 150+ new individuals and families have high quality affordable rental units; many of these families work at businesses in town, local health facilities, in construction, at banks, and restaurants, so they can live near where they work.
- Local businesses will more easily retain employees with the increased availability of affordable units, which preserves jobs.
- A contaminated, blight-ridden site in the center of Great Barrington will have been transformed into a vibrant community asset, attracting further density in the neighborhood; more business=more jobs.
- CDCSB will have created sustainable housing units available to LMI residents; ensured advancement and replenishment of a pipeline of projects, which will help fund new roles at the CDCSB.
- CDCSB will create impacts in the agricultural sector, helping create jobs and retain farmers and farm workers. A food innovation hub and distribution center would improve job security for local farmers.

### **GOAL III. SUSTAINABILITY OF CDCSB**

#### **Year One, Two, Three**

- Expand capacity of organization
- Advance housing that addresses the needs of the regional workforce
- Continue to develop affordable housing
- Expand economic development opportunities

#### **Expand capacity of organization:**

- Rebrand the CDCSB and infuse DEIA into organizational culture and planning.
- Hire a **full-time fundraising and philanthropic partnerships director** to increase funding base and help ensure organizational longevity. Increase CDCSB donation base: (i) build on the successful rebranding of the CDCSB as more connected with the lives of the population we serve; (ii) better communicate the organizational narrative to residents, the business community and other local and regional institutions; (iv) strengthen web presence and social media communication for building relationships and direct marketing; and (v) continue outreach to high-income individuals, corporations and foundations to utilize CITCs to leverage donation income.
- Support **other CDCs and nonprofit housing and economic development organizations**; share financial and other resources; partner with affordable home-ownership organizations..
- Bring current part-time administrative and communications staffers to full-time status and raise awareness and deepen the CDCSB's relationships with community members and institutions.

Advance housing that addresses the needs of the regional workforce; continue to develop affordable housing:

- Revenues from real estate developments help support the CDCSB's operating expenses.
- Hire a **full-time real estate project manager** to run multiple projects in various stages of development, create a database of real estate development opportunities, focusing on towns without a planning function, to start; pursue site identification and feasibility analysis on new projects; and identify opportunities for creating income-generating CDCSB activities.
- Develop the **affordable housing pipeline** to ensure that multiple projects are simultaneously in different stages of development for the foreseeable future.

Expand economic development opportunities

- Hire a full-time **SBTA coordinator** to grow the program, its revenue streams and its impacts. Collaborate with existing partners and **other CDCs** and economic development organizations.
- Strengthen ties with **financial institutions** regarding economic development opportunities, especially for LMI community members; CDCSB is exploring ways to work with the Berkshire Black Economic Council to help support their goal to foster Black businesses and introduce policies to spur economic development in the Berkshires and the Commonwealth.

**Impact of Activities:**

- Greater organizational stability that will result in greater and more efficient delivery of services.
- Better, more efficient delivery of services nurtures relationships with town governments and nonprofits.
- Greater staff capacity to run multiple projects simultaneously, creates more housing units and jobs.
- Increased technical assistance to small businesses will create deeper and long-lasting relationships with the business community and with local banks, from which the CDCSB receives grant support.
- Effective messaging creates deeper public engagement and ownership in CDCSB's mission/activities
- Deeper ties with the community enables CDCSB to be more responsive to community needs.

**Section 5**

**HOW SUCCESS WILL BE MEASURED AND/OR EVALUATED**

**A. Evaluation of the Community Development Plan:**

(i) Initial evaluation when the Plan is adopted: Personal interviews with primary stakeholders who were not actively involved in its development: key personnel of Berkshire Regional Planning Commission, 1Berkshire, local Town Planners, local banks, Chambers of Commerce, Construct, Inc., other regional nonprofits and low- and moderate-income residents who are not Members of the Board. Many of these individuals have had direct input into the adopted CIP. Questions will concentrate on appropriateness and timeliness of Goals and Strategies, populations to be served, projected timeframes and methods of measuring impact. This input will be summarized and presented to the CDCSB Board of Directors. Following these interviews, the Plan may be modified. (ii) Annual follow up interviews with these stakeholders, covering the same parameters as the original interviews, noting suggested changes and modifications as well as any measurable impacts that are apparent. This information will be summarized and presented to the CDCSB Board. Following these interviews, the Plan may be modified. (iii) Review/discussion of the Plan at CDCSB Board strategic planning sessions and annual meeting. Following these discussions, the Plan may be modified.

**B. Evaluation of Affordable Housing Goals, Activities and Impacts**

The Reappraisal is carried out by a subcommittee of the Board of Directors. This report includes a view of budgets and timelines (Plan to Actual) and interviews with all key individuals – architect, engineers, contractor, project manager, project consultants, owner and property management agent. It articulates areas of strengths and areas for improvement. It deconstructs the areas of needed improvement in detail and makes recommendations for application in future projects. (i) Monthly evaluations by staff of project timelines; (ii) Project Reappraisals of each project upon completion, as described above; (iii) Annual assessment by staff of production numbers, construction job numbers; (iv) Biannual assessment by staff of regional housing needs including review of town by town demographics, review of waiting lists for existing units, (v) interviews with housing/homeless service providers, concentrating on numbers of people in need, types and size of housing

needed, demand for support services, interviews with existing residents, concentrating on quality of life issues; (vi) at project completions, evaluate energy efficiency of units with MassSave and/or the Center for Environmental Technology; (vii) track numbers of units in predevelopment, development and completed. CDCSB carries out an internal "Project Reappraisal" at the completion of housing development projects.

### **C. Evaluation of Job Creation Goals, Activities and Impacts**

(i) SBTA: (a) quarterly evaluation by staff of numbers and and experience of participants; (b) periodic interviews of participants regarding program experience and satisfaction; (c) Testimonials from SBTA participants, in addition to post-participation program evaluation, as important indicators of program success and potential communications content; (d) staff-conducted: tracking the number of businesses participating, the number of businesses obtaining financing and job creation tracking. (ii) Agricultural sector: quantify the number of participants in the TA program; quantify the number of farms preserved or transferred, along with succession planning. The goal of the regional **Berkshire Farmers Thriving (BFT) Partnership** project is to establish permanent, sustainable mechanisms for land, capital and market access for historically underserved farmers that will increase their ability to connect with and thrive, and will better educate, inform and support farmers, not only through this partnership, but through the USDA and other farm support services that may be available to them.

### **D. Evaluation of CDC Sustainability, by staff**

(i) monthly quantify number of new CDCSB Members and the amount of donations collected; (ii) follow-up interviews with all potential CITC participants, including those that did not participate, to gauge perceived strengths and weaknesses of both the program and the presentation; (iii) quantify the number of tax credits utilized; (iv) quantify the number of participants in CDCSB events; (v) monthly compare Budget to Actual income/expense related to CITC program; (vi) annually review quantity and capacity of staff compared to work plans; (viii) annual evaluation of Profit and Loss in relation to projections; (ix) semi-annually review the project pipeline; (x) quarterly evaluation of employees and employee satisfaction

## **Section 6**

### **COLLABORATIVE EFFORTS TO SUPPORT IMPLEMENTATION**

Working collaboratively with towns, local and regional housing entities and other nonprofits is one of CDCSB's strengths. The CDCSB is actively collaborating with the Town Manager and Town Planner of Great Barrington; the Executive Directors of Berkshire Housing Development Corporation, Construct, and Habitat for Humanity; Housing and Transportation Planners at Berkshire Regional Planning Commission; the Economic Development Director of 1Berkshire; town planning boards, and housing and Affordable Housing Trusts; and DHCD, and other housing and economic development stakeholders and funders statewide.

### **Project Collaborations with Towns**

- **Town of Stockbridge: Pinewoods** (30-unit LIHTC project): The Town of Stockbridge Affordable Housing Committee identified the site, donated an abutting 1-acre and contributed close to \$450,000 in CPA funds to the project. The Stockbridge Land Trust secured the site with a Purchase and Sale Agreement. A Comprehensive Permit was issued in two meetings.
- **Town of Great Barrington: Hillside Ave. Housing**: the 3-acre parcel was donated by the town; \$80,000 was contributed by the town's Affordable Housing Trust Fund.
- **Town of Great Barrington: 100 Bridge St**, the former NE Log Homes site (8-acre brownfield in the center of town, with a proposed 45-unit LIHTC project, and 30,000 Sq. Ft. commercial space): The Town helped secure \$350,000 in EPA assessment funds, forgave \$300,000 in back taxes accrued by the previous owner, rezoned the area for high density mixed-use development and created an economic opportunity area to make TIFs available to new and expanding businesses, committed \$750,000 in CPA funds, granted a "friendly" 40b permit for the affordable housing component, secured a \$1.6M MassWorks grant for site infrastructure improvements.
- **NEW: Town of Great Barrington: Blue Hill Commons**: The CDCSB has had preliminary conversations with town administrators and boards as the organization hopes to develop affordable housing on land that is currently part of Blue Hill Commons in Great Barrington.

- **NEW: Town of Egremont: town-owned land:** The CDCSB is meeting with Egremont housing trust members to understand their challenges and find a way to create affordable housing on town-owned property. Tiny homes on (and off) wheels and smaller scale pairs of townhomes are a possibility.

#### **Collaborations with Regional Housing Organizations**

CDCSB and Construct, Inc. have collaborated for 15 years in the development of new affordable housing units; CDCSB has provided development services for Construct, Inc. **Berkshire Housing Development Corporation (BHDC):** CDCSB is collaborating with BHDC as co-developers for Bentley Apartments and as operating managers of 910 Main Affordable Housing and Hillside Ave. This dramatically increases CDCSB's development capacity. **Wayfinders, Inc.,** Springfield: CDCSB is collaborating with Wayfinders as co-developers of Windrush Commons/910 Main St, further expanding CDCSB's development capacity.

#### **Collaborations with Regional Open Space and Land-use Organizations**

Affordable housing, economic development, and open space preservation are inseparable in a rural environment. The CDCSB's new Executive Director has prioritized partnership with open space and land preservation organizations and has applied for a USDA program grant as part of an extraordinary regional group effort (**Berkshire Farmers Thriving (BFT) Partnership**) by Berkshire Natural Resources Council, Berkshire Regional Planning Commission, Berkshire AgVentures, American Farmland Trust, Berkshire Grown, the CDCSB, and Hilltown CDC. The goal of the regional **Berkshire Farmers Thriving (BFT) Partnership** project is to establish permanent, sustainable mechanisms for land, capital and market access for historically underserved farmers that will increase their ability to connect with and thrive, and will better educate, inform and support farmers, not only through this partnership, but through the USDA and other farm support services that may be available to them. The CDCSB regularly meets with Hilltown and Franklin County CDCs to find ways to strengthen the regional economic and social fabric and find synergies that create bigger impacts.

#### **Collaborations with faith-based organizations**

Faith-based organizations, which have provided pre-development funds to several projects, bring deep community ties and community vision that overlaps with CDCSB development priorities.

#### **The CDCSB has established collaborations with both for-profit and nonprofit entities that supports economic development opportunity for low- and moderate-income households:**

CDCSB partners with Hilltown CDC, which services the hilltowns in Berkshire, Hampshire, Hampden, and Franklin counties, on the Small Business Technical Assistance (SBTA) program; the CDCSB Executive Director is working on a plan with the HCDC's Executive Director to collaborate more closely and explore sharing more resources, beginning with real estate development staff. This will help broaden and deepen the services that the two CDCs provide to the more rural communities of western Massachusetts.

CDCSB's new Executive Director is continuing to develop relationships with community and economic development organizations in the region, such as the Schumacher Center for New Economics and Berkshire Black Economic Council, with the goal of creating significant potential for entrepreneurial startups and the expansion of existing businesses.

The SBTA program, created in collaboration with Hilltown CDC, includes a large percentage of LMI participants. CDCSB also partners with 1Berkshire and EforAll on educational opportunities and awareness-building events, and cross-refers participants to the most appropriate programs for their goals.

#### **Section 7**

#### **INTEGRATION OF ORGANIZATIONAL ACTIVITIES/CONSISTENCY WITH COMMUNITY STRATEGY AND VISION**



In creating healthy, sustainable community in this rural setting, activity is focused on two core components: (1) addressing the doubled-edged, interconnected trends of higher real estate costs and lower wages in order to improve the stability and quality of life of low- and moderate-income households – the simultaneous creation of affordable housing units and living wage job; (2) creating development and economic growth with low carbon footprint that respects the regional environment that so defines the character and quality of life in the region. CDCSB's activity is keenly focused on high density, mixed-use development in town and village centers, and job creation that is grounded in localizing the economy. CDCSB's vision of a healthy sustainable community is realized in its commitment to low-carbon footprint construction (Net-Zero ready units) and creating walkable living/working downtowns. Job creation activity is centered on creating new locally owned businesses or business expansions using local resources (agriculture, forestry, food), enabling people to live and work in the same community. The interconnection of economic development activity and affordable housing activity are combined at the hip, both physically and strategically. CDCSB has actively nurtured this vision for well for close to two decades and acceptance of this vision is reflected in virtually all community and regional strategic planning. CDCSB is actively involved in local and regional planning. The region is experiencing a critical need for affordable housing, its connection to economic development and job growth, and to creating development that resonates with the rural character of the region. CDCSB's commitment to the redevelopment of town centers and the redevelopment of brownfield sites are emphasized in these plans, naming CDCSB projects as priority projects. Regional and county-wide planning has emphasized these same priorities: addressing the interlocking housing and jobs issue and encouraging sustainable growth.

## **Section 8**

### **FINANCING STRATEGY**

CDCSB has made significant progress in creating a steady pipeline of affordable housing projects, as outlined in Section 4 of this narrative. CDCSB's financing strategy has multiple interconnected prongs:

- Hire a Director of Fundraising and Philanthropic Partnerships to increase fundraising, strengthen philanthropic and foundation relationships, formalize fundraising campaigns and giving programs; ensure full usage of CITC annually.
- Create a steady pipeline of affordable housing projects.
- Diversify the CDC revenue stream, ensuring steady cash flow over time. With independent development, establish operations management capacity to generate income.
- Establishing, over time, the capacity to develop LIHTC projects without reliance on co-sponsoring organizations for financial guarantees (dramatically increasing developer fee income). The income from developer fees will also enable CDCSB to commit more funds to economic development – a zero sum game in the short run – and to explore other business income generating activities and projects.

The CITC program has been essential to sustaining the organization through this period and will be critical going forward. Please see Budgets in the attached addenda.

CDCSB has a twenty year history of successfully accessing and managing affordable housing and economic development funding sources including: LIHTC, HOME, Mass. Affordable Housing Trust Fund, Facilities Consolidation Funds, Community Based Housing, Federal Home Loan Bank AHF, Community Preservation Act, US Environmental Protection Agency Cleanup Fund, US Housing and Urban Development Special Appropriations, MassDevelopment and CEDAC.

#### **Possible Project Funding Sources:**

**Marble Block (years 1, 2, 3):** ARPA, CEDAC, Community Preservation Act Funds, DHCD sources, Great Barrington Affordable Housing Trust, local bank or credit union

**25 Pope Street (years 1, 2, 3):** Great Barrington Affordable Housing Trust, ARPA, local bank or credit union

**100 Bridge Street (years 2, 3):** CEDAC, ARPA, Housing Ministries of New England, Community Preservation Act Funds, LIHTC, DHCD sources, Federal Home Loan Bank AHF

**Blue Hill Commons (year 3):** CEDAC, Housing Ministries of New England, Community Preservation Act Funds, LIHTC, DHCD sources, Federal Home Loan Bank AHF

## **Section 9**

### **HISTORY TRACK RECORD AND COMMONWEALTH SUSTAINABLE DEVELOPMENT**

Formed in August 1984, the focus of the organization has evolved over time from being primarily a business support organization to being primarily a real estate development organization with an emphasis on affordable housing and job creation, especially in the agriculture sector. The CDCSB is laser-focused on its evolved, dual mission to deliver low-moderate income housing to individuals and families in south Berkshire County and to deploy economic development initiatives that will decrease the wealth gap in the community. CDCSB primary activities are (i) creating new affordable housing units; (ii) supporting the launching, pivoting and expansion of local businesses through highly individualized technical support; (iii) providing development services to municipalities, local housing agencies and other community-based nonprofit organizations; (iv) supporting new business creation with entrepreneur training through the SBTA program.

CDCSB currently has site control of two development sites in different stages of development and pre-development, is under agreement to acquire a mixed-use property, and is working to secure site control of another property for large-scale affordable housing development, and a fourth for a smaller scale homeownership development. These projects represent a pipeline of 151 housing units, 6,000 square feet of commercial space, the creation of new full-time jobs and the retention of full-time jobs at existing businesses.

CDCSB has earned a reputation for working collaboratively and effectively with local governments, other housing services nonprofits, other economic and community development organizations, and open space land-use organizations. This has produced a political culture of goodwill and support; it has produced a track record of successfully accessing public and private funding resources; and it has established the political and professional relationships necessary to effectively execute projects. Virtually all towns in the region demonstrate great need for affordable housing and economic development. The CDC is well positioned to meet this demand, having the fundamental development skills and expertise necessary and having established a solid foundation of local and regional relationships.

#### **Completed Projects:**

##### **140 East Street**, Great Barrington, owned by Construct, Inc.

- Redevelopment of the “Old Milk Exchange” into nine affordable rental units
- Walkable to town center; two blocks to public transportation
- Development Role: secured all public and private financing, Project Management from conception through design and construction completion;
- \$660,000 Total Development Cost, completed in 2004

##### **Pine Woods**, Stockbridge, owned by Construct, Inc.

- 30-unit mixed-income LIHTC project; 15 acres of permanently conserved open space
- Town water and sewer; walkable to village center; on public transportation
- CHAPA Smart Growth Award
- Development role: Development Consultant/Project Management from conception through design and construction completion; secured all public and private financing
- \$6.9 million Total Development Costs, completed in 2006

##### **Hillside Avenue**, Great Barrington

- 10-unit affordable rental project; 2 acres of permanently preserved open space
- Downtown residential neighborhood; one block to public transportation
- Development role: Owner/Developer from conception through design and construction completion
- \$2.3 million Total Development Costs; completed in 2009

##### **Saint James Place**, Great Barrington, owned by Saint James Place, Inc.

- The adaptive reuse of an abandoned Episcopal church in downtown Great Barrington, 15,000 sq. ft. cultural center for the performing arts and offices for local nonprofits

- Development role: Development Consultant for acquisition, concept and feasibility stage, securing state and federal historic tax credit allotments and first stage construction
- \$7.5 million estimated TDC

#### **Forest Springs, Great Barrington**

- New construction of 11 affordable rental units completed in 2018
- \$3M TDC

#### **Bentley Apartments, Great Barrington**

- New construction of 45 affordable rental units
- Downtown location, on public transportation
- Completed in 2021 and fully leased up with a waiting list of 300
- \$17,693,994 TDC

#### **Projects under Construction/Acquisition:**

##### **Windrush Commons | 910 Main Affordable Housing, Great Barrington**

The CDCSB's newest affordable housing complex, Windrush Commons, is located at 910 South Main Street in Great Barrington, MA, on an 8.7-acre parcel adjacent to the thriving downtown area. The project comprises five residential buildings on two acres of the site, and are bordered by a protected wetland preserve. Construction on the new complex began in the winter of 2022 and is slated for completion in the spring of 2023.

- 49 units, 1-, 2-, and 3-bedroom flat and duplex- or townhouse-style apartments
- 4 handicapped accessible units (one 1BR, two 2BR, and one 3BR)
- Amenities include: community room space, laundry facilities on site, ample parking, and ADA accessibility; playground, picnic, and gardening facilities; inside bike storage; communal laundry rooms (7 washers/7 dryers); handicapped units have their own washers and dryers; all units have a living room, dining room, kitchen, and closets; some units have fenced backyards with patio; community room/meeting space; handicapped accessible walkways; all units with at grade entrances
- Near downtown Great Barrington shopping, business, culture, and activities, as well as abundant opportunities for outdoor recreation.

##### **Marble Block (268-278 Main St) Mixed Use & Affordable Housing, Great Barrington NEW**

- 8 residential units; 6 commercial units
- Purchase will stabilize rents at lower end of workforce housing rates
- 8 residential units and 5 commercial units are fully leased up at time of purchase

##### **25 Pope St Affordable Housing, Great Barrington NEW**

- Currently in acquisition phase
- Plan is to develop 4 1-bedroom condo-style homeownership units or rentals
- Zoning variance needed

#### **Projects in Predevelopment:**

##### **100 Bridge St | Former New England Log Homes site**

- 8-acre brownfield in downtown Great Barrington; \$3M remediation project
- 2 acres permanently preserved riverfront park to be completed in 2023
- Town center, one block from Main Street, on the Housatonic River
- 2 acres partially remediated; plans to finish remediation in development
- Townhouse-style apartments (±40) in pre-planning stage, awaiting final remediation plan

#### **Projects in early feasibility:**

##### **Various sites, Great Barrington**

- Single or multi-family rehabs or new constructions: In conversation with the Great Barrington Affordable Housing Trust and other housing trusts in the southern Berkshires

##### **Blue Hill Commons, Great Barrington**

- 50+ unit affordable housing project, new construction

- Site owned by private investor committed to working with the CDCSB to create affordable housing
- On public transportation route; walkable to the town center, grocery stores, medical center, community center and daycare

## COMMONWEALTH SUSTAINABLE DEVELOPMENT PRINCIPLES

**1. Concentrate Development and Mix Uses:** CDCSB emphasizes high density, mixed-use development in village centers on existing infrastructure and with access to public transportation. All our developments demonstrate this.

**2. Advance Equity:** Staff and board are working through DEIA initiatives to increase LMI community member participation on the board and in committee work, as well as staffing. There is a minimum 20% low- and moderate-income residents representation on the CDCSB Board of Directors.

**3. Make Efficient Decisions:** Maintaining neighborhood involvement in project development and early collaboration with Town Boards has made CDCSB's regulatory and permitting processes efficient and predictable.

**4. Protect Land and Ecosystems:** Given the rural character of CDCSB's service area, environmental sensitivity is the starting place for development, not an ancillary concern. Permanent conservation of open space is integral to projects. CDCSB projects typically concentrate development and maximize permanent conservation of open space.

**5. Use Natural Resources Wisely:** CDCSB projects are built to be net zero, as "green" and energy efficient as financially feasible. Green space is integral to the CDCSB's goal for healthy housing development design. The redevelopment of 100 Bridge St has created public access to 2 acres of open space along the banks of the Housatonic River.

**6. Expand Housing Opportunities:** Providing housing for all segments of the community is at the core of CDCSB activity and is reflected in virtually all projects. All projects are designed and scaled to fit the character of small towns both for the enhancement of the communities and to ensure project success. Affordable rental projects often include a percentage of market rate units to serve the community that is marginally above the statutory income limits. Pinewoods, Stockbridge is 80% affordable, 20% market rate.

**7. Provide Transportation Choice:** All CDCSB projects have direct access to public transportation and concentrate development in town centers to create livable, walkable communities.

**8. Increase Job and Business Opportunity:** Entrepreneurs, businesses, and the local agriculture economic segment are specifically targeted to CDCSB business development through the SBTA program.

**9. Promote Clean Energy.** CDCSB housing units are built to be net zero and as energy efficient as financially feasible. CDCSB's support of the local production and consumption of food has an impact on the carbon emission typically associated with traditional food transportation.

**10. Plan Regionally.** CDCSB is involved in virtually all local and regional planning, either formally by sitting on regional committees or informally through organizational input. CDCSB's (and the Commonwealth's) sustainable principles are evident in all local and regional plans. The rural setting of all CDCSB projects makes them, by nature, beneficial to multiple communities.