

Metro West Collaborative Development Community Investment Plan 2024 – 2027

Section 1: – Community served by Metro West CD

Metro West Collaborative Development is a private non-profit community development corporation. Metro West CD is located in Newton, MA, however, it serves a much broader geographic area. We serve a target area of 46 Towns of which 25 are primary and 21 are secondary, mainly in Middlesex County. The demographics of each town vary widely but below are key demographic data points (from American Community Surveys 2022 data of Middlesex County):

- A total population of approximately: 1,617,105
- 638,217 households
- The median household income is \$118,800
- A racial makeup of approximately 67.4% white, 13.6% Asian, 5% Black and 8.8% Hispanic
- 16% of the population aged 65+
- 10.4% have a registered disability
- 69.2% work in the labor force
- 61.5% of households are homeowners compared to 82% in 2013-2017 estimates

According to Housing Navigator data presented on January 30th 2024

- Communities, where affordable housing is more prevalent, have lower median incomes
- The most expensive towns have the smaller shares of affordable housing.
 - For example, our primary target towns of Brookline, Newton, Wellesley, Lincoln, and Weston have some of the highest median home prices (greater than or equal to \$1 Million) coupled with some of the lowest shares of “affordable housing units” (7.5% or below).

According to the Harvard Joint Center for Housing Studies, in 2023

- The median single-family home price hit \$910,000 in the Greater Boston area.
- To afford those prices, a household would need an annual income of at least \$300,000
- The Boston Metro median income at \$104,000 is roughly one-third the necessary income to afford a typical single-family home

According to SHI data from 2023, 25 of our target towns are below the minimum threshold of 10% Subsidized Housing Units.

Light Green = Secondary Dark Green = Primary



A subset of the Metro West CD target area includes the West Metro HOME Consortium (comprising Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Natick, Needham, Newton, Sudbury, Waltham, Watertown and Wayland). According to its most recent Consolidated Plan 7/1/2020 – 6/30/2025:

- The Consortium communities include approximately 190,000 households
- 9% of households have a disabled member of the household
- 31.5% of all households are considered low-income (earning 0-80% of the Area Median Income)
- 75% of all low-income households are experiencing at least one housing problem that might include: substandard conditions, overcrowding, or cost burden.
- 32% of all households are cost burdened and nearly half of those are severely cost-burdened.

The West Metro HOME region is notoriously expensive and there is a severe shortage of truly affordable housing. Almost 50% of renters in Massachusetts are classified as cost-burdened, while the affordable housing development goal in the Commonwealth is just 10%. According to the Impact MetroWest data (May 2022):

- Middlesex County [where the West Metro HOME communities are located] had the 2nd highest rate of poverty in MA at approximately 7%
- This is nearly triple the pre-pandemic rate of 2.7%
- The median household income for Black and Hispanic families is significantly lower than for white households.
- Black and Hispanic families are more likely to experience unemployment.
- Black (14%) and Hispanic families (19%) also experience higher rates of poverty at about double the regional average in the West Metro region.

Additional important demographic data comes from the Metro West CD program participants. Metro West CD administers a Ready Renter Program which helps connect owners of affordable apartments with low to moderate-income individuals and families looking for affordable housing. Roughly 1,050 individuals from about 150 towns are currently enrolled in this program. The Ready Renter Program also supports small developers in primarily suburban communities in the affirmative marketing and lottery administration required under their local inclusionary zoning or other local permitting obligations. A major draw for program participants is the easy access to these lotteries.

The demographic summary of the Ready Renter participants data are as follows:

- The racial makeup for this group is 43% Black, 29% White, 13% Latino, 5% Asian, less than 1% Native American and the remaining 9% are unknown.
- 26% of applicants are 55 years+
- 44% were households with children under 18

Given the racial make-up of our primary target area and the racial make-up of our Ready Renter participants, it is clear that many low-income people of color would like to live in our communities but, have limited opportunity to do so.

All of the towns comprising our primary target area score highly on the “Child Opportunity Index,” a tool used by the DHCD Supporting Neighborhood Opportunity in Massachusetts (or

“SNO Mass”) Program to support families with school-aged children making moves to communities with high-quality schools, parks and open space, and healthy, safe environments. Please see the [Child Opportunity Index](#) for more information on the importance of neighborhood health on children’s health outcomes.

Together these data points show the importance of increasing affordable housing opportunities in the Metro West CD target area across a broad spectrum of household types.

Section 2 – Involvement of community residents and stakeholders

Metro West CD considers community involvement and stakeholder participation to be an integral part of our work. There are several ways Metro West CD ensures there is widespread involvement from our constituents.

Surveys

During the summer of 2021, Metro West CD sent out three surveys to approximately 2,100 program participants to better understand their current situations and how Metro West CD might be able to respond. Each of the three surveys was unique to its intended audience.

Individuals were asked specific questions that pertained to their situation as well as general questions about their overall experience with Metro West CD. Over 200 people responded. Some of the key findings include:

- 1) Ready Renter Participants
 - 60% of respondents say their biggest challenge to moving is not being able to afford the prices.
 - 41% say their next biggest challenge is that they can’t find anything in the neighborhoods and towns they want to live in.
 - 78% of respondents had not applied for RAFT
 - Of those who did apply for RAFT 58% received assistance
- 2) Emergency Housing Assistance Program Participants (Tenants and Landlords)
 - 72% of Emergency Housing Assistance Program Participants were unemployed for six months or more
 - 41% remain unemployed after 12 months
 - 36% fear they will be served a Notice To Quit in the next six months
 - 97% of participants found the Program very or extremely helpful
- 3) Deed Restricted Homeowners
 - 78% of respondents would like additional training in such topics as: Understanding Deed Restrictions, Refinancing Dos and Don’ts, How to Sell my Deed Restricted Unit, etc.
 - 69% feel that they are better off for having bought the deed-restricted home
 - Only 1% of respondents had trouble paying their mortgage during the pandemic

Additionally, the surveys invited program participants to become more involved in Metro West CD committees and to help shape Metro West CD’s vision for the future.

Community Meetings and Forums

Typically, Metro West CD hosts or participates in dozens of community meetings and forums over the course of a year. We have offered “Affordable Housing 101” and “55+ Ready To Move” workshops at churches and Councils on Aging throughout our target area. We also offer weekly Housing Clinics open to households with housing related questions and problems. Collectively, these efforts put us in touch with hundreds of low- and moderate-income people each year. A resounding theme is, “we need more affordable housing options!”

Very recently, a small group of survey participants attended a meeting set up by Metro West to garner opinions and feedback about the overall goals and activities of the organization. Participants expressed support of the goals and activities of Metro West CD.

Partner Organizations

Additionally, Metro West CD works closely with other organizations that share our community development goals. Some of these are very active partnerships and some are more informational. These relationships help inform our work and identify opportunities for new efforts.

Current active partners and groups Metro West CD is active in include:

- WATCH CDC – Waltham
- Watertown Community Foundation – Watertown
- Natick Housing Trust – Natick
- Watertown Housing Trust – Watertown
- MACDC
- CHAPA
- MassHousing 40B Monitor Peer Group

Board of Directors and Committees

Metro West CD currently has twelve members on the Board of Directors and various Committees that include, in addition to the twelve board members, ten volunteers. Collectively these groups involve people from: Belmont, Dedham, Lexington, Marlborough, Natick, Newton, Waltham, Watertown, and Wellesley.

Strategic Planning

With the assistance of a consultant, in 2023 Metro West CD went through a strategic planning process. This process incorporated feedback from external stakeholders, client surveys, board, and staff. The strategic plan will be finalized and shared externally in 2024.

Section 3 – Plan goals

Based on the data gathered to date and input from our constituents and community stakeholders we have established that the overarching goal of the work of Metro West CD is to assist the towns of our target area in achieving and maintaining 10% of their housing stock as “affordable.” Meeting that goal requires the creation of 4,558 new affordable units.

Goal #1: To complete construction of 84 units of affordable housing and obtain permitting for another 100 units.

Each unit of affordable housing (affordable to low-moderate-income households) represents an individual or family that is now more economically secure than they were living in housing in the private market subject to whims of the marketplace. Each unit of affordable housing represents a launching pad from which individuals and families can begin new efforts to learn and grow from the stability of their affordable homes.

Goal #2: To assist 1,500+ low- and moderate-income households annually in their search for stable, safe and decent housing.

The search for affordable housing is convoluted and time consuming. Many people miss out on opportunities because they simply don't know where and how to look. The Metro West CD Ready Renter Program and weekly Housing Clinics provide information and support to low-income households trying to find and keep affordable housing. A safe, stable, affordable place to live is fundamental to one's health and productivity. Therefore, the more people who can obtain affordable housing the better employees, students, and community members will be.

Goal #3: To support municipal governments and private developers in their efforts to comply with affordable housing regulations.

Many towns in the Metro West region have small planning departments and those staff are not always knowledgeable about affordable housing. Through a regional housing services model, Metro West CD currently supports nine communities (Berlin, Bolton, Boxborough, Devens, Harvard, Hudson, Lancaster, Littleton, Stow). In addition to working with municipal governments, Metro West CD supports small developers and property owners in the administration of their affirmative housing marketing, lotteries, and tenant recertifications. Metro West CD is also a MassHousing approved Monitoring Agent for affordable homeownership units. Collectively this work touches hundreds of low- and moderate-income families each year and promotes and facilitates the creation of new affordable housing.

Goal #4: Serve as the leading provider of housing assistance and navigation programs.

MWCD fills a critical need in Metro West to assist those at risk of losing housing, those who are increasingly being "priced out" of where they live, and those seeking affordable housing in order to move into the community. *Key initiatives* include:

- A. **Expand direct service offerings for community members** related to finding and retaining housing
- B. **Maintain a deep and up-to-date knowledge** of affordable housing units and programs – **using and complementing municipal and statewide infrastructure** (e.g., Housing Navigator) and **building new tools and resources for scale**
- C. **Cultivate referral networks** with peer agencies, employers, and others to drive outreach and access

Section 4 – Activities to be undertaken

The overarching goal of the work of Metro West CD is to **assist the towns of our target area in**

achieving and maintaining 10% of their housing stock as “affordable.” Meeting that goal requires **the creation of 4,558 new affordable units.**

Goal #1: To complete construction of 84 units of affordable housing and obtain permitting for another 100 units

- Complete the construction of Glen Brook Way Phase II, 44 rental units for seniors.
- Complete the construction of 40 units of family rental housing in Hudson.
- Close on the financing for and start construction on the redevelopment of the Newton Armory – to create 43 units of intergenerational rental housing
- Provide regular support to the Housing Partnerships/Trusts throughout the region as requested and as time allows.
- Pursue leads on projects in: Natick, Watertown, Waltham and other communities as they emerge.
- Respond to municipal RFPs as they are announced.
- Obtain site-control of a new project every 18-24 months

Goal #2: To assist 1,500+ low- and moderate-income households annually in their search for stable, safe and decent housing.

- Continue Ready Renter Program monthly housing bulletins to 1500+ households
- Conduct weekly Housing Clinics to provide more in-depth support
- Metro West CD has partnered with Waltham-based WATCH CDC to administer a four-year grant through the Newton-Wellesley Hospital to address housing insecurity, reducing its impact on mental health, and increasing economic independence through mentorship. In addition, the collaborative has hired a Job and Financial Planning Coordinator to mentor clients to greater financial self-sufficiency.

Goal #3: To support municipal governments and private developers in their efforts to comply with affordable housing regulations.

Many towns in the Metro West region have small planning departments; through a regional housing services model, MWCD currently supports nine communities (Berlin, Bolton, Boxborough, Devens, Harvard, Hudson, Lancaster, Littleton, Stow). MWCD also supports small developers + property owners in the administration of their affirmative fair housing marketing (AFHM), lotteries, and tenant recertifications.

- Continue to work with municipalities to increase their affordable housing stock through careful compliance, zoning, planning and resource deployment, for example: assisting them in maintaining deed restrictions and their Subsidized Housing Inventory.
- Work with 5 private developers in the administration of AFHM plans and lotteries.
- Work with 10 property owners in the recertification of the tenants in their affordable units.

Goal #4: Serve as the leading provider of housing assistance and navigation programs.

- Expand direct service offerings for community members related to finding and retaining housing
- Maintain a deep and up-to-date knowledge of affordable housing units and programs – using and complementing municipal and statewide infrastructure (e.g., Housing Navigator) and building new tools and resources for scale
- Cultivate referral networks with peer agencies, employers, and others to drive outreach and access

Section 5 – How success will be measured and/or evaluated

Over the next three years, the success Metro West CD's goals will be measured in the following ways:

- **Goal 1:** To complete construction of 92 units of affordable housing and obtain permitting for another 100 units.
 - Measurement:
 - Certificates of Occupancy for 92 units in Medway
 - Zoning approval for the creation of 100 units: potentially at projects currently in pre-development: 30 in Watertown, 40 in Hudson and 30 in Newton.
- **Goal 2:** To assist 1,500+ low- and moderate-income households annually in their search for stable, safe and decent housing.
 - Measurement:
 - Ready Renter Program participation of 1500+ households
 - Housing Clinic participation of 100+ households annually
 - Housing Workshops participation of 100+ households annually
 - 75%+ high satisfaction rate on post-event surveys or annual surveys
- **Goal 3:** To support municipal governments and private developers in their efforts to comply with affordable housing regulation
 - Measurement:
 - Contracts with 9 municipalities to work on affordable housing activities
 - Contracts with five private developers to implement Affirmative Fair Housing Marketing Plans and/or affordable housing lotteries
 - Contracts with ten property owners to recertify their affordable housing households
- **Goal 4:** Serve as the leading provider of housing assistance and navigation programs.
 - Measurement:
 - Complete updates to Metro West CD website including a new local resources for residents page
 - Provide trainings on and assist with utilization of affordable housing tools such as Housing Navigator
 - Collaborate with other CDC's such as Brookline CDC and others to enhance community engagement
 - Contract with additional towns and agencies to provide direct financial and rental assistance programs.

In addition to the above quantitative measures of success, Metro West CD relies on its Board of Directors and various Committees to provide on-going feedback. We will complete a strategic planning process in 2024 and will spend the next few years incrementally implementing the plan.

Section 6 – Collaborative efforts to support implementation

All of the work of Metro West CD is in partnership with somebody: another non-profit, a municipal government, a private developer or property owner, the Commonwealth of Massachusetts or the quasi-public agencies: MassHousing, CEDAC, MHP, and MHIC.

Current partnerships include:

Glen Brook Way, Medway – 92 affordable units in Medway, of which 48 are complete and 44 will be complete in early 2024. Partners include: Town of Medway, the Executive Office of Housing and Livable Communities (EOHLC), MassHousing, CEDAC, Eastern Bank, Stratford Capital, MHP, and MHIC.

Emergency Rental Assistance – providing low-income households emergency assistance in partnership with the Newton-Wellesley Hospital, Brookline CDC, City of Watertown, and potentially Town of Westborough.

Case Management and Financial Assistance – providing low-income households with housing-related case management services and financial assistance – rent, utilities, and/or barrier-to-work assistance, when funds are available, in partnership with WATCH, Inc. under a grant funded by the Newton-Wellesley Hospital.

62 Packard Street, Hudson – 40 affordable units in Hudson under construction. Partners include: Town of Hudson Municipal Affordable Housing Trust, EOHLC, CEDAC, MHP, Eastern Bank, WNC Associates, and Dorfman Capital.

West Newton Armory, Newton – 43 affordable units in Newton in predevelopment. Partners include: Civico Development, a for-profit co-developer, the City of Newton, EOHLC, CEDAC, and MassDevelopment.

5 Auburn Street, Natick – 32 affordable units in Natick in predevelopment. Partners to-date include the Town of Natick and the Natick Affordable Housing Trust.

Metro West CD provides regular consulting services to two local non-profits: the Weston

Affordable Housing Foundation and the Lexington Housing Assistance Board.

Section 7 – Integration of activities/consistency with community strategy and vision

Metro West CD's vision for our work is consistent with that of other community leaders and organizations in our target area. The goals listed in this CIP align with many of the goals identified in the Master Plans or Housing Production Plans of the following communities:

Lexington, Bolton, Hudson, Lincoln and Framingham	Goal: to maintain SHI above 10%, providing housing to meet the needs of its diverse population.
Hudson	Seeks to reach Chapter 40B's requirement by developing more affordable units in the next couple of years.
Belmont	HPP Goal: creation of affordable units with special attention in the planning and development to cater to seniors, new families and low-income households
Boxborough, Littleton, Concord and Brookline	Intend to create and preserve affordable housing units that meets the needs of residents of all socio-economic backgrounds
Medway	Seeks to, "ensure that affordable housing can be developed in a way that balances the needs and wishes of various populations in the town."
Wellesley	Seeks to create more opportunities for affordable housing.

- 1) Additionally, many of the Metro West CD target communities are members of the West Metro HOME Consortium (Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Natick, Needham, Sudbury, Waltham, Watertown and Wayland. In its Consolidated Plan (7/1/20 – 6/30- 25) it has identified three overarching goals all of which align with Metro West CD's goals: To create and rehabilitate safe, decent and affordable rental and ownership housing throughout the Consortium.
- 2) To assist income-eligible households in moving to reasonably priced rental housing through tenant based rental assistance programs.
- 3) To support the operations of certified Community Housing Development Organizations (CHDOs). ***Currently, Metro West CD is the only certified CHDO in the Consortium.***

Section 8 – Financing strategy

Like many community development corporations, Metro West CD's primary revenue source is development fees from our affordable housing projects. As a result, we can have years with large surpluses and years with moderate deficits. The development fee income can range from \$300,000 - \$1,000,000 annually. Our second largest source of revenue is affirmative marketing contracts and program management fees. For example, in 2022 Metro West CD earned \$1,000,000 in connection with the Emergency Rental Assistance Programs on behalf of seven towns. Our third largest source of revenue is grants and donations. We raise approximately \$100,000 - \$200,000 each year and are therefore, able to comfortably utilize our \$105,000 CITC allocation. These grants and donations come from a mix of local banks, foundations and individuals.

Because of real estate development projects in construction or in the pipeline we are anticipating the following real estate fees for the next few years:

- 2024 – \$1,080,000 in total developer fees:
 - \$740,000 as Glen Brook Way Phase II concludes, and
 - \$340,000 as 62 Packard Street continues construction
- 2025 – \$1,115,000 in total developer fees:
 - \$585,000 as 62 Packard Street completes construction, and
 - \$530,000 as West Newton Armory begins construction
- 2026 – \$1,090,000 in total developer fees:
 - \$440,000 as 62 Packard Street concludes,
 - \$175,000 as West Newton Armory continues construction, and
 - \$475,000 as 5 Auburn Street begins construction
- 2027 – \$995,000 in total developer fees:
 - \$615,000 as West Newton Armory completes construction, and
 - \$380,000 as 5 Auburn Street continues construction.

Metro West CD currently has an approximately \$1,830,000 organizational budget and it breaks out in the below costs:

- \$1,203,000 staff salaries and benefits
- \$160,000 audit and bookkeeping
- \$295,000 office, utilities, insurance
- \$115,000 consultants
- \$57,000 program expenses

The organizational budget breaks down into the following programmatic allocations:

- 30% Real Estate
- 45% Housing Programs
- 10% Community Education & Other
- 15% General Administration

Section 9 – History and track record

Metro West CD has a strong track record in the provision of services to the community. Since its founding over 30 years ago, we have worked with dozens of municipal and state leaders to implement projects and programs that have improved the lives of thousands of people.

Real Estate Development

Project	Investment	Year Completed
Glen Brook Way Medway Phase II – new construction of 44 senior rental units	\$23.7 million	Expected 2024
Glen Brook Way Medway Phase I – new construction of 48 family rental units	\$22.4 million	2021
236 Auburn St. Newton – renovation and new construction of 8 family rental units	\$4.1 million	2020
Herring Brook Hill Norwell – new construction of 18 elderly rental units	\$6.6 million	2019
St. Joseph Hall Watertown – acquisition and renovation of 25 elderly rental units	\$5.5 million	2013
1060 Belmont St. Watertown - acquisition and renovation 18 family rental units	\$5.5 million	2010
28-34 Quimby St. Watertown – acquisition and renovation of 4 ownership units	\$1.1 million	2004

Housing Education and Support

Program	Participation	Date of participation milestone
Ready Renter Program	1,734 participants	2024
Housing Clinics conducted on Zoom	75 participants	2023
Case management services provided through grant from Newton-Wellesley Hospital	100 households/year	2022, 2023
Emergency Rental/Direct Financial Assistance	\$607,000 distributed to 277 households in ten towns	2023
Housing Production Planning	Town of Harvard	2023
Housing Production Planning focus groups	Town of Belmont	2023
Ready Renter Program	1,099 participants	2021
Emergency Rental Assistance	\$5 million distributed to 522 participants in seven towns	2020-21
55+ and Ready To Move workshops launched	Conducted at 12 Councils on Aging involving approximately 125 participants	2019

Housing Clinics launched	60 participants	2019
Ready Renter Program	1,200 participants	2017
Watertown Community Preservation Act campaign	Assisted community coalition to launch and win CPA ballot question campaign	2016
Senior Housing Forums	100 seniors at events in Dedham, Lexington, Waltham, Watertown and Westwood	2016
Fernald Working Group staffed by Metro West CD	150 participants	2015
Engine 6 community group formed in Newton	250 participants	2013
Ready Renter Program launched	191 participants	2013

Housing Production Planning	Belmont, Lexington and Watertown : 400 people involved	2012
First time home buyer classes	116 graduates	2010
First time home buyer classes	287 graduates	2009
First time home buyer classes	178 graduates	2008

Municipal and Private Developer Support

Partner	Services Provided	Date of participation milestone
Old Country Way, Scituate	Affirmative marketing of 1 unit, lottery administration, LAU application	2024
Driftway, Scituate	Affirmative marketing of 12 units, lottery administration, LAU application	2023
Nally Estates, Watertown	Affordable unit marketing of 2 units, lottery administration	2023
Charles River Towers	Affirmative marketing of 1 unit, lottery administration	2023
Ferry St., Everett	Affirmative marketing of 3 units, lottery administration	2023
Langley Terrace, Newton	Affordable unit marketing, lottery administration	2022
Overlook, Weymouth	Affirmative marketing of 8 units, lottery administration, LAU	2022

	application	
The Rise, Reading	Affordable unit marketing, lottery administration	2022
Morse St., Watertown	Affirmative marketing of 6 units, lottery administration	2022
Riverbend Apts., Watertown	Affordable unit marketing, lottery administration	2022
Berlin, Bolton, Boxborough, Devens, Harvard, Hudson, Lancaster, Littleton, Stow	Regional housing services consulting expanded and includes nine towns	2021 and 2024
Westwood Affordable Housing Associates	Portfolio-wide marketing and lottery and Local Action Unit application assistance	2020
LexHAB	Portfolio-wide marketing and lottery administration	2019
68 South St. LLC Framingham	Affordable unit marketing, lottery and Local Action Unit application assistance – 2 units	2019
Pettrucille Partners: Westwood and Dedham	Affordable unit marketing, lottery and Local Action Unit application assistance – 4 units	2017
Myrtle Village Newton	Affirmative marketing of 7 rental units	2016
Town of Weston	Affirmative marketing of Warren Avenue 7 rental units	2015
Town of Lincoln	50 unit ownership portfolio monitored	2014
Fairview Apartments Lexington	“Friendly 40B” submitted on behalf of non-profit partner LexHAB	2014
Riverbend Apartments Watertown	17 unit lottery	2013
Bolton, Boxborough, Hudson, Littleton, Stow	Regional housing services consulting launched and includes five towns	2013
Repton Place Watertown	28 unit lottery	2008

Consistency with the Commonwealth's Sustainable Development Principles

The Metro West CD Community Investment Plan most closely aligns with the following Sustainable Development Principles:

1. **Concentrate Development and Mix Uses**

Promoting compact development close to local amenities and reusing existing sites, structures, and infrastructure are important goals of Metro West CD affordable housing projects. Three of our four current projects reuse existing sites, buildings or infrastructure, and two of them preserve historic buildings. Our most recent new construction project has concentrated the development towards the front of the site so as to minimize the impact on the woods and wetlands in the rear of the site. All of our properties intentionally seek to connect the site to the neighborhood by creating sidewalks, pathways and connections to public transit.

2. **Advance Equity**

One of the primary reasons Metro West CD began its work with municipal governments and private developers was to promote equitable access to affordable housing. If affordable housing is not properly monitored and if fair housing rules are not properly followed then the housing created through local inclusionary zoning or other local/state programs may not be achieving this essential goal. Metro West CD is an important member of the MassHousing and EOHLIC compliance ecosystem.

3. **Make Efficient Decisions**

Most Metro West CD projects are permitted under Chapter 40B. We have found this process to be an effective way to move a project forward and obtain local permitting approvals.

4. **Protect Land and Ecosystems**

Metro West CD helps preserve natural resources by primarily redeveloping existing sites, rather than converting green field sites to housing. Two of our current projects will increase the amount of pervious surface on the site by replacing pavement with landscaping.

5. **Use Natural Resources Wisely**

Metro West CD real estate projects reduce waste and pollution through the efficient use of land, energy, water, and materials. Our projects are typically dense developments on existing sites with a high level of energy efficiency. The majority of our current pipeline of projects are expected to obtain Passive House certification, which is one of the highest levels of energy efficiency available. The buildings conserve water by incorporating low-flow fixtures, and stormwater infiltration systems capture runoff from the site.

6. **Expand Housing Opportunities**

The rate of single-family homeownership in most of the Metro West CD target area is 80% or more. In an effort to expand housing opportunities and provide more housing choice to low- and moderate-income households, Metro West CD has focused on multi-family rental development. Over the past five years we have completed 74 units in three towns and are on track to complete another 159 over the next five years.

7. Provide Transportation Choice

Because Metro West CD serves low- and moderate-income households, car ownership amongst our tenants is not as prevalent as in the general population. However, many of our target communities are not well served by public transit. We locate housing close to transit wherever possible, and when not possible, we intentionally plan for alternative methods of transit such as: including abundant bicycle storage on site, providing loading spaces for ride-share pick-up, and connecting sidewalks and pathways that lead to public transit.

8. Increase Job and Business Opportunities

Metro West CD's real estate projects expand access to education, training, and entrepreneurial opportunities by locating affordable housing in high opportunity communities. For example, Metro West CD's West Newton Armory project provides affordable housing opportunities in the City of Newton, with access to well-ranked schools and to employment opportunities. A JLL 2022 research report on Boston Suburban Momentum found that Newton added 2,668 jobs between 2020 and 2022, "the most jobs out of any of Boston's suburbs."

9. Mitigate and Adapt to Climate Change

Metro West CD always strives to have a high level of energy efficiency in its residential developments. Our upcoming projects are designed to meet Passive House energy standards, and the majority of them are expected to include solar photovoltaic arrays. Metro West CD's projects in predevelopment all use electric building systems and do not use fossil fuels for heat or hot water generation.

10. Plan Regionally

The desire to support regional planning was another impetus behind our work with municipal governments. Our Assabet Regional Housing Consortium is comprised of nine communities that work together to share zoning and planning best practices with the goal of achieving and sustaining their 10% affordable housing portfolio in developments that meet many of these Sustainable Development Principles. We will look forward to working with this group in the coming year as the new "MBTA" communities legislation is implemented.