

Section I: Community or Constituencies to be served by the organization

Allston Brighton is a vibrant, eclectic community with many different income brackets, ethnicities, and linguistic groups. This highly transient urban neighborhood has a population of approximately 75,000 residents in four square miles. The 2010 census shows that 10% of the residents are Latino—an increase of 1,100 people or 17% since 2000. Our Asian and Black populations have grown by 15% and 20%, with the Asian population being second only to Chinatown in the city of Boston's neighborhoods; 32% of our residents are foreign born, including significant Central American, Brazilian and Chinese populations.

The Allston Brighton CDC's (ABCDC) constituent base is even more diverse than the neighborhood. During the tenure of our first Community Investment Plan (2014-2016) 23% of the population we served were Latino, 18% Black, 8% Asian, 34% White, and 40% other racial and ethnic groups. We estimate that we served over 7225 residents in the Allston Brighton community. We did this through our housing portfolio, resident and community engagement, and programs.

Much of our focus is centered on the historically harder to reach communities in Allston Brighton such as the large Latino and Chinese populations, isolated elders, low-income individuals and families, and people of color. In our rental properties, 47% of households earn below 30% of the area median income (AMI); 22% earn under 50% of AMI and 31% earn under 60% of AMI.

In addition to working on neighborhood wide priorities, our organization has re-focused some of our specific efforts on smaller target areas. These areas were selected because large development projects are being proposed for these sections of Allston Brighton that potentially will change the fabric of our community. If this growth is managed well it can be an opportunity for huge improvements that include increased affordable housing, both rental and homeownership, more amenities that make Allston Brighton a better place to live, community benefits that address the needs of our current population, access to open space, particularly parts of the Charlese River, and expanded public and private transportation that can take people to and from work more efficiently. Focusing on these areas and their immediate surroundings has been an effective way to engage residents on issues of importance to them.

1. **Commonwealth to Washington and Market Streets:** This Brighton neighborhood has over 1,000 new residential units in the Boston Planning and Development Agency pipeline to be built in the next five years. These developments will have a huge impact on an area that is already dense and traffic prone. Most of the units being proposed are market rate, very small and designed to be rental. There is a great deal of push back in the community to make the units larger, with more homeownership and open space, and a robust plan to address the current public transportation system that is at capacity.

2. **Guest Street Planning Area:** This area began with the New Balance re-development of a large swath of land on Guest Street that was under-utilized light industrial. Now New Balance has created a destination area that includes 350 units of market rate rental housing, a hotel, their headquarters, and the headquarters of both the Boston Bruins and the Boston Celtics. New Balance also built a commuter rail station that brings the Framingham to North Station line back to Brighton. Spin off development is now being proposed for much of the area around New Balance including over 1,000 units of residential housing and a new Stop and Shop grocery store across the street from ABCDC's 66 units of affordable family housing, Brian J. Honan Apartments.

3. **Lower Allston/North Brighton:** This neighborhood has been defined by Harvard's expansion into the area, through the purchase of significant holdings over the past two decades. Harvard is the largest private landowner in Allston, its academic and commercial plans for its holdings will have a substantial and long-lasting effect on the character and stability of the neighborhood. ABCDC's All

Bright Homeownership program, funded by Harvard and Boston Community Capitol, is targeted to this neighborhood to save the existing housing stock for owner occupants, not investors. This neighborhood is also affected by the I-90 Mass Pike project that includes moving the Mass Pike, creating an expanded neighborhood in 120 acres of undeveloped land (Beacon Yards), and building a new transit hub called West Station.

4. Gardner/ Ashford/ Pratt (GAP), including Cambridge and Linden Streets: This neighborhood is located right next to Boston University and has become known as the “Student Ghetto”. In the last two decades, this family neighborhood turned into off campus student housing. It is the area the CDC has focused most of our efforts around increasing housing safety, but now, this area is also opening up for development and transformation. The I-90 Mass Pike project will change Cambridge Street from a speeding highway to a boulevard, West Station will provide significantly improved transportation and new development in Beacon Yards and around Linden and Cambridge will expand the neighborhood.

Section 2: Involvement of community residents and stakeholders

In the last three years, Allston Brighton CDC has focused our Community Engagement and Resident Service’s efforts on increasing the involvement of our constituency in the work of the organization. This CIP was designed with significant input from residents (both ABCDC tenants and Allston Brighton residents) and other community stakeholders. The CDC has created a structure that provides many ways for people to participate in the organization. It includes:

1. The Neighborhood Stabilization Committee: Following ABCDC’s “Community Forum on Institutional Impact and Student Housing,” - a day long workshop held in 2014 - Allston Brighton residents started participating in a small committee focused on student housing and quality of life. Over the past 3 years, this small committee has grown to include over 25 Allston Brighton residents, including renters, homeowners, and students. The group advocates for the enforcement of current code, new policy changes that lead to better management of overcrowded units, and increases in the quality of life in the neighborhood. Committee members set the agenda, develop goals and strategies, and establish benchmarks and metrics to evaluate campaign success and address any gaps and refocus efforts. To date, the Committee has met with local colleges and universities, Inspectional Services and other city departments to plan a well-run and coordinated student move-in campaign, and participated in a city council working group to develop new policies around student housing and student overcrowding. After meeting on a consistent monthly basis members of the Committee advocated for a shift in the committee’s structure to move from a “talking and meeting” group to an “action-based” group and restructured the committee to include three (3) working groups: Absentee Landlord/Student Housing, Article 80/Community Planning, and Zoning Reform/Affordable Housing. These new priorities expressed in these sub-committees are reflected in this CIP. Periodically they will make recommendations and reports to the ABCDC Board of Directors about actions and policies they think should be supported and pursued by the organization.

2. The Ambassador organizing model: Beginning with a program funded through the City of Boston’s Public Health Commission - the Healthy Community Champions - ABCDC created and replicated a model of community outreach and engagement that includes an “Ambassador” component. The first iteration of this concentrated on health, wellness, and transportation that encouraged more walking and bike riding for commuting and exercise. We expanded it into the All Bright Homeownership program and we intend to utilize the approach in the future on our work to ensure equitable access as transportation systems change in Allston Brighton. In this model, we identify neighborhood residents to work up to twenty hours a month on specific programs, acting as leaders who promote CDC activities and recruit other residents to participate. The Ambassadors door knock their neighbors and have one on one conversations with people who live in Allston Brighton. This outreach and education

model is very effective as it relies on residents themselves to engage their fellow neighbors in shared community interests. The Ambassadors helped to attract large numbers of participants to events and elevated the profile of the CDC in the community in the process. For example, recently, we sponsored a transportation meeting and attracted over 120 residents interested in the Mass Pike project who came out to a community meeting in rain and snow to express their opinions about the proposal. Monthly, the Ambassadors meet with staff to relate what they hear from residents in the community. This in turn informs our activities and priorities including the goals of this CIP.

3. Resident services focus groups, surveys, and outreach: Our Resident Services program is resident-driven. To get a comprehensive understanding of the wide array of residents' needs, the Resident Services Coordinator (RSC) completed an extensive assessment which involved meeting with each resident individually, surveying all residents within the ABCDC portfolio to gauge their level of interest in programs related to early childhood, academic support, job readiness, and health wellness, and facilitating 4 focus groups during the summer and fall of 2016. Based on the information gathered, the RSC identified potential community partners, researched agencies that could provide the relevant resources, and began to cultivate new and further build existing partnerships. The information gathered from these efforts informed the development of this CIP, and laid the groundwork for the planning of the Community Center, scheduled to open in March, 2017. This Center is poised to become the hub for the Resident Services program and will reflect the diverse needs and interests of our residents and their families. As such, resident input was integral to the planning and development process.

To assist with a smooth delivery of services, our staff also regularly meets with community boards, coalitions, and collaboratives. One such partnership is with the Allston Brighton Neighborhood Opportunity Center through which our residents access services and resources related to fuel assistance, food access as well as public assistance and benefits programs. Now we will be able to provide these services on site at our Community Center which will help more families access the necessary resources. We have also established a strong relationship with the Family Nurturing Center which offers several high-quality infant/toddler playgroups throughout Allston Brighton. Not only do these playgroups offer an opportunity for families to establish social networks and support, but they also learn important information related to early childhood development. We will also be able to offer such a playgroup at our Community Center.

4. Involvement in community collaborations: Increasingly during the last three years, ABCDC has become involved in several collaborations that include other organizations and stakeholders. Two primary collaborations are the Allston Brighton Health Collaborative and the "People's Pike/I-90" advocacy group. The Health Collaborative has a part time staff person who runs the program, but CDC staff works closely with them on issues in Allston Brighton. The Collaborative has most recently aided families living in three homeless hotels located in Allston Brighton. They were the last hotels that housed families in the Boston region, and were slated to be closed by the State. Families in these hotels were given MRVP vouchers and the collaborative, including the CDC assisted many in finding affordable apartments to rent. In this partnership, the CDC continues to work on issues for low and moderate income people located throughout Allston Brighton.

Another resident created collaborative is "The People's Pike". This is an informal group of residents and stakeholders who are on the Mass DOT I-90 Task Force, a group formed to provide neighborhood input to the Mass Pike project that involves moving the Pike to gain access to 120 acres of developable land called Beacon Yards, that is owned by Harvard. In the past three years ABCDC has been an integral part of this effort, providing support to residents as they struggled to articulate the priorities Allston wanted to gain out of the project. To date the "People's Pike" has successfully moved the dial on getting Mass DOT to include West Station - a commuter rail stop in the plan, as well as transportation connections north and south of Allston, dedicated bicycle and walking paths, and more

access to the Charles River in this area. Because of these activities, the CIP now includes a public transportation component- with the goal of ensuring that there is equitable access to public and new private transportation being created in our community.

5. ABCDC sponsored community meetings: We organize one to two community meetings annually, including our annual meeting which now focuses on an important issue affecting our community with speakers and a public forum. In its first year, the annual meeting concentrated on the future of homeownership in urban areas. This topic was chosen because many residents in Allston Brighton have expressed concern over the decrease in owner-occupancy in the existing housing stock, as well as few opportunities for new homeownership in housing being built. Last year it was on how changing demographics are affecting change in Allston Brighton because of the large pipeline of residential new construction planned for the area. The community was struggling to understand why this was happening, and professionals were invited to present data on the issue. These meetings have spun off activity such as advocating for more homeownership units in private development projects, targeting Harvard owned land for affordable homeownership and creation of a criteria that the CDC now use to rate new development projects to determine if they are good for the community or not. This year we are going to do an update on the state of our neighborhood providing specific data on what is happening in Allston Brighton, so we can get input on priorities for the next several years. These meetings have involved workshops and public comment. Power points and meeting notes are distributed to all participants and on our Facebook page.

We have also started to sponsor public meetings on big events going on in Allston Brighton. In 2014 we had a public conversation on the potential Olympics, and last month we organized a public meeting held by residents from the I-90 Mass Pike task force on how the design for the project is progressing. The Board has decided that these efforts have been so successful – we have 100 to 200 participants attending, that we need to continue to have at least one a year. Relevant subjects, like the I-90 meeting, have come from active residents who want the CDC’s help reaching out to the community. These meetings are organized around specific topics, but the CDC has also concentrated on outreach to ensure that topics are relevant to the broader community. Input from these types of forums has also informed the development of this CIP.

6. Interactive Social Media- Facebook and Twitter: The CDC has a robust social media campaign that is interactive. We have two Facebook pages, one for the general work of the CDC and one for The Homebuying Mentors Program that concentrates on homebuying education and coaching. Relevant information for Allston Brighton, the CDC and specific issues on homebuying are posted on both. People are invited to “like” and comment on these topics which the staff tracks. In addition, we have a twitter account that we use to disseminate information, but we also receive tweets and comments that we do respond to and make note of if they hit a critical mass.

Resident and community stakeholders’ role in monitoring and implementing the Plan: Through the community and resident meetings described above, residents and other community stakeholders will be involved in implementing and monitoring the Plan’s goals. We continually seek input from residents about how we can work with them to improve the quality of life, and feedback from them about how to strengthen our efforts to improve our own effectiveness. Progress will be monitored by several entities including the ABCDC Board of Directors, members of the Commonwealth Tenants Council – the tenant organization of one of the CDC’s properties, the Neighborhood Stabilization Committee, and members of a new transportation committee. The membership of these committees is diverse, reflect the ethnic, racial, religious, socioeconomic, and geographic diversity of the community we serve and receive staff support from various employees of the CDC.

Since our inception, ABCDC’s Board of Directors has been community-based. Currently 93% of Board members live in Allston or Brighton, illustrating our commitment to residents and other community

stakeholders' roles in decision making for our organization. Leadership development is important at the Board level -- the Treasurer came to be a Board member through community engagement activities for example. Monthly, the Board reviews reports generated by the staff that track progress at meeting goals measured against those outlined in the strategic plan. The Board reflects on the status of each outcome and discusses changes that might be needed in activities.

Section 3: Plan Goals

Goal 1: Increase resident leadership and engagement in ABCDC owned housing.

ABCDC is committed to ensuring that all residents living in ABCDC owned housing have access to the services and resources they need for secure tenancies, to avoid homelessness, and to foster a stable environment for the entire portfolio. We also believe that meaningful resident engagement and leadership is essential to creating a positive and healthy environment in the housing and in the larger community.

1.a. Increase resident participation in ABCDC resident-specific events, programs, and services.

- **Resident input:** We gather input and guidance in the design of programs through an annual Resident Services Coordinator (RSC) survey and focus groups where residents share details about the types of programming desired and the challenges they face in accessing services. The feedback is also shared with our community partners to inform their work. *Goals: 250 families complete the RSC survey or participate in at least nine focus groups over the three years.*
- **Resident participation:** We will increase ABCDC residents' attendance at events specifically tailored to their properties such as cookouts/block parties, movie nights, holiday events, and meetings with property management staff. Through the newly designed Community Center, we will also encourage tenants to utilize the space for their own personal needs. *Goals: 180 residents attend specific events; 15 families utilize the Community Center for personal gatherings.*
- **Resident access to services:** By working with community partners, and through our new Community Center, we will increase resident participation in comprehensive services to benefit their own unique circumstances. *Goals: 60 families referred to a "new" service area not previously available to them; 45 youth participate in one-on-one tutoring or homework help; 60 families engage in at least one service aimed at increasing economic resiliency (tax preparation, fuel assistance, public assistance benefit programs, job readiness); 60 families engage in at least one program aimed at increasing a healthy lifestyle (mobile food pantry, fitness classes, and health and nutrition workshops.)*

1.b. Ensure stable tenancies for residents in ABCDC properties.

- **Resident knowledge:** Residents need to fully understand their rights and responsibilities in order to maintain a stable tenancy. Lease education will be provided through a move-in orientation and individual support services when a tenant may be at risk or is not fulfilling their responsibilities. *Goals: 60 families participate in a move-in orientation; 500 residents receive individual support services, 20% decrease in number of referrals related to lease violations.*
- **Financial education:** A key to avoiding eviction for a tenant is increasing their skills at budgeting and understanding their finances. For residents who do not make timely payments, the RSC will help them to develop household budgets, learn how to track expenses, and refer them to appropriate rental assistance or other financial education programs. *Goals: 15 families will participate in budgeting assistance sessions; 30 families avoid eviction and maintain stable tenancies.*

1.c. Increase resident leadership and civic engagement.

- **Resident leadership:** Through one-on-one interactions as well as informal and formal training programs, ABCDC will increase the number and skill level of residents who serve as leaders within the properties and in the community. A key to our success is encouraging residents to engage their fellow residents, and helping them to serve in leadership roles in planning, coordination, and

promotion of events. *Goals: 15 residents will participate in leadership training programs; 10 will become actively engaged resident leaders.*

- **Resident organization:** We intend to strengthen the existing Commonwealth Tenant Council (CTC) which comprises residents from our largest property. The CTC will work with us to plan activities and increase access to services to benefit the residents. The CTC will play a role in the development of resident leaders. *Goals: 8 tenants elected by the full tenant body as the leaders of the CTC; 30% of households will participate in activities – about 70 households.*
- **Resident civic engagement:** Residents have an important role to play in promoting affordable housing in the community and helping to make Allston Brighton a neighborhood that residents can live in for the long-term. We will continue to encourage residents living in our housing to be active in civic life, and in broader community planning and advocacy efforts. *Goal: 10-15 ABCDC residents consistently attend neighborhood civic meetings and actively advocate for affordable housing.*

Low and moderate income residents will directly benefit as we achieve these goals because they are the ones who are receiving the services, engaging in programs, stabilizing their tenancies, and building their leadership skills. The broader community benefits through an increase in the number of stable housing developments, an increase in the number of active residents participating in civic life and by working together to improve the overall quality of living conditions in Allston Brighton.

Goal 2: Increase supply and access to quality housing for a range of incomes.

We will increase access to affordable and workforce rental housing and homeownership ensuring that Allston Brighton remains a vibrant community for residents from a range of incomes. All our housing development activities will maximize sustainable and green housing practices to the degree feasible, and be located near transit for easy access to employment centers including downtown Boston.

2.a. Increase the supply of rental housing affordable for families who have low and moderate incomes.

- **Rental housing affordable to low and moderate income families:** Through new construction and preservation strategies, we will increase the supply of housing for residents at or below 60% of median income. *Goals: Increase the ABCDC portfolio by 100 – 150 units for a total of 573-623 units.*
 - Carol Avenue Coop: 33 unit preservation deal saved from foreclosure; all health and safety improvements will be made within the three years of the CIP including substantial green-retrofitting, plus most cosmetic and mechanical upgrades. ABCDC will own and manage the housing in this development ensuring its affordability for the long run.
 - Two to three Low Income Housing Tax Credit properties on vacant sites: total of 88 – 132 units will be affordable for families between 30-70% of AMI. The LIHTC deals are part of two joint ventures ABCDC has negotiated with private developers who will be responsible for the mixed income units within these projects. Conceptually the goal is to provide LIHTC units owned and managed by ABCDC, while supporting private housing that has workforce housing (for incomes from 80% to 120% of AMI) and some market rate housing.
- **Community engagement:** We are committed to engaging the residents who live in the housing we develop and in the surrounding areas. We have been actively working with the residents of the Carol Avenue Coop who agreed to sell the property to ABCDC to avoid foreclosure. For the properties under consideration through the joint ventures, we have worked closely with the residents of our Board of Directors who live near both sites and represent organizations in the neighborhood. Once the properties are under site control, we intend to work closely with abutters throughout the design and development process. *Goals: Fully engage residents who live in and near housing developments throughout the process.*

2.b. Increase the supply of homeownership opportunities and access to homeownership for low and moderate income families, and for a range of incomes.

- **Affordable homeownership:** For families priced out of the market, our goal is to develop a 20 - 24 unit affordable homeownership project in North Brighton at the *Brookline Machine Site*. We are submitting a bid to the Boston Planning and Development Agency. Upon approval, the *Brookline Machine Site* will provide housing for families between 80-110% of median income and will be new construction. *Goals: 20-24 units of affordable homeownership.*
- **Permanent homeownership:** Continuing our successful project with Harvard University, the All Bright Homeownership (ABH) program increases access to homeownership by purchasing homes at risk of turnover to investor owners, and then reselling the properties to buyers who wish to remain the neighborhood with the condition that the units be retained as owner-occupied. *Goals: 21 units purchased and resold as permanent homeownership.*
- **Homebuyer education and counseling:** It is critical that those who want to buy a home have the knowledge and access to information they need to become sustainable homeowners. The Homebuying Mentors program offers in-person and online classes coupled with pre-purchase counseling and coaching services. *Goals: Hold 30 Homebuying 101 classes over 3 years; graduate 600 first-time homebuyers; 100 people will complete The Road Home, our online program that is coupled with an in-person wrap up session. 120 graduates will receive intensive coaching. 10% of graduates who receive coaching services will purchase an affordable deed restricted home.*

2.c. Improve performance of ABCDC properties.

- **Property and asset management:** We will continue to monitor the performance of all our properties monthly with our contracted asset manager- Nuestra Comunidad. We have developed annual benchmarks and a dashboard so that we know what areas in the portfolio are vulnerable and we can work with both Nuestra and our property management company to solve financial issues quickly. *Goals: All financial issues are quickly resolved and all properties meet annual benchmarks.*
- **Capital needs assessments:** We will develop a CNA on all of our properties to identify improvements that need to be done and to keep all units up to housing quality standards. We will plan and implement ways to get these improvements completed as needed on a yearly basis. *Goals: All properties have a CNA and improvements are implemented.*
- **Plan for investor exit:** As properties get close to term, we will develop a plan for investor exits, including Ashford Street, Hano Homes and Brian J. Honan. We will work on re-structuring these properties as needed to either increase funds for capital needs or decrease debt and will concentrate on efforts that lead to long term health and stability in the portfolio. *Goals: All properties as needed have an investor exit plan that leads to long term health and stability.*
- **Tenant satisfaction:** We will include measurements of tenant satisfaction with ABCDC and property management on every resident survey. *Goals: 80% of residents will indicate a high level of satisfaction on the 2017 RSC survey. A consistent increase in tenant satisfaction in 2018 and 2019.*

Increasing the supply of affordable rental and homeownership housing directly benefits lower and moderate income residents who will have access to stable housing and remain in Allston Brighton despite increases in housing costs throughout the area. ABCDC's portfolio of 506 units of affordable housing is some of the last rental stock available for low-income, working class families. It is an important part of the CDC's mission to keep these units viable so that our community remains socio-economically diverse. Allston Brighton has been challenged by the transitional nature of residents who come to Boston for college, and move regularly. Therefore, increasing stability benefits not only the people who live in the housing but also the broader community. Longer term residents are able to have

a stake in the neighborhood and participate in community processes. Numerous studies indicate that all residents benefit when the community includes people from mixed income groups.

Goal 3: Ensure housing and transportation projects meet the needs of the diverse population of Allston Brighton.

Working with neighborhood residents and other stakeholders, we will advocate for policies to ensure that housing and transportation changes in Allston Brighton meet the diverse needs of the community. Our goal is to engage residents as leaders and ambassadors in community planning efforts to ensure that the views of residents are incorporated into decision making.

3.a. Promote policies that increase access to quality housing for existing residents and to ensure equitable transportation access.

- **Absentee landlords and students:** Working with the City of Boston, we are promoting policies to discourage absentee landlords from renting to undergraduate students. Possible strategies include (1) treating absentee units as a business venture which can be assessed with a ‘business’ tax; (2) requiring that new developments that come before the BDPA prohibit renting to undergraduate students, enforce staggered rental terms, and increase rental terms to two years; and (3) increase enforcement of the Student Housing Ordinance already enacted which limits landlords to renting to no more than four undergraduate students in one apartment. *Goals: Achieve progress on policies that discourage absentee landlords from renting to undergraduate students and increase enforcement of existing ordinances.*
- **Zoning reform and affordable housing advocacy:** ABCDC will support residents in their affordable housing policy advocacy efforts including: advocating for an increase from 13% to 20% of the number of affordable housing units required through the Inclusionary Development Program (IDP) when parts of Allston Brighton are rezoned as overlay districts; being proactive on any zoning change overlays in the neighborhood to advocate for equity, walkability, and smart growth; and identifying potential Special Growth Areas (SGA) in the neighborhood and advocating for greater IDP percentages to be included in the SGA. *Goals: Increase in the number of residents who participate in affordable housing advocacy to 450; achieve progress on advocacy goals.*
- **Article 80/ Institutional Master Plan:** ABCDC created a development matrix to evaluate how new developments benefit residents and our community. As new developments are proposed through Article 80, our workgroup will use the matrix to determine areas where we want to advocate for developers to increase affordability or make other adjustments to their plans to benefit the community. Working through the Institutional Master Plan, we will also ensure that universities and hospitals are accountable and transparent in their planning and development practices, and that their community benefits programs meet the needs of the residents. We intend to work with BPDA to support a process that is consistent and transparent, and to encourage the City to conduct a community needs assessment to ensure that future plans and community benefits are aligned with community needs. *Goals: Advocate for developers to increase benefits to the community in ways to be specified, increase transparency and accountability through the IMP, and advocate for the City of Boston to conduct a community needs assessment.*
- **Private transportation access:** ABCDC has joined the Transportation Management Association (TMA) formed by A Better Cities. TMAs had originally been only for employers and large developers. We intend to work on the TMA to ensure that as new private systems of transportation are developed, low and moderate income residents have access to those options. *Goal: Increase access to new private transportation for Allston Brighton residents.*
- **Public transportation equity:** ABCDC is an active member of the I-90 Task Force that is working to move the Mass Pike, change exit and entrance ramps to create more urban interchanges, and move the surface of the highway to grade-level. We are also advocating for changes to the Route 66

bus to create a dedicated line from Dudley, to Longwood, through Allston, and then onto Kendall Square in Cambridge. This so called “North South Connection” will connect the main part of Allston back to Lower Allston through West Station. This is a critical part of the Mass Pike project for two reasons. One, this connection weaves Allston back together after it was bi-furcated in 1969 when the Mass Pike was built; and two by providing more efficient access to routes that connect our residents (specifically 350 of CDC affordable housing tenants) to major areas of employment. The CDC is also active in ongoing discussions about increasing capacity on the Green Line- both B and C routes that service Allston Brighton. Right now, these lines are significantly over capacity at rush hour and other times of events. With new residential development, around them, this can only get worse. If the MBTA can improve the system by closing some stops that are superfluous and giving drivers control over traffic lights, the train can increase capacity at least 15%. We will continue to advocate for this solution, as well as work on long term goals to upgrade the entire system so that it can take advantage of new technology to increase speed of the commute. *Goals: Achieve progress on transportation advocacy goals.*

3.b. Increase resident engagement in community and transportation planning and advocacy to ensure the voice of residents is incorporated into decision making about the future of Allston Brighton.

- **Resident engagement and leadership:** We will educate residents about the various community and transportation planning efforts underway in Allston Brighton, and support them in increasing their involvement and active roles in the planning process. We have set goals for increasing the number of residents at three levels of leadership: engaged participants who attend meetings and neighborhood events or who submit letters in support of advocacy; emerging leaders who play a leadership in planning of meetings and/or events, assist with outreach, and help with agenda development; and facilitative leaders who set strategy, reach out to key partners, and are core leaders throughout our work. *Goals: Ensure that a diverse group of Allston Brighton residents are present and engaged in decision making about changes to the major transit routes that go through our neighborhood and in community planning efforts; engaged participants - 250 unique individuals annually for the first time due to ABCDC outreach and facilitation; emerging leaders - 75 unique individuals annually; facilitative leaders – 25 unique individuals annually.*
- **Community ambassadors:** Building from our success with an ambassador leadership model used with the Healthy Community Champions initiative, we are expanding this model to other aspects of our work. We are training residents who are part of our All Bright Homeownership program as Ambassadors. They will go door-to-door to educate their neighbors about our programs and encourage residents to take a ‘pledge’ to support neighborhood stability by adhering to a “community standard” that lower Allston/N. Brighton homeowners do not sell to investors because they care about their neighborhood and wish to preserve it for future generations. More neighbors will know that if they want to sell, they can come to us as a way to increase stability in the neighborhood. *Goals: Train 4 All Bright Homeownership Ambassadors; Ambassadors will knock on 500 doors and speak with 100 owners and distribute materials about homeownership options through the CDC.*
- **Transportation ambassadors:** We intend to expand the Ambassador model to our work on transportation, specifically around the Mass Pike project, which is a phased effort that will continue for at least the next ten years. This will increase the CDC’s capacity so that we can continue to engage residents around this critical project for the long term. *Goals: Identify multi-year funding to expand the program. Identify four to five Ambassadors who are interested in working on transportation advocacy. Engage at least 100 new residents in multiple events occurring around these issues.*

Low and moderate income residents and the entire Allston Brighton community will benefit from our housing, transportation, and community planning advocacy efforts. Allston Brighton is changing

rapidly for a variety of reasons. We are located next to three major universities and the resulting student population creates unique housing market conditions. The existing housing stock that used to be for families has been taken over by renters and investor landlords, the percentage of owner occupancy in our neighborhoods has decreased more than in the rest of Boston, and the pipeline of new residential development that totals over 3,000 new units is too expensive and not well-suited to housing families. These changes are driving long term residents out of our neighborhoods, and replacing stakeholders with people who live here transitionally and decrease stability in the community. Access to new amenities being created because of the building boom are not equitable. Even new grocery stores that could reduce food deserts in Allston Brighton are not being located in places that are convenient for existing residents. Public transportation is currently not meeting the needs of the community, and the increase in traffic due to new development will exacerbate this problem. The Mass Pike reconstruction project could be transformational for Allston Brighton, but it was originally conceived for commuters coming in from more western parts of the state.

It is essential that the CDC work to educate and engage residents on the imminent changes coming to this community. It is also important that they are vocal about their needs in a variety of ways so that they can make sure mitigation efforts and community benefits literally “benefit” them and make it possible for them to continue to live here. It is part of the CDC’s mission that Allston Brighton remain a socio-economically diverse community with place holders for people with low and moderate income so that they can enjoy the improvements happening here.

Section 4: Activities to be Undertaken

Goal 1: Increase resident leadership and engagement in ABCDC owned housing.

1.a. Increase resident participation in ABCDC resident-specific events, programs, and services.

Resident Input

- Conduct Resident Services Survey annually
- Organize up to 3 focus groups per year, 9 over the course of the 3-year CIP
- Share findings with community partners where relevant to inform their programming

Resident Participation

- Publicize community events at each property
- Expand marketing and promotion of events through email campaigns
- Publicize the availability of the Community Center to all residents through newsletters, social media, one-on-one contact, community meetings
- Establish Community Center systems which will allow for the rental of space by tenants

Resident Access to Services

- Analyze the survey and focus groups to highlight areas of need and inform program development
- Establish and maintain strong working partnerships with community organizations who can provide needed services and refer residents to programs as appropriate
- Participate in Allston Brighton coalitions, community boards, and initiatives to keep abreast of programs and services that might benefit residents

1.b. Ensure stable tenancies for residents in ABCDC properties.

Resident Knowledge

- Organize new move-in orientation quarterly
- Provide individual support services to further build knowledge of rights and obligations

Financial Education

- Work one-on-one with families who are not making timely rent payments; aid in developing and maintaining household budget

- Refer residents to financial education programs in the community
- Include information about financial education workshops and services in monthly newsletter

1.c. Increase resident leadership and civic engagement.

Resident Leadership

- Form relationships with residents through one-on-one contact
- Follow up with residents who consistently attend events and meetings, or who express interest in becoming more involved
- Invite residents to attend planning meetings to help coordinate and promote events and activities
- Organize leadership development training programs (1-2 sessions per year) and recruit residents to participate
- Follow up with leaders who attend trainings to help them identify and engage in meaningful roles

Resident Organization

- Meet with current members of the CTC to gauge their level of interest/commitment in continued service
- Conduct resident focus groups to assess their understanding of the role of the CTC, get feedback on how they want to see the CTC function both independently and in partnership with ABCDC
- Review current by-laws with residents and make any necessary changes
- Coordinate a nomination and election process based on member interest

Resident Civic Engagement

- Provide information about affordable housing through monthly newsletters, tenant meetings, and other resident events
- Invite residents to attend civic meetings
- Recruit residents to assist in planning meetings
- Assist residents in learning how to draft letters to government officials and promoting initiatives through canvassing

Goal 2: Increase supply and access to quality housing for a range of incomes.

2.a. Increase the supply of rental housing affordable to families who have low and moderate incomes.

Rental housing affordable to low and moderate income families

- Hire Real Estate Development Director to oversee all housing development projects
- Carol Avenue Coop activities: Establish legal structure for ownership in partnership with the residents, refinance property, conduct an enhanced capital needs assessment to determine the budget and immediate rehabilitation needs of the site, create and implement schedule for improvements based on financial feasibility
- Low Income Housing Tax Credit deals in joint venture activities: Joint Venture #1: Arrange for site control, form a development team, talk with residents in the neighborhood, pursue development activities; Joint Venture #2: Negotiate partnership, form a development team, talk with residents in the neighborhood, pursue development activities

Community engagement

- Meet with residents of the Carol Ave. Coop Board to ensure smooth transition of ownership and to agree on renovations of the building
- Organize at least 6 focus groups and 2 public meetings to get resident input on planning and development of both of our joint ventures; 100 community residents participate in total

2.b. Increase the supply of homeownership opportunities and access to homeownership for low and moderate income families, and for a range of incomes.

Affordable homeownership

- Respond to BPDA's request for Proposals for the Brookline Machine Site
- Engage key community members to advocate on behalf of ABCDC and assist in the planning of this development (35 community members)
- If selected, procure all pre-development and development funding

Permanent homeownership

- Identify long-term homeowners in Lower Allston and North Brighton who may be ready to sell and promote All Bright Homeownership
- Increase the program's online marketing and outreach methods and tools
- Strategize with local and national organizations/institutions on how to expand from the programs target area and potentially add an affordability component

The Homebuying Mentors, Homebuyer education and counseling

- Offer 10 in-person Homebuying 101 classes in Allston and Brighton, with one being in Spanish annually
- Offer The Road Home, our online hybrid education option that incorporates both online learning with an in-person
- Target marketing to reach low- to moderate-income buyers and buyers of color
- Provide in depth coaching services to 40 buyers annually; through the coaching process graduates produce an action plan that may involve saving, credit repair, steps for applying for affordable homeownership and more

2.c. Improve performance of ABCDC properties.

Property and asset management

- Monitor performance against annual benchmarks and dashboard
- Address any problems that arise quickly with our contracted asset manager

Capital needs assessments

- Develop CNAs for all properties
- Identify improvements needed and schedule/ complete as needed

Plan for investor exist

- For Ashford Street, Hano Homes, and Brian J. Honan, plan strategy for investor exist
- Restructure properties as needed

Tenant satisfaction

- Continue bi-monthly meetings with property management staff to discuss concerns and develop improvement strategies
- Ensure annual tenant survey includes questions about satisfaction with ABCDC and property management
- Analyze results and make necessary adjustments to increase tenant satisfaction

Goal 3: Ensure housing and transportation projects meet the needs of the diverse population of Allston Brighton.

3.a. Promote policies that increase access to quality housing for existing residents and to ensure equitable transportation access.

- Convene monthly meetings of the 3 working groups: Absentee landlord/ student workgroup, zoning reform/ affordable housing working group, and Article 80/ IMP working group

- Advocate for new policy ideas and bring local/national best practices to the attention of city departments and elected officials on investor-ownership and institutional expansion and their impact on affordable housing and quality of life
- Improve partnerships with city officials and colleges/universities to move the needle on neighborhood stabilizing efforts by participating in the Boston Town and Gown Association, attending/participating in off-campus housing fairs, and inviting city officials to participate in Neighborhood Stabilization Committee meetings and campaigns
- Establish a city-wide, broad base coalition to advocate for increased affordable housing and greater transparency in housing planning and development processes; activities include letter writing campaigns, editorials in city-wide newspapers, social media strategy, testifying at city council hearings and submitting public comment during BPDA meetings
- Work with the Transportation Management Association to increase access to new private transportation means for Allston Brighton residents
- Actively participate on the I-90 Task Force; attend meetings, help prepare residents for active participation

3.b. Increase resident engagement in community and transportation planning and advocacy to ensure the voice of residents is incorporated into decision making about the future of Allston Brighton.

- Ensure low-moderate income residents are equipped with the skills to articulate their needs for housing to city officials, the BPDA, and other leaders, as the number of new units continue to grow
- Conduct outreach to engage residents as participants in community planning efforts
- Work one-on-one with residents to support them as they assume higher levels of leadership in planning efforts
- Train 4 residents to serve as All Bright Homeownership Ambassadors - develop training curriculum in partnership with the Ambassadors, organize training sessions
- Develop comprehensive inventory of households in target area (Lower Allston/N. Brighton)—including housing status (owner-occupied vs. investor-owned)
- Provide ambassadors with door knocking lists, materials, and coach them in talking with other homeowners
- Develop the community standard ‘pledge’ and determine how to increase the number of residents who agree to sell to owner-occupants
- Engage Lower Allston/N. Brighton residents to take on greater responsibility within the campaign
- Develop a broad marketing plan that reaches all people who are potentially eligible and interested in buying or selling property in Lower Allston/N. Brighton—specifically targeting those who have a personal stake in growing owner-occupancy in the Lower Allston/N. Brighton neighborhood
- Conduct a systematic and complete canvassing of the neighborhood

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

Allston Brighton CDC is continually informed by our outcomes and experiences, and we make it a priority to be nimble and to adapt our programs and activities in response to what we learn. ABCDC is committed to thoroughly and accurately measuring program success. Our history of evaluation has led to the excellence of our programs, which evolve each year in response to our outcomes and participant feedback. We listen closely to what participants have to say, and shape and refine our programming accordingly.

The long-term impact we envision is to create a neighborhood that as it grows remains a community that includes a diverse socio-economic population, and becomes more stable with stakeholders who

participate in ensuring its well-being. Moreover, diverse voices will be at the table when decisions are made that affect the neighborhood.

The tools we use to measure our impact include a Salesforce database and associated dashboard reports that are reviewed by management and the Board of Directors on a quarterly basis. Our data collection methods include program surveys conducted at the end of every program cycle, annual resident surveys, sign-in sheets, observation, and qualitative feedback provided by participants and residents directly to our staff during and after meetings and events.

In our evaluation structure, we distinguish between outputs (measures of our efforts to organize programs and garner participation) with outcomes (measures of our impact on the people we work with and the community we serve.)

Outputs that measure the efforts and products of our work include:

- Number of residents completing annual surveys and program surveys
- Number of programs offered and the number of residents participating
- Number of events organized and the number of residents and other community stakeholders participating
- Number of residents we provide individualized support services to or attend training, educational, or orientation meetings
- Number and type of service we help residents access that improves their quality of life
- Number of residents attending training sessions
- Social media “follows”, “likes”, and email campaign open rate

Outcomes that we use to measure our impact include:

- Number of residents serving in three levels of leadership – engaged participants, emerging leaders, and facilitative leaders
- Number of residents and community stakeholders who increase their engagement over the year by attending or leading more than one type of interaction or meeting
- Number of residents who develop and maintain a household budget
- Number of residents we help to avoid an eviction and avoid homelessness
- Increases in advocacy efforts exhibited by residents
- Specific improvements in quality of life based on services we help residents access
- Increases in the amount and type of affordable housing in our neighborhood
- Increases in the mix of housing types that offer stability to the neighborhood
- Increase in owner-occupied units and owners
- Increases in qualified homebuyers who can purchase a home in Allston Brighton
- Types of collaborative tables, policy/advocacy workgroups and task forces we serve on and where residents have a voice in decision making
- Changes in public policy or allocation of resources to benefit the community
- Improved access to public and private transportation for low and moderate income residents
- Changes in habits or roles private developers play in the neighborhood to benefit the community

Section 6: Collaborative efforts to support implementation

Allston Brighton CDC collaborates with a range of organizations from small neighborhood groups to large private universities and hospitals. Given the prominent presence of institutions in our neighborhoods, we have found collaboration to be an effective strategy for reaching our desired outcomes and striving to make sure that the institutions are responsive to the needs of the community.

Through collaborations, we are able to provide resources or draw on our partners' expertise to provide services, e.g. the Allston Brighton Neighborhood Opportunity Center and Metropolitan Boston Housing Partnership, both of whom provide financial assistance for tenants in CDC buildings. The following is a list of the types of collaborations we foster and groups we will work with as we implement our CIP.

- **Private corporations:** New Balance; Houghton Chemical
- **Universities:** Harvard University; Boston University; Boston College
- **Hospitals and Health Facilities:** St. Elizabeth's Medical Center; Charles River Community Health
- **Collaboratives:** Allston Brighton Health Collaborative (ABCDC is a core steering committee member); Allston Brighton Adult Education Collaborative (ABCDC is chair of its immigration sub-committee); Boston College Task Force; Harvard Allston Task Force; BU Task Force, The People's Pike/I-90 Task Force
- **Nonprofits/ Advocates/ Neighborhood Associations:** Oak Square YMCA; West End House; Brighton Marine Center; Radnor Neighbor Association; Allston Village Main Streets; Brighton Main Streets; Brighton Allston Improvement Association; Fidelis Way Tenants Association; Faneuil Tenant Association; Metropolitan Area Planning Council; Charles River Conservancy; Charles River Watershed Association; Boston Tenant Council; Fenway CDC; Jamaica Plain Neighborhood Development Corporation; Chinese Progressive Association; Asian CDC; Inquilinos Boricuas en Acción; Dorchester Bay Economic Development Corporation; Mission Hill Neighborhood Housing Services; Allston Village Farmers' Market; Veronica Smith Senior Center; Brazilian Immigrant Center; Boston Town and Gown Association; Family Nurturing Center
- **Government:** City of Boston (Inspectional Services Department, Office of Neighborhood Development, Office of Housing Stability, Mayors Office of Neighborhood Services, Boston Planning and Development Agency, Boston Transportation Department); MassDOT; local state legislative delegation; local federal legislative delegation; Commonwealth of Massachusetts executive departments
- **Transportation Non-Profits:** Mass. Smart Growth Alliance; A Better City; Transit for Mass; Walk Boston; Livable Cities; Allston Brighton Transportation Management Association; Boston Cyclist Union; Mass Bike

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

Allston Brighton CDC derived the components of this CIP from our strategic plan that guides our vision for the future. Released in 2012, the plan, which engaged community residents and stakeholders, is available at <http://allstonbrightoncdc.org/about-us/strategic-plan>. This plan was developed as a five-year strategic plan, but in 2016 the Board decided that it needed to be updated and revised due to rapid housing market and neighborhood changes. In February of 2016 at a day long retreat the Board voted to include new affordable housing development as part of the CDC's activities in an amended plan. They also added a strong affordable housing advocacy to the plan. This CIP also integrates community development activities from a variety of planning efforts that have included broad resident and stakeholder input. These planning efforts include the following:

The Boston Student Housing Report, 2015: This is the first report created by the City of Boston to address the pressure undergraduate students put on the housing market when they live off campus. This was the first compilation of data that was collected through the student registry ordinance, a piece of legislation ABCDC worked to pass.

I-90 Allston Interchange Placemaking Study, 2016: This study provides guidance and recommendations for the redesign of the transportation infrastructure in and around the I-90 Allston

Interchange, so that outstanding urban places and spaces can emerge as specific master plans and redevelopment proposals are brought forward into the future. This study was requested by the I-90 Task Force, of which ABCDC is a member.

The North Allston-Brighton Community-Wide Plan (CWP), 2011: This augments, re-evaluates where necessary, and refines the goals and vision of the 2005 North Allston Strategic Framework for Planning (NASFP), especially with respect to how Harvard's Institutional Master Plan relates to, and integrates with, the plan for the North Allston-Brighton neighborhood.

Allston Brighton Community Needs Survey and Assessment, 2008: This survey was conducted by Copernicus Marketing and Consulting group in 2007 and was completed in 2008. This study was independently done to obtain "valid/reliable" voices and community insights on the needs of Allston Brighton residents. These insights are used in developing many of the institutional master plans, community benefits programs and other activities spearheaded by the City of Boston.

The Brighton/Guest Street Planning Study, 2012: This study created a public realm context for an underutilized industrial/commercial landscape and required the introduction of new streets for on-site circulation and servicing/loading for the *New Balance* campus as well as for property owners/developers elsewhere in the study area. It also required the creation of urban blocks with complete streetscapes to create a context for development and a new district.

Boston City-Wide Plans: The City of Boston has created several significant city-wide plans that were consulted in creating the ABCDC CIP. Our CIP is consistent with the Boston 2030 Vision that is in draft form currently, as well as several completed plans including Go Boston 2030 (transportation), Housing a Changing City, and Boston's Open Space and Recreation Plan 2015-2021.

Several institutional Master Plans have also informed some of the objectives ABCDC prioritizes in the CIP. The Boston College, Harvard University and Boston University Institutional Master Plans have a profound effect on the neighborhoods of Allston Brighton and therefore are important documents that influence our community engagement and other neighborhood stabilization activities. Each plan has an associated task force made up of community residents and partners responsible for reviewing plans and negotiating community benefits and the mitigation of the impacts of development and construction.

Section 8: Financing strategy

ABCDC will finance implementation of the Plan's activities by strengthening current relationships and continuing to reach out to new potential funders who seem likely to be interested in the organization's strategic direction. We have demonstrated success in securing funding from a balance of public and private grants, the United Way of Massachusetts Bay and Merrimack Valley, donations from individuals and small businesses, special events, housing developer fees, and other program fees (earned by the homeownership program, from the properties' asset management and resident resource fees, and from financial and shared services provided to the non-profit co-located with the CDC).

ABCDC currently has an agreement with the Boston Public Health Commission for funding for the Healthy Community Champions project. An application is pending with the Commonwealth's Division of Banks for continued funding for the homeownership program, and ABCDC expects to again be a sub-grantee of CHAPA for HUD housing counseling (i.e., homeownership) funds for the current fiscal year. The CDC's effectiveness has enabled it to retain funding from these sources for the past few years.

United Way funding is committed through June 2018, and, as a member agency that consistently meets its goals, we expect to be competitive in applying for funding for the next cycle. When received, United Way funds may be used wherever needed by the organization.

While the proportion of each of these sectors to the total revenue may vary year-to-year, the CDC has been able to keep expenses in alignment with available revenue. Current funding sectors are projected to continue to be available for the work outlined in the CIP as activities proposed in the plan expand upon the work in which the CDC is currently engaged.

With funds raised through the CITC in the past three years, ABCDC has been able to increase the organization's capacity to serve the community. The addition of a part-time Assistant to the Executive Director has allowed the Executive Director to focus on supporting Board development and program growth. The Community Engagement Coordinator who manages the Healthy Community Champions project is funded in large part by CITC funds. Hiring a Resident Services Coordinator has enabled the organization to work one-on-one with residents. Unrestricted funds donated through the CITC program have provided the organization with the opportunity to hire a Housing Project Manager who received on-the-job training by an expert housing development consultant. Together with the increased financial stability that CITC provides, housing development fees from a major refinance/ rehabilitation project that we are completing for now allows the organization to hire a full-time Director of Real Estate who will lead efforts to increase affordable housing in the Allston Brighton neighborhoods.

Over the past three years, CITC has enabled the organization to reach and increase financial support from individuals and small businesses in the community. With Board involvement, we are planning events in 2017 to solidify our engagement with these donors and to continue to expand our base of support from \$1,000+ donors who live or work in Allston Brighton and have long-term ties to the neighborhood as well as to cement our relationships and collaborations with the banks and major corporations in the area. The CITC program remains a key factor in the organization's ability to engage Board members in the fundraising process and to solicit and leverage funds from potential donors, large and small.

Section 9: History, Track Record and Sustainable Development

For 36 years, Allston Brighton CDC has created affordable homes, fostered leadership, enhanced open spaces and increased resident incomes and assets so that residents of Allston Brighton would be able to call their community home for the long-term. Today, ABCDC's strategic plan addresses critical changes in our community, focuses our role as a catalyst for stability and positions us to create healthy communities and new opportunities for people of all incomes to engage as civic leaders and improve their lives. Our history and track record is consistent with the Commonwealth's Sustainable Development Principles in a number of important ways.

Principle #1: Concentrate Development and Mixed Uses: New housing development projects being contemplated by ABCDC are in urban centers close to employment centers, amenities, and transportation. One is on a brownfields site, one is a re-use of an historical site and all are compact at appropriate density for the area. All development is being designed according to Livable Street standards that include pedestrian friendly and bicycle safe districts.

Principle #2: Advance Equity: Our work to engage residents in community planning supports their efforts to influence development that is rapidly occurring in Allston Brighton. Whether it be through our work with housing developers, advocating for workforce and affordable housing, or our organizing around the I-90 project to include a North South Connection, ABCDC has shown a dedication and successful record of accomplishment in promoting an equitable share of the benefits and burdens of development. We provide technical and strategic support to residents so that they can have a voice in community planning decisions and facilitate resident engagement and leadership to ensure that the resulting developments reflect their needs, not only those of outside investors.

Principle #4: Protect Land and Ecosystems: We work with residents and the Charles River

Watershed Association, and other open space advocates to improve and integrate access to the Charles River into development and other local planning processes and reclaimed greenspace that had been neglected over the years. This is particularly evident in our advocacy work with the residents of Allston on the I-90 project. The CDC and its representatives were vocal participants in the placemaking study done by the City of Boston that opens Beacon Yards and Allston to the Charles River, increasing public land at the river while protecting the ecosystem.

Principle #5: Use Natural Resources Wisely and Principle # 9 – Promote Clean Energy:

ABCDC has a track record of promoting buildings that conserve natural resources and of maximizing energy efficiency and renewable energy opportunities by supporting conservation strategies. We implemented energy-efficient retrofits in our properties as well as a coherent recycling policy and a smoke-free housing policy. Renovating buildings in our portfolio using energy efficient methodologies, we have improved energy efficiency by as much as 35% in some buildings. Our most recent 18-million-dollar renovation of the Commonwealth and Glenville project (235 affordable units) included significant green upgrades of the heating and air circulation systems, plus a new storm drain and water management system. We incorporated a special class on energy assessments and reduction that targets graduates of our homeownership classes, integrating energy savings module into our homebuying class.

Principle #6: Expand Housing Opportunities: We have helped more than 2,000 families achieve homeownership through our homebuyer education programs. Our current development pipeline will increase affordable housing options for a range of families in Allston Brighton including workforce housing and units for low income and very low income housing. In addition, as part of our advocacy work, the CDC fosters resident leadership so that all of our community has input into neighborhood planning and will advocate for housing that is affordable in private development projects as well.

Principle #7: Provide Transportation Choice: In the past three years ABCDC has expanded its community engagement and advocacy to include increased transportation for low and moderate income residents in the community. We have recently joined A Better City's Transportation Management Agency to make sure private options like BRIDG, UBER, LYFT and other shuttles include all people in Allston Brighton. We are active members on the I-90 Task Force, prioritizing West station and the North South Connections that will specifically service our neighborhood.

Principle #8: Increase Job and Business Opportunities: ABCDC works in partnership with Allston Village Main Streets to provide advocacy to small businesses in the Allston downtown district. The resident services program also refers tenants to employment and education opportunities offered through local organizations including the Harvard Ed Portal (education and job training), Jewish Vocational Services, and Boston College (tutoring, SAT prep and college scholarships).

Principle # 10: Plan Regionally: ABCDC is currently working with neighbors and other stakeholders in Watertown, Cambridge, and Brookline to advocate for planning with our nearest neighbors to ensure new transit, housing development and open space is adequate for the region. This includes evaluating traffic studies and new development – particularly around the Watertown/Soldier's Field Road area that will affect both traffic in the whole area, but also bring the New Balance Commuter rail stop up to capacity quickly.