

TOWN OF HARWICH

AFFORDABLE HOUSING TRUST STRATEGIC PLAN

FY2024-2028

PREPARED FOR:

Harwich Affordable Housing Trust

Harwich Town Hall

732 Main Street

Harwich Center, MA 02645

PREPARED BY:

JM Goldson LLC

FINAL 11/20/23

PREAMBLE

As this Action Plan is being developed, Cape Cod is experiencing a serious threat to its continued existence. Climate change and subsequent shore erosion, safe drinking water in sufficient supply, wastewater management, healthcare staffing shortages are just several of the threats. A compounding factor to these realities is a shortage of affordable housing. Our service workers can't find housing – this includes our police, fire fighters, teachers, nurses, and health aides for a rapidly growing elderly population. Our tourist industry is threatened by critical staff shortages, a function of lack of affordable housing. The experts needed to help solve the challenges we face can't afford to live here. More than 50% of our Cape workforce (road and waste management, librarians, contractors, town staff and management, utility workers, retail staff, etc.) drive daily back and forth across two nearly 100-year-old bridges to provide critical services needed to sustain us.

Until and unless we as a Cape-wide community come to terms with these challenges we live at risk. The plan that follows is but one step forward to address this crisis. Additional steps are critical as well. Our County and State leadership must continue their proactive approach. Our fellow Town Boards and Committees must continue to embrace this challenge as well. Proactive planning and zoning approaches are essential. A hard look at tax policies that enable the growing disparities are required as well. We believe this plan is an important step and we are committed to implementing it. We welcome your active engagement in creating the solutions needed to help it succeed.

Trustees of the Harwich Affordable Housing Trust:

Mary E. Anderson
Larry G. Ballantine, Chair
Brendan Lowney
Robert Spencer
Claudia Williams

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INTRODUCTION

In May 2019, Town Meeting approved the creation of the Harwich Affordable Housing Trust (HAHT), per Massachusetts General Laws Chapter 44 Section 55C (MGL c.44 s.55C). The Trust is charged with the responsibility to preserve and create affordable housing to serve the needs of low-and-moderate-income (LMI) households within the community.

The purpose of the Trust is to provide for the creation and preservation of affordable housing in the Town of Harwich for the benefit of low- and moderate-income households and the funding of community housing, may be from the Community Preservation Act in accordance with provisions of MGL. C. 44B. Additional funding may be from Harwich cell tower revenues and short-term rental taxes. Donations are accepted.

The Board of Trustees, which oversees the Trust, is comprised of five appointed community members, including at least one member of the Select Board and the Town Administrator or designee. Members serve two-year staggered terms.

Harwich General Bylaws Chapter 140 grants the HAHT all powers and authority outlined in [MGL c.44 s.55C](#), including acquiring, selling, and leasing real property. Chapter 140 stipulates that the Select Board member of the Trust shall report to the full Select Board on purchases or sales of real property. Chapter 140 also stipulates that the HAHT Board shall maintain an affordable housing plan in collaboration with the Harwich Housing Committee and that it shall update the plan each year.



Thankful Chase Pathway apartments in Harwich, MA.
Source: Massachusetts Housing Partnership



AHT Public Forum on June 27, 2023 in Harwich, MA.
Source: JM Goldson

Purpose of the Trust

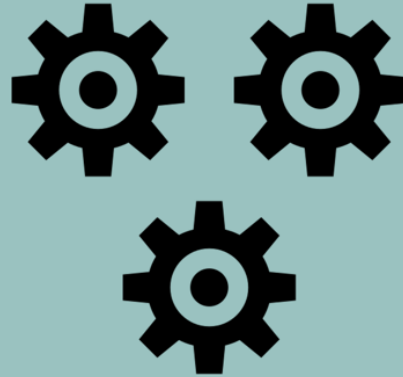
To provide for the preservation and creation of affordable housing in the Town of Harwich for the benefit of low-and-moderate-income households as defined by the Executive Office of Housing and Livable Communities (EOHLC) and furtherance of this purpose, to acquire by gift, purchase, or otherwise real estate and personal property, both tangible and intangible, of every sort and description, and to use and/or dispose of such property, both real and personal, in such a manner as the Board of Trustees deems appropriate to carry out such purpose. The Trust shall be governed in accordance with Act and the authority granted by Town Meeting, as the same may be amended from time to time.

Source: Harwich Municipal Website: <https://www.harwich-ma.gov/harwich-housing-trust-committee>

3 FRAMEWORKS: TRUST BOARD'S APPROACH

1. **Initiator** – initiates projects and facilitates implementation directly
2. **Funder** – takes applications and determines which to fund
3. **Hybrid** – some combination of both above

*Some Trusts also take on an advocacy role (like a Housing Partnership)



Trusts typically operate in one of three ways – as a funder, an initiator, or a hybrid of both. The Harwich Trust aims to operate as a Hybrid, with a combination of initiating projects directly and taking funding requests from third parties under consideration. Many trusts also advocate for housing policies and initiatives, including zoning reform, local approval of development proposals, and local funding allocation to support housing needs.

REVENUES AND EXPENDITURES

As of September, 2023, the Trust's balance was \$1,407,616. Revenue includes allocations from Town Meeting, Community Preservation Act (CPA) funding, cell tower funding, and investment revenue. Expenses include land purchase costs, predevelopment work (legal, closing costs, survey, and testing), and payment for professional consulting and technical assistance services. See appendices for AHT Balance sheets for 10/31/21, 1/31/22, 3/31/22, 9/30/23.

TRUSTEES	TERM EXPIRATIONS
Larry G. Ballantine, Chair	2024
Claudia Williams	2025
Brendan Lowney	2025
Mary E. Anderson	2024
Robert Spencer	2025

LANDS UNDER THE TRUST'S JURISDICTION

Harwich's Affordable Housing Trust currently has jurisdiction over several town-owned sites. The updated map below identifies these properties. Number 5, the former Marceline site, is the Trust's priority for redevelopment.

TOWN OF HARWICH - AFFORDABLE HOUSING TRUST PROPERTIES
Prepared by JM Goldson LLC

J M G O L D S O N



- Town Hall
- Fire station
- Police station
- School
- Library
- Parcels
- Buildings
- Water bodies
- Open space
- Existing trails

- 1 Depot St. (1 acre)
- 2 Sisson Rd. (Harwich Junior Theatre)
- 3 Oak St. (2.9 acres)
- 4 Orleans Rd./Depot Rd. (The Depot Rd. site - J1, J2, and J3 (restricted/vernal pools))
- 5 Pleasant Lake Ave./Queen Anne Rd. (Former Marceline property - 11.89 acres)

0 0.25 0.5 Miles

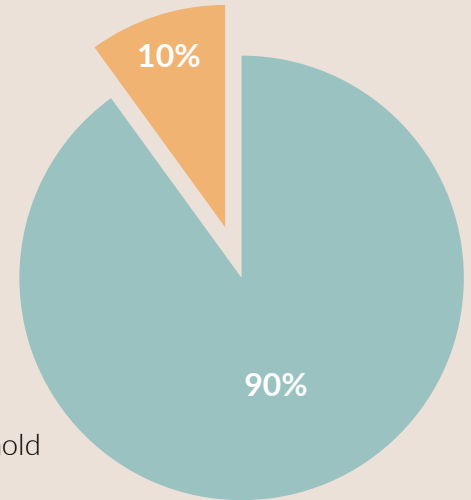
Sources: MassGIS, MassDEP, MAPC Trailmap

AFFORDABLE HOUSING IN MASSACHUSETTS

Affordable housing in Massachusetts is housing that is restricted to individuals and families with qualifying incomes and asset levels and provides some manner of assistance to bring down the cost of owning or renting the unit, usually in the form of a public subsidy or from zoning relief. Affordable housing can be public or private.

WHAT IS CHAPTER 40B?

Massachusetts General Laws Chapter 40B Sections 20-23, known more generally as “40B” or the Comprehensive Permit Law, is a state statute that promotes the development of affordable homes by allowing developers to apply for Comprehensive Permits for development with at least 20-25 percent affordable units. Developers can request waivers from local regulations through these permits, which provide a streamlined permitting process. Chapter 40B sets a goal for all municipalities to have at least 10 percent of their total year-round housing stock listed on the state’s Subsidized Housing Inventory (SHI) as affordable. Municipalities not meeting that threshold have less flexibility in denying Comprehensive Permits.



Subsidized Housing Inventory (SHI)

The SHI is a regularly monitored list of affordable homes that count towards the 10% threshold set forth in Chapter 40B. Eligible units are:

- Subsidized by state or federal programs or are created through local action.
- Affordable to households with low/moderate incomes.
- Affirmatively and fairly marketed.
- Subject to an affordability restriction.

Chapter 40B was enacted in 1969 to help expand the number of communities and neighborhoods where households with low and moderate incomes (LMI) could afford a safe and affordable home.¹ Chapter 40B enables the state to maintain a Subsidized Housing Inventory (SHI), which tracks all affordable housing units that are reserved for LMI households, under long-term legally binding agreements, and are subject to affirmative marketing requirements.²

What qualifies as a low- and moderate-income (LMI) household?

The Department of Housing and Urban Development (HUD) releases income limits every year to indicate the thresholds for Low-and-Moderate-Income Households (<80 percent AMI). Income thresholds are calibrated by household size. The household size can be people who are related or unrelated living together in one unit. Harwich is part of Barnstable Area income limits, which in 2023 were:



¹ Citizens Housing and Planning Association, *Chapter 40B The State's Affordable Housing Law*, January 2014.

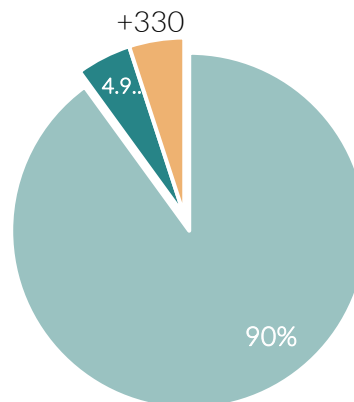
² The SHI is now administered by the Executive Office of Housing and Livable Communities, established in 2023.

LOCAL HOUSING NEEDS AND OBJECTIVES

AFFORDABLE HOUSING IN HARWICH

As of June 2023, 4.98 percent of Harwich's housing stock is affordable (328 units). This is just under half of the 10 percent statutory target.

Based on the current data available, using the June 2023 update to the SHI, Harwich would need to create 330 affordable units to reach the state's ten percent goal.³ Many organizations have worked to promote housing production in Harwich, including the Harwich Ecumenical Council for Housing, MidCape Church Housing, and Habitat for Humanity among others.



UNDERSTANDING HOUSING NEEDS IN HARWICH

Harwich's current Housing Production Plan (HPP) was adopted in 2016 using 2010 Census and 2014 American Community Survey data to determine housing needs and set goals related to housing production in the community. Harwich's demographics and housing characteristics have changed since 2014, indicating new trends. This Affordable Housing Trust report includes a summary of updated key indicators of housing needs based on the most recent data available as of November 2022.⁴

DEMOGRAPHICS & HOUSING STATISTICS

According to the decennial census, which presents a 100 percent count of the population, the year-round population of Harwich has increased over the last decade (2010-2020):



According to the most recent American Community Survey estimates, at the time of this writing in November 2022, the following population changes have been noted since the 2014 estimate (which were the basis of Harwich's most recent Housing Production Plan):

- Harwich's year-round population has continued to age between 2014 and 2021:
 - The median age increased from 50.9 to 58.4 years.
 - The proportion of residents aged 65 and older increased 26 percent.

³ Source: Executive Office of Housing and Livable Communities Chapter 40B Subsidized Housing Inventory (SHI) as of June 29, 2023. Accessed 8/2/2023.

⁴ Updated data includes metrics from the 2020 Census, 2014 and 2021 American Community 5-Year Surveys, 2021 Massachusetts Association of Realtors Local Market Data, and the 2015-2019 HUD CHAS data.
Harwich Affordable Housing Trust Strategic Plan FY24-FY28, Final 11/20/23

- Harwich's population predominantly identified as White alone in 2021, with a slowly growing Black, Indigenous, People of Color (BIPOC) population as compared to 2014. The BIPOC population grew 73 percent from 7 to 11 percent of the total year-round Harwich population.
 - Note that the Cape Verdean community has deep roots in Harwich and remains an integral part of the community.
- While most households in Harwich are families, the overall proportion of family households declined as non-family households increased between 2014 and 2021.
 - The proportion of family households decreased four percent (62 percent in 2014, 60 percent in 2021).
 - The proportion of nonfamily households increased seven percent (38 percent in 2014, 40 percent in 2021).
- The average household size in Harwich was also in flux in this period, with a slightly higher average household size and fewer Harwich residents living alone in 2021.
 - Average household size grew from 2.24 people per household (pph) to 2.29 pph (two percent).
 - The proportion of householders living alone shrunk 37 percent (32 percent in 2014, 20 percent in 2021).
- Although Harwich's 2021 median household income increased compared to 2014, it is lower than the County's median income.
 - Harwich median household income rose 18 percent (\$67,332⁵ in 2014, \$79,641 in 2021). Barnstable County's median household income was \$61,597 in 2014 and \$83,537 in 2021.

HARWICH MEDIAN INCOME BY HOUSEHOLD TYPE, 2014-2021

Household Type	Median Income (2014)	Median Income (2021)	Change
Individual/Per Capita	\$38,555	\$46,676	21%
Family	\$79,538	\$101,612	28%
Non-Family	\$41,048	\$48,451	18%
Renter	\$43,679	\$51,786	19%
Homeowners	\$73,043	\$84,478	16%
Householder age less than 25	\$8,906	No data	
Householder age 25-44	\$76,743	\$78,400	2%
Householder 45-64	\$74,919	\$108,348	45%
Householder 65 and older	\$48,012	\$68,418	43%

Sources: 2014 & 2021 American Community Survey 5-Year Estimates (B19301, B25119, and S1903)

⁵ Adjusted for inflation.

HARWICH POPULATION BELOW POVERTY LINE, 1979-2021

Type of Resident/ Household	1979		1989		1999		2010		2014		2021		Change (2010- 2021)
	#	%	#	%	#	%	#	%	#	%	#	%	%
Individuals Below Poverty Line	573	6.4	586	5.6	668	7.8	967	7.9	891	7.3	688	5.2	-28.8
Families	130	4.9	148	4.8	103	2.9	226	6.6	123	3.7	99	2.9	-21.6
Related Children Under 18 years	182	9.1	89	4.6	185	8.4	229	11.6	126	6.8	114	7.3	7.4
Individuals 65+	121	4.8	185	6.3	141	4.1	249	7.0	203	6.0	261	5.7	-5.0

Sources: 1980, 1990, 2000, & 2010 U.S. Census Data, 2014 & 2021 American Community Survey Estimates (S1701 & S1702).

Percentages calculated based on population for whom poverty status was determined.

- The proportion of owner-occupied units increased between 2014 and 2021 by four percent (82 percent in 2014 and 56 percent in 2021).
- The predominance of single-family homes that was observed in 2014 increased.
 - The proportion of single-family housing units grew ten percent (81 percent in 2014, 89 percent in 2021).

SUMMARY OF HARWICH HOUSING TYPES, 1990-2021

Type of Structure	1990		2000		2010		2014		2021		Change
	#	%	#	%	#	%	#	%	#	%	%
1 Unit, Detached	7,180	86.2	8,337	88.2	8,577	87.1	8,501	84.6	9,340	93.0	9.9
1 Unit, Attached	184	2.2	303	3.2	151	1.5	190	1.9	369	3.7	94.2
2 to 4 units	350	4.2	292	3.1	311	3.2	426	4.2	289	2.9	-32.2
5 to 9 units	291	3.5	229	2.4	306	3.1	235	2.3	331	3.3	40.9
10+ units	212	2.5	282	3.0	473	4.8	661	6.6	187	1.9	-71.7
Mobile Homes	108	1.3	7	0.1	31	0.3	32	0.3	11	0.1	-65.6
Total	8,325		9,450		9,849		10,045		10,516		

Sources: 1990 & 2000 and 2010, 2014, & 2021 American Community Survey Estimates (2502).

- Home sale prices and rental costs continue to increase, though the former at an accelerated rate.
 - The median sales price for single-family properties was \$317,500 (2014).
 - The median rent was \$1,161 (2014).
 - In 2021, the median sales price for single-family properties was \$606,500⁶; the median rent was \$1,282. Note, as reported by the Massachusetts Association of Realtors, the median sales price for a single-family house in Harwich was \$667,000 in July 2023.

⁶ Massachusetts Association of Realtors Local Market Data, YTD December 2021.
Harwich Affordable Housing Trust Strategic Plan FY24-FY28, Final 11/20/23

- The estimated proportion of cost-burdened households, spending more than 30 percent of gross annual income towards housing costs, in Harwich declined between the 2014 and 2019 estimates.⁷
 - In 2014, approximately 38 percent of households in Harwich were cost-burdened (43 percent of renters, 36 percent of homeowners).
 - In 2019, approximately 34 percent of households in Harwich were cost-burdened (28 percent of renters and 35 percent of homeowners).

PRIORITY HOUSING NEEDS

Harwich's priority housing needs remain comparable to the findings of the 2016 HPP and are summarized here. Note that a comprehensive housing needs study would be required to determine more specific needs.

- Increase affordable rental options.
- Create a wider range of affordable housing options, including homeownership/starter home opportunities.
- Increase housing options for people with disabilities, including handicap-accessible or adaptable, compliant for aging-in-place, and integrated supportive services.
- Reintroduce programs to support necessary home improvements to correct code violations or other hazardous issues for LMI households.

Findings related to housing needs in other local planning documents are summarized below.

2011 Comprehensive Plan: Key Findings

Harwich's 2011 Comprehensive Plan (Comp Plan) includes discussion about housing needs and development. The Comp Plan references affordable housing goals from the 2010 HPP but also looks more broadly at housing needs. A summary of the priorities and goals included in the Comp Plan are outlined below.

Priorities

- Encourage re-use of existing housing stock rather than development on vacant land.
- Encourage development of village housing rather than in outlying areas.
- Prioritize rental assistance over subsidized homeownership.

Goals, Objectives, and Actions

- Enable suitable housing opportunities for the Harwich population with emphasis on affordable and other low-cost housing.
- Establish priorities for implementation of the 2010 Housing Production Plan for the Town of Harwich.
 - Establish an annual procedure for reviewing existing priorities and recommending new ones.
- Pursue implementation efforts for affordable housing projects consistent with town priorities.
 - Identify projects, funding sources, and potential environmental and permitting issues.
 - Encourage public and private provisions of workforce housing (80%-120% AMI) and other low-cost housing regardless of eligibility for the SHI.
- Pursue zoning and other development controls that support desirable housing development patterns.

⁷ 2019 were the most recent estimates per HUD CHAS database available at the time of this writing in November 2022. Harwich Affordable Housing Trust Strategic Plan FY24-FY28, Final 11/20/23

2017 Open Space and Recreation Plan: Key Findings

While Harwich's Open Space & Recreation Plan (OSRP) focuses on the protection and preservation of natural resources, open space, and recreation opportunities, it is important to consider these priorities in conjunction with any discussion about housing and development. As oftentimes competing interests, open space preservation and environmental considerations directly impact opportunities for housing development in Harwich.

The 2017 OSRP incorporates the following vision statement from the 2000 OSRP:

We see the residents of Harwich coming together to support those actions that will enhance the small-town atmosphere prized by current residents and visitors alike. The outcome will be a pleasant environment for living, working, recreation and shopping with enhancement of existing village centers and commercial areas. We will take those actions necessary to provide for the appropriate use of land and a variety of housing types, residential densities, and neighborhoods to maintain social diversity. All actions will be consistent with the carrying capacity of Harwich's natural environment, the Cape Cod Commission's Regional Policy Plan, and the ability to support the required infrastructure.

Relevant Goals

- Maintain an inventory of existing town-owned properties and identify appropriate uses.
- Identify future open space acquisitions.
- Protection of natural resources and community character through growth management strategies.
- Preserve and enhance groundwater and surface water, coastal and adjacent shoreline areas, inland and coastal wetlands, and wildlife and plant habitats.

2019 Housing Trust Forum

In April 2019, the HAHT held a forum to share information on key trends, best practices, and upcoming objectives related to the Trust's responsibilities. In their presentation, the Trust discussed the five town-owned sites proposed for housing development under the Trust's jurisdiction (four were approved), and identified the following next steps:

- Prioritize properties based on potential impacts on HPP goals
- Conduct feasibility studies
- Community input and feedback
- Seek a developer (RFP)

Through this forum, the Trust prioritized next steps for two sites: 0 Oak Street and 265 Sisson Road and subsequently received a Technical Assistance grant from Mass Housing Partnership (MHP) to assist with predevelopment for sites with potential for multifamily development. The Trust keeps an ongoing inventory tracker of all proposed sites.

Also in the spring of 2019, the HAHT began discussing the need to create an action plan to guide the Trust's activities in the short-term future, resulting in the development of this document.

WHAT WE HEARD FROM THE COMMUNITY

As part of the strategic planning process, JM Goldson and the Town of Harwich Affordable Housing Trust hosted an in-person public forum on June 27, 2023. The public forum allowed the public to participate in person at the Harwich Community Center. The forum featured a presentation by the consultant which included information about Harwich's housing needs, the function and possible actions of an Affordable Housing Trust Fund, and a presentation of the draft mission and goals for the Trust, which JM Goldson prepared. The forum also included boards with which attendees could interact to share their thoughts and roundtable discussions wherein attendees could discuss the topics at length.

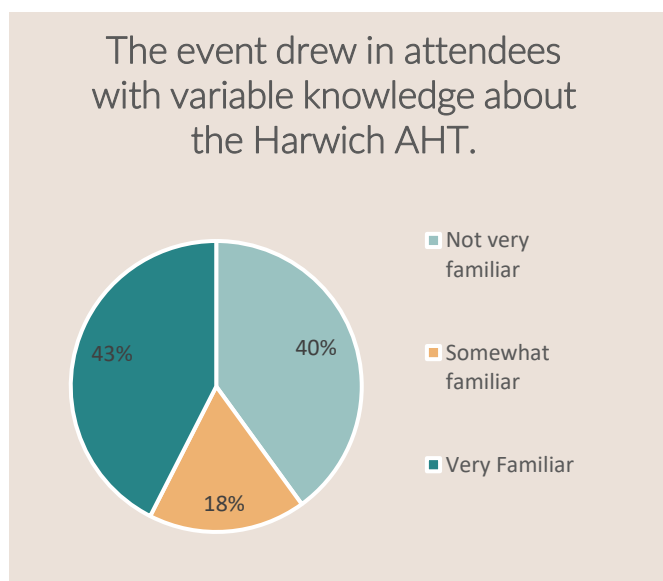
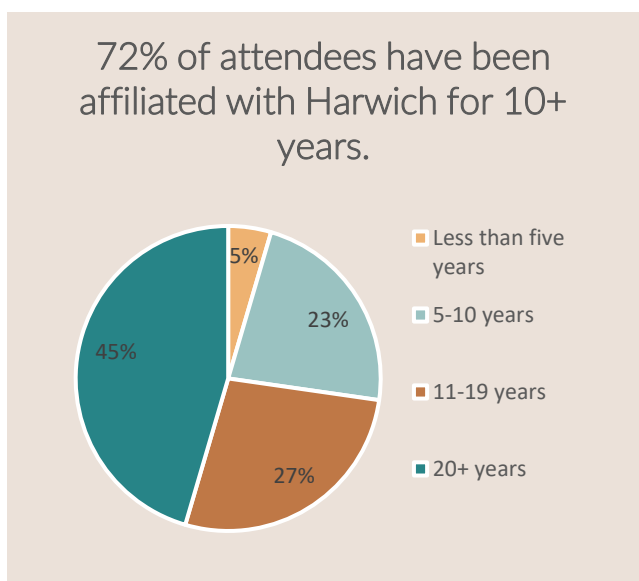
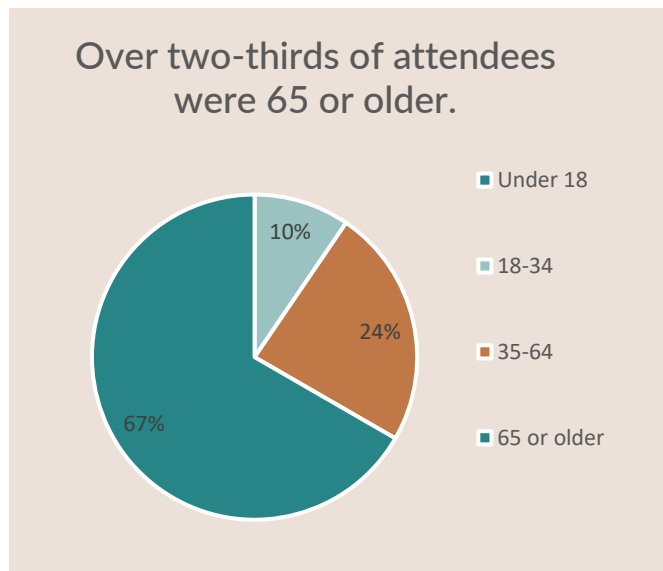
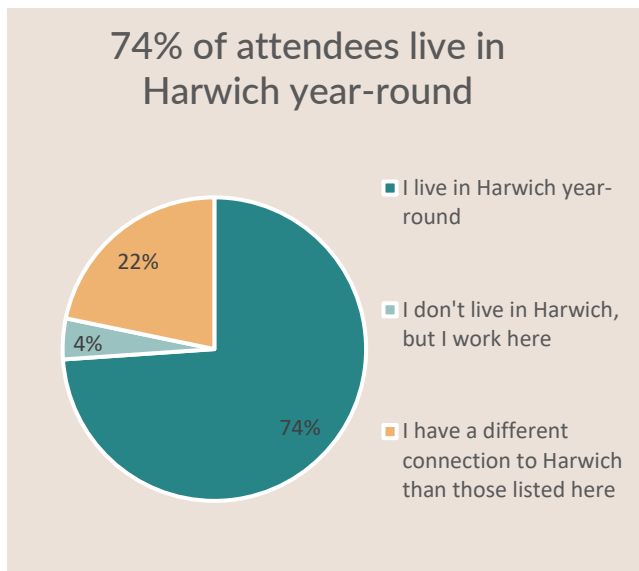
Key Findings

- In total, 27 people participated in the public forum. Approximately 74% of attendees were year-round Harwich residents, 67% reported being age 65 or older, 86% identified as homeowners, and 73% reported being connected to Harwich for more than 10 years.
- When reviewing the draft mission, participants in several small groups expressed a desire that the Trust should support projects with affordability up to 80% AMI, projects with homeownership opportunities and that all deed restrictions related to Trust funding should be in perpetuity to ensure retention of affordable housing stock.
- Participants also saw an advocacy role for the Trust, wherein the Trust could support zoning changes to advance greater density and sustainability in local housing development.
- When reviewing the draft goals, participants showed a keen interest in striving for the 10% SHI goal.
- There was notable enthusiasm for the Trust to assume the role of a land steward, supervising development on Trust-owned properties, dealing with parcels that cannot be developed, and acquiring other suitable parcels.
- Attendees emphasized their desire to ensure that Harwich does not experience a net loss of affordable housing units.
- When discussing their vision for the redevelopment of the former Marceline property (located at the intersection of Pleasant Lake Avenue and Queen Anne Road), several small groups emphasized that it should be a dense development (upwards of 65 units), with taller heights to preserve green space, it should be built to net-zero, Passive House, or other sustainable development standards, and that while a mixture of unit sizes is desired, the inclusion of three bedrooms ("family units") is critically important.
 - Only one comment was placed on this board. It expressed a desire for dense, rental housing that was 100% affordable in perpetuity. One small group echoed the desire for rental housing at the site, and another wanted to see deed restrictions preserving affordability.
- Other discussion topics included the need for broader community involvement, level of affordability (need for deep affordability, 30-60% AMI), coordination with the Harwich Housing Committee, and the desire for thoughtful design in housing development (aesthetics, infrastructure, and connection to broader community services like public transportation).

Common themes that arose across the small group roundtables included: an incremental approach to meeting SHI goals, no net loss of affordable units in Harwich, concern for green space and local resources, and a role for the Trust in advocating for zoning changes to support housing development in Harwich.

PARTICIPANTS

A total of 27 people participated in this event, though not every participant answered every question at the entrance board.



PRESENTATION SUMMARY

JM Goldson, in collaboration with the Town of Harwich drafted a mission and set of goals to guide the actions of the Harwich Affordable Housing Trust Fund. The public forum was intended to gather community insight on the mission and goals and as well as solicit direction for the potential redevelopment of the former Marceline property, owned by the HAHT and located at the intersection of Pleasant Lake Avenue and Queen Anne Road.

The presentation also included information about Harwich's housing needs, definitions of "Affordable" and "Workforce" housing, and the function and possible actions of an Affordable Housing Trust Fund, given it was anticipated that the public may not be familiar with these concepts and terms as they are used within the planning industry.

Community feedback was gathered via a collaborative approach, wherein the mission and goals were presented, and attendees could offer feedback via physical "sticky-notes," on the presentation boards.

Attendees were also given the opportunity to stay and participate in small group roundtable conversations facilitated by members of the Trust, wherein each small group discussed the draft mission, draft goals, and their vision for housing development at the former Marceline property.

As a result of the feedback gathered from the engagements described above, the consultant team modified the mission and goals and presented those revisions to the Trust members for further comment. Feedback was collected at a working session held with the Trust on July 10, 2023, where Trust members also brainstormed actions they would like the Trust to take to reach their stated goals.

TRUST PRIORITIES & PLAN

MISSION

As a result of the feedback received at the above-described engagements, JM Goldson has revised the Mission as follows:

The mission of the Harwich Affordable Housing Trust is to serve the Harwich community by:

- Prudently leveraging Trust funds to support affordable housing development, including year-round rental and homeownership units, to help the Town incrementally reach the state's 10 percent goal and preserve affordable units in perpetuity.
- Ensuring housing development is guided by principles of sustainable development and consideration of green space and natural assets and striving to fund projects with net zero carbon emissions.
- Promoting community understanding about the housing needs of Harwich and advocating for needed zoning changes to support the creation of affordable housing.
- Serving as a land steward in service of affordable housing development, including facilitating development on Trust-owned properties and the strategic acquisition of other developable parcels.
- Securing various consistent and predictable trust revenue sources to ensure reliable support for affordable housing development.
- Advocate for Town, County, and Commonwealth policies to support housing affordability.

GOALS OF THE TRUST

As part of the strategic planning process, the Trustees developed a set of goals to guide the deliberations of the Trustees over the coming five years (FY24-28). Consistent with the requirements of the Trust bylaw, the Trustees will prioritize the allocation of the Trust funds and the Trustees' efforts for the following purposes.

FUNDING GOALS

Funding goals describe the Trust's priorities for allocating Trust funding over the five-year strategic planning period.

1. Advocate for, prioritize, and leverage Trust funds to annually create at least 33 SHI-eligible units to help the town incrementally reach its housing production goals per Chapter 40B, particularly year-round development with at least 25 percent of units affordable to households with low/moderate income (at or below 80 percent of the Area of Median Income) to help the town incrementally reach its housing production goals per chapter 40B.
2. Prioritize Trust funds and other public or private funds to create or preserve affordable units in perpetuity, ensuring no net loss of affordable units within the next five years.
3. Foster year-round affordable housing development on priority Trust-owned sites.

OPERATIONAL GOALS

Operational goals describe how the Trust will approach its work to be most effective and serve the Town in the best way possible.

4. Work to ensure a consistent and robust funding stream to support the Trust's initiatives, including an equitable annual allocation of Harwich's Community Preservation Act funds.
5. Work with the Harwich Housing Committee to regularly provide information to community members about affordable housing needs and opportunities and to complete an updated Housing Production Plan with a substantial public engagement component by the end of FY2024.
6. Advocate for planning, zoning changes, and tax policies to increase production and preservation of affordable housing and promote creativity in addressing Harwich's housing needs.
7. Commit to strong communication and collaboration between the Trust, the Harwich community (including Town officials and other local boards and commissions), Barnstable County and state partners, and local conservation organizations.

FIVE-YEAR PRIORITY ACTIONS

The priority actions for the Trust are intended to actualize the Trust's goals, as stated in the previous section. Directly below lists the priority actions and indicates short-term, medium-term, long-term, and ongoing initiatives the Trust plans to focus its funding, time, and energy on over the five-year strategic planning period.

SHORT TERM – YEAR 1 (FY24)

1. Collaborate with the Community Preservation Committee to advocate for local policy to ensure that CPA funds are allocated equitably to the Trust annually to support the implementation of this strategic plan and create a regular and predictable funding source.
2. Issue a Request for Proposals (RFP) for the Marceline property affordable housing development, select a preferred developer through a public interview process, and negotiate a development agreement.
3. Work with the Planning Department to create a local one-stop application for housing development funding requests, create an updated Trust website to include all application materials and guidance on process and funding rounds, and establish procedures for evaluating requests. Implement first funding round using the new application materials.
4. Participate in update to the Housing Production Plan by attending focus groups, interviews, and/or public forums to provide insight as to housing needs and opportunities.
5. Collaborate with staff to review the Subsidized Housing Inventory to identify expiring uses and plan for the preservation of affordability.
6. Establish criteria for the acquisition of land as well as the dispensation of parcels that are not suitable for development, including various planning considerations such as environmental constraints, zoning requirements, proximity to commercial areas, schools, parks, and other amenities, and availability of public infrastructure. Land acquisition is possible through private donation, transfer of Town-owned property, or through purchase.
7. Conduct an inventory of trust-owned sites and, by applying criteria outlined in action #6, create a ranking by readiness for development.

MEDIUM TERM – YEARS 2-3 (FY25-26)

8. Advocate: Vail-type program
9. Advocate for zoning amendments and implementation of the HPP to promote affordable housing production and the preservation of housing options, alongside the preservation of open space.
10. Continue to support the development of the Marceline property, including executing a land transfer, supporting and advocating for permit approvals, and other subsidies, as needed.
11. Consider utilizing trust funding to support private development of affordable housing, through the application process developed in Year 1.

12. Begin process to develop a second site either existing Trust-owned land or through town transfer of town-owned property or acquisition of private property.
13. Establish an annual local Housing Roundtable meeting, with the Trust as convener of other local and regional housing and land use entities to coordinate priorities and raise public awareness of local housing initiatives. Include representatives from the business and conservation community to coordinate initiatives and align goals.
14. Work with regional partners to initiate an annual gathering of affordable housing organizations across the County to share best practices, lessons learned, and new opportunities.

LONG TERM – YEAR 4-5 (FY27-28)

15. Review and adjust the Trust's goals and priorities as needed as Trust approaches the 33-unit production target.
16. Seek opportunities to acquire additional developable land to pursue partnerships with mission-based developers to create affordable housing (through a state-compliant land disposition process), including an annual review of the Town's tax title inventory to identify vacant buildable properties for tax foreclosure.

ONGOING.

17. Ensure deed restrictions are renewed or extended upon expiration by dedicating funding to provide additional subsidies or purchase units.
18. Work with staff to ensure the Trust website is informative and engaging regarding housing needs and opportunities in Harwich and coordinate efforts with Harwich Housing Committee as needed.

Criteria for Evaluation of Funding Requests

The Trust will evaluate development project loan requests on a rolling basis but may periodically issue RFPs for projects. In addition to specific criteria that may be established in these RFPs, the Trust will generally evaluate projects based on the following criteria:

- Maximizes the percentage of units affordable to households at or below 80 percent AMI.
- Ensures variety in the unit mix, especially projects providing family/3-bedroom units.
- Prioritizes responsiveness to Harwich's specific housing needs.
- Ensures long-term affordability restrictions, with a preference for restrictions in perpetuity.
- Demonstrates thoughtful consideration of the site and appropriateness in scale and design.
- Ensures adequate capacity of the development entity, quality property management approach, and provision of support services, as needed.
- Demonstrates willingness to work with the community, neighborhood, and Town officials to refine the conceptual design.
- Prioritizes funds for non-profit or mission-based developers.
- Maximizes leveraging of other public and private funds.

YEAR-1 ACTION PLAN

The matrix below lays out actions for the Trust to focus on each month from November 2023 (after adopting this Strategic Plan) through November 2024. The actions included consist of the Short-Term Actions described in the Strategic Plan.

Actions	FY2024								FY2025				
	Nov	Dec	Jan '24	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
1. Collaborate with CPC	Submit Trust application by Oct 2 nd . Meet with CPC and discuss Trust Action Plan and budget request.					Secure CPA funds at Spring Town Meeting.			CPA funding allocation available. Complete report of expenditures to the CPC (the CPC must complete the state's CP Projects Report (CP-3) annually by September 15th.)			Submit FY2025 funding application by early October and attend CPC meetings as needed to present request.	
2. Issue a Request for Proposals (RFP) for the Marceline property and select a preferred developer.	Finalize and Issue RFP		Review Proposals and Select Preferred Developer			Finalize and Execute Developer Agreement			Support planning and permitting efforts for selected developer.				
3. Create one-stop application for housing development funding requests	Review any existing local funding applications; collaborate with staff to create unified application.		Trust to outline evaluation process; work with staff on iterative drafts of application.		Finalize application materials, guidance, and evaluation procedure.	Update all materials on website and publicize.	Publicize funding availability,		Open application.	Review and score applications (set date or rolling).			Award funds.
4. Participate in update to the Housing Production Plan	Participate in focus groups, interviews, community forums, community surveys, or other engagement efforts related to the HPP and review and comment on draft deliverables to inform housing priorities and policy recommendations.												
5. Collaborate with staff to review SHI-t o identify any expiring uses	Staff to review SHI; review Affordable Housing Restrictions, as necessary; identify any uses expiring in near-term.		Staff to update Trust on upcoming expiring uses, if any.	Strategize with staff on outreach and possible strategies for preservation or extension of expiring restrictions.			Ongoing collaboration with staff; potential outreach,			Review action taken to date; review units preserved or lost; work with Staff to establish timeline for periodic review.			
6. Establish criteria for the acquisition of land as well as the dispensation of land by Trust	Staff to research criteria of other communities, as available.				Staff to report to Trust on criteria of other communities, present sample criteria.		Trust to revise criteria to ensure it is sensitive to Harwich's needs and local context, solicit public participation as is feasible.			Finalize and publicize Trust criteria.			

Actions	FY2024	FY2025	Actions	FY2024	FY2025	Actions	FY2024	FY2025	Actions	FY2024	FY2025	Actions	FY2024
	Nov	Dec		Nov	Dec		Nov	Dec		Nov	Dec		Nov
7. Conduct inventory of trust-owned sites and, by applying criteria outlined in action #5, create a ranking by readiness for development	Staff to complete profiles for all Trust-owned sites, noting size, natural features, availability of municipal services, and other elements,						Trust to review profiles, apply criteria established in Action 5, solicit public participation as is feasible,			Trust to create ranking of Trust-owned sites by year-end, with goal of crafting a Request for Proposal for development for selected site in Year 2; establish timeline for inventory update.			
Report annually to Select Board						Prepare and present annual report to Select Board prior to Spring Town Meeting.							

FIVE-YEAR BUDGET

The budget, on the following page, is intended for planning purposes only as it is based on rough estimates of projected expenses associated with priority initiatives and professional support and potential sources needed to support these expenses. The budget will require annual amendment to reflect actual costs of initiatives and revenues.

Note: Community Preservation Act (CPA) funds are included as a source of funding for the trust, however it is important to remember that CPA appropriations must be recommended by the Community Preservation Committee and approved by Town Meeting.

	FY24	FY25	FY26	FY27	FY28	5-Year Total	Notes
Sources							
Funds carry forward from prior year	\$416,901	\$192,588	\$101,440	\$154,064	\$107,679	\$416,901	Note: This draft budget bases the starting balance as noted on the 3/31/2022 balance sheet, which is the most recent provided to the consultant.
CPA Appropriation	762,405	781,465	801,002	821,027	841,552	4,007,451	This represents about 40% of total estimated annual CPA funds (based on FY2022 local collections and 19.56% state Trust Fund Distribution - the lowest Harwich has received to date). This estimate does accounts for 2.5% local revenue increase per year.
Cell Tower Payments	\$88,813	\$88,813	\$88,813	\$88,813	\$88,813	\$444,065	Require Select Board Approval. Amount based on 3/31/22 AHT balance sheet showing FY2022 Cell Tower Revenue (note: FY2019 revenue was \$74,913 and FY2021 revenue was \$218,294).
Sale of Buy-Down Unit (FY26 and FY28) and sale of Trust-owned property (FY25)	\$0	\$500,000	\$243,000	\$0	\$243,000	\$986,000	Sale assumes price using DHCD calculator with FY2023 HUD income for 3-person HH at 80% AMI; Harwich 2023 Property Tax Rate of 6.64; interest rate for 30-year fixed mortgage at 7.18% +0.25 per DHCD guidelines (7.43%), and no condo fees.
Interest (x%)	\$969	\$969	\$969	\$969	\$969	\$4,844	Based on average FY2019-FY2022.
Total (Revenue)	\$1,269,088	\$1,563,835	\$1,235,223	\$1,064,873	\$1,282,013	\$5,859,261	
Uses							
Admin & Legal Fees	(\$76,500)	(\$78,795)	(\$81,159)	(\$83,594)	(\$86,101)	(\$406,149)	Based on FY22 Part-time Housing Coordinator expense of \$50,000, with 3% COL increase assumed. Added \$25,000 in legal fees each year to assist with acquisitions, developer agreements, etc.

Development initiatives including Trust property and developer requests (Strategies 2, 3, 10, 11, & 12)	(\$1,000,000)	(\$850,000)	(\$900,000)	(\$340,000)	(\$1,000,000)	(\$4,090,000)	With this budget, to create 163 eligible SHI units over 5 years (33 units per year per Trust Goal #1) minus 2 buy-down units, the Trust would average \$25,092 per unit.
Buy-down existing market rate units to convert to affordable ownership units. (Strategy 8)	0	\$ (533,600)	\$ (100,000)	\$ (533,600)	\$ (75,000)	(\$1,242,200)	Purchase price based on 80% of median sales price July 2023 for a single-family house in Harwich. Funding scenario assumes house purchase in 2nd year of budget and rehab expenditures in 3rd year, then repeats the cycle for purchase of a second unit. Revenue shows estimated proceeds from sale of house.
Total (Expenses)	(\$1,076,500)	(\$1,462,395)	(\$1,081,159)	(\$957,194)	(\$1,161,101)	(\$5,738,349)	
<i>Revenue-Expenses</i>	\$192,588	\$101,440	\$154,064	\$107,679	\$120,912	\$120,912	

APPENDIX

AHT Balance Sheet September 2023

CPA Funding:

ATM 18 Article #58	\$500,000
ATM 19 Article #42	\$340,000
ATM 20 Article #33	\$250,000
ATM 22 Article #33	\$500,000
ATM 23 Article #25	\$500,000
Total CPA Funding	\$2,090,000

FY 19 Cell Tower	\$74,913
FY 21 Cell Tower	\$218,294
Total Cell Tower Funding	\$293,207

Investment Revenue	
Fiscal Year 19	\$260
Fiscal Year 20	\$2,283
Fiscal Year 21	\$1,173
Fiscal Year 22	\$212
Fiscal Year 23	\$ 332 as of 11/30/2022
Total investment Revenue	\$4,260

Total Revenue	\$2,387,467
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Expenses:

Land Purchase	\$800,000
Community Development Partnership*	\$60,000
Legal/Closing Costs	\$40,138
Survey & Testing	\$43,843
JM Goldson, Inc.	\$35,870
Total Expenses	\$979,851

Affordable Housing Trust Balance	\$1,407,616
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Other Potential Funding Sources

FY 22 & FY 23 Cell Tower Revenue	\$262,884
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Combined Balances	\$1,670,500
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*\$32,500 paid to Community Development Partnership Housing Initiative directly
From CPA funds for a total of \$92,500 paid.