

Affordable Housing Trust
Thursday, July 18, 2019 – 2:00 PM
Donn B. Griffin Room, Harwich Town Hall 732 Main Street, Harwich

AGENDA

**As required by Open Meeting Law, you are hereby informed that the Town will video and audio taping as well as live broadcasting this public meeting. In addition, anyone who plans to video or audio tape this meeting must notify the Chairman, prior to the meeting.*

I. Call to Order

II. Public Meeting

- a. Approval of Minutes: May 16, 2019 & June 20, 2019
- b. Public Comment & Announcements
- c. Presentation and discussion with Chris Wise, CEO of Wise Living about potential development in East Harwich
- d. Presentation on examples of small housing development projects by Chris Clark
- e. Discussion on renewal of Year 2 Housing Coordinator Contract with Community Development Partnership by Chris Clark
- f. Housing Coordinator Report – presented by Andrea Aldana & Pelinda Deegan
 - i. Affordable Housing Trust Funds Report
 1. Community Preservation Act funds
 2. Cell tower funds
 3. Balance report at July meeting
 - ii. Subsidized Housing Inventory Monitoring Update by Pelinda Deegan
 - iii. Proposed Action Plan Scope of Work
 - iv. Discussion and updates of Harwich Housing Facebook page
 - v. June Monthly Report

III. Other Business

- a. Update on Affordable Housing Trust land inventory presented by Pelinda Deegan
 - i. Update of Deacon's Folly and Michael Lach presentation by Charleen Greenhalgh
- b. Update on Real Estate Open Space Committee by Chris Clark

IV. Next Meeting Date

V. Adjournment

** Per the Attorney General's Office: The Board of Selectman may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business." If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Selectmen's Office at 508-430- 7513.*

Authorized Posting Officer:
Posted by Charleen Greenhalgh

Date:

Affordable Housing Trust
Thursday, May 16th, 2019 – 2:00 PM
Donn B. Griffin Room, Harwich Town Hall
732 Main Street, Harwich

MINUTES

MEMBERS PRESENT: Chair, Christopher Clark, Vice Chair, Don Howell, Brendan Lowney, Larry Brophy, Judith Underwood,

MEMBERS ABSENT:

OTHERS PRESENT: Director of Housing Advocacy for Community Development Partnership, Andrea Aldana, Housing Advocacy Program Manager Community Development Partnership, Pelinda Deegan, Town Administrator of Eastham, Paul Lagg

A. Call to Meeting Order by Chris Clark

Meeting was called to order at 2:05 PM by Mr. Clark.

B. Public Meeting presented by Chris Clark

1. Approval of Minutes

- a. **March 21, 2019** – Mr. Brophy makes a motion to approve the minutes for March 21, 2019. Ms. Underwood seconded the motion and the motion carried by a unanimous vote.
- b. **April 24, 2019**, Cape Housing Roundtable – Mr. Brophy makes a motion to approve the minutes for April 24, 2019. Mr. Lowney seconded the motion. The motion passed with 3 votes and 2 abstentions by Mr. Howell and Ms. Underwood. (3-0-2)
- c. **April 30, 2019**, Harwich Housing Forum – Mr. Brophy makes a motion to approve the minutes for April 30, 2019. Ms. Underwood seconded the motion. The motion is carried by 4 votes, Mr. Howell abstains.
- d. There was a discussion regarding the minutes on March 21, 2019. Mr. Howell expressed that the minutes did not adequately represent the discussion between the Trust and the Cranberry Valley Golf Course & Committee which included: Chair of Golf Committee, Clem Smith and Golf Director, Roman Greer. Ms. Underwood inquired about having a library of the Affordable Housing Trust meeting videos. Mr. Clark deferred to Caleb Ladue, the town's Information Specialist in which he

confirmed that the videos are posted on YouTube and Facebook. It is Ms. Underwood's belief that the videos are posted online for 7 years.

Mr. Clark inquired about any material Mr. Howell wanted to add to the minutes. Mr. Howell refused and added that his concern was that he requested the Cranberry Valley Golf Course & Committee to attend the March 21st meeting to ensure there was understanding that "the trust using their property should not be perceived as the committee losing something, for us to get something." He felt that this was not represented in the March 21st meeting minutes. Mr. Howell wants to make certain that the Trust supports the Cranberry Valley Golf Course & Committees' operation and that the opportunity existed to have a transparent discussion.

Mr. Brophy opened discussion and believes that 2200 golf courses around the country closed in 2018. Ms. Underwood reiterated that the golf committees' active efforts to recruit young people to play golf. Mr. Howell agreed with Mr. Brophy and added that he encouraged the golf committee to focus on their operation as there is a dwindling golf population that may not be conducive to the possibility of expanding the golf course. He also reiterated the golf committees' concern about the look of affordable housing in close proximity to the entrance of the golf course. Mr. Howell ensures that site reviews and design will be subject to all regulatory boards and any development on the golf course site will be appropriate and look great.

2. Public Comment & Announcements – No comments.
3. Discussion with Paul Lagg, Town of Eastham Administrator regarding experience with affordable housing development.
 - a. Mr. Clark stated that he visited with Mr. Lagg in Eastham to learn about the Nauset at Village Green development and any materials from Mr. Lagg will be provided to the board.
 - b. Mr. Lagg provided his presentation on Nauset at Village Green development.
 - c. As Mr. Lagg discussed the Memorandum Agreement, specifically about having a washer and dryer facility within the development, Mr. Howell opened discussion on who is responsible for replacements and maintenance and if they were coin operated. Mr. Lagg stated that management responsibilities fall under the developer. Mr. Lagg clarifies that the washer and dryer are inside the units.
 - d. Mr. Howell added that the Mr. Lagg's PowerPoint presentation is difficult to see and that moving forward any material discussed in the meetings should be added to the agenda packet in advance.

- e. Mr. Lagg continued to give his presentation. As he discussed the project timeline in regards to the Request for Proposal and Comprehensive Permits issued, Mr. Clark clarified if the timeframe between Comprehensive Permits that was initiated in December 2016 and Groundbreaking on December 2018 was held up by financing. Mr. Lagg could not speak directly as the developers are responsible for financial matters. Mr. Lagg added that funding is very competitive and that Low Income Tax credits are key elements to securing funding. He continued to say that there are several developments underway throughout the state and all the developers are vying for funding, stressing that the process is “touch and go, up to the final hour.”
- f. In regards to the design, Mr. Howell pointed out that there are research studies on having a single door entry versus common entry ways. He added that there is a higher safety component to a single door entry way as most crime occurs between the door and apartments. He stated that the Department of Housing and Urban Development is moving away from this paradigm.

Mr. Lagg indicated that Pennrose owns the development but contracts out for property management. There will be 24/7 manager access. Mr. Lowney stated that this is very similar to the Yarmouth Commons project they toured in April in which they have a leasing agent onsite but from his understanding Yarmouth Commons will have a third party contract for managing the property. Ms. Underwood questioned if the town has final say on who will be hired to manage the property. Mr. Lowney and Mr. Howell answered no. Ms. Underwood is concerned and believes this could be a challenge. Mr. Lowney continues to use Yarmouth Commons as an example in which he states, the town’s contribution is 30,000 per unit to get the 69 units. Mr. Brophy continued the discussion stating that it is not in the best interest of any town to manage properties. Ms. Underwood adds that there are ratings for management companies and this was a big concern for the residents when they were looking at the middle school for affordable housing. Mr. Lagg responded and stated that Pennrose offered a detailed operation plan on property management. Mr. Clark also added that the 99 year lease has the ability for construction to occur without prevailing wage because it is technically a private development. Mr. Brophy clarified that David’s Bacon is not involved and Mr. Clark agrees due to the 99 year lease.

Mr. Howell argued the importance of having the Zoning Board of Appeals (ZBA) involved as partners. Mr. Clark clarified the idea is to have a joint meeting with the ZBA. Ms. Aldana mentioned that an advanced training on Chapter 40B took place in February 2019 for ZBA members and

mentioned having a consultant, Judi Barrett doing a mini training on Chapter 40B. Mr. Lagg explained Eastham's collaborative relationship between the town and ZBA. The discussion oriented to who in the community fits into 100% or 80% AMI. Mr. Howell provided examples: Nauset Disposal truck driver, Nauset School teacher. Ms. Aldana explained the difference between "friendly and unfriendly 40B" and that it can become unfriendly if the ZBA is not aware of their jurisdiction. Mr. Clark requested for staff to follow-up and invite the ZBA when Judi Barrett attends the next trust meeting.

- g. Mr. Clark questioned Mr. Lagg about the management company and if there was money built in for damages. Mr. Lagg replied that it would fall under the developer's proforma and operating budget. Mr. Howell asked if there was a need to amend the comprehensive permit in regards to parking or land and who would do it? Mr. Lagg indicated that it would be Pennrose going to the ZBA to amend it and will require reauthorization. The group continued to explore right of refusal scenarios and if this was explored by the town of Eastham.
- h. Mr. Lagg discussed schematic design of the properties and talked about ADA compliance. Mr. Clark questioned if the buildings were 2 or 3 units and what is the threshold for sprinklers? Mr. Lagg indicated that some are 4 units. Mr. Howell discussed the building code being closer to stretch code (energy codes). Ms. Underwood inquired about natural landscaping. Mr. Lagg stated that there is buyer retention in the park area built into the project.
- i. Ms. Aldana questioned why the town only received two bids. Mr. Lagg replied that while the project was big for Eastham, it is considered small in comparison to other towns off Cape. The cost of businesses goes up the further you are in the Outer Cape.
- j. Mr. Clark inquired about the RFP process. Mr. Lagg indicated that they hired a housing consultant, Alice Boyd. He added that the major starting point was looking into the number of bedrooms with the septic design in consideration of the public opinion regarding density. Mr. Lowney inquired if it was \$300,000 from the presentation slide, what was the total cost to the town after feasibility studies and RFP process. Mr. Lagg stated that there was \$750,000 for CPA appropriations, \$400,000 from the town and \$300,000 from the housing trust, and \$100,000 each from Chatham and Orleans CPA. Mr. Howell mentioned the challenge of other towns providing financial support when they themselves are embarking on projects. The discussion continued on how Chatham and Harwich split costs on various projects.

4. Discussion regarding next steps after town meeting.

- a. Mr. Clark recapped town meeting results regarding housing initiatives: ADU bylaw, CPC funding for \$340,000 and Article 61. Mr. Howell commented that the debate on Article 61 was ineffective and the amendment has no affect since the Trust is not able to develop in the area being discussed. The amended language document is not available yet. Ms. Underwood ensures that if Chapter 40B is utilized, the language on water is included and that it would be zero nitrogen system as septic do not remove nitrogen. Mr. Clark agreed.
- b. Ms. Aldana stated that Laura Shufelt from Massachusetts Housing Partnership (MHP) is unable to attend the meeting as planned due to traffic issues in Boston. Ms. Aldana relayed information from Ms. Shufelt adding that Ms. Shufelt visited Article 61 parcels and her initial thought was the town should consider smaller parcels with minimal issues such as Oak Street, Sisson Road and potentially Willow Street to get started. Mr. Howell and Mr. Brophy agreed with the idea of Oak Street. Ms. Aldana added that the town should anticipate an award letter for technical assistance for feasibility study and to establish a relationship between the trust and MHP. Ms. Aldana recommended prioritizing the parcels is the first step and developing an action plan which she encourages should be on the agenda at the next meeting.
- c. The trust discussed the next meeting on June 20th with Laura Shufelt and the award letter from MHP to be added on the agenda to vote and establish priorities.
- d. Mr. Brophy encouraged the members to continue to explore other parcels he considers easy such as Earl Road. Discussion continued on the determination of designation of Earl Road. Mr. Howell explained that the Trust is not limited to building affordable housing and should look at building capital and potentially buying other properties. He stressed the notion of have having broad conversations about possibilities and scenarios with each property. He added there has been conversations about Willow Street having a fractured title and the frontage. Mr. Clark interjected and indicated that town meeting did approve boundary line agreements two years ago and that the Trust has the authority to clear up any issues related to the title.
- e. Mr. Howell explained the Real Estate & Open Space (REOS) committee's dual functional role: protecting land and exploring what land the town has and its uses.
- f. Ms. Underwood clarified if there is a master list of town-owned land. Mr. Clark indicated that there is a master map.
- g. Mr. Howell argued the functional relationships with REOS committee in which issues should be discussed with the Board of Selectmen prior to town meeting, specifically in regards to the 100 ft buffer which was not presented to the Trust but at the town meeting.

Mr. Bodin, Chair of the Affordable Housing Committee interjected and provided a suggestion and that a representative from REOS should have a

seat on the Affordable Housing Trust committee. Mr. Howell disagreed and stated that he would be against that idea. Mr. Howell continued to discuss the possibility of REOS having a meeting that was not posted.

- I. Housing Coordinator Report
 1. Affordable Housing Trust Funds Report
 - a. Pelinda Deegan, Housing Coordinator presented the balance the Affordable Housing Trust: Cell Tower (Affordable Housing) Fund is \$40,517, AHT fund is \$34,603.09, Community Preservation Act article establishing and funding the trust is \$470,000 which totals the available balance to **\$545,120.09** for April which has an investment revenue of \$43.09 from March at **\$545,077**.
 2. March and April Monthly Reports
 3. Develop a Harwich Affordable Housing Trust Action Plan
 - a. Andrea Aldana, Director of Housing Advocacy presented an outline of an action plan and recommending that the Trust discuss goals and priorities.
 - b. Established discussion topics for next meeting: private/public partnership, funding priorities, ADUs and rehabilitation.
 - c. Ms. Aldana stated the benefits of developing an action plan including a community engagement that will help improve relationships with other boards and committees clarify roles.
 4. Other Business
 - a. Summer Peer Group meetings and the Community Engagement Training.
 5. Next Meeting Date – June 20, 2019 at 2 PM
 6. Adjournment

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Authorized Posting Officer:

Posted by: _____

Date:

Affordable Housing Trust
Thursday, June 20th, 2019 – 2:00 PM
Donn B. Griffin Room, Harwich Town Hall
732 Main Street, Harwich
MINUTES

BOARD MEMBERS PRESENT: Chairman Chris Clark, Vice-Chairman Don Howell, Larry Brophy, Brendan Lowney

BOARD MEMBERS ABSENT: Judith Underwood

OTHERS PRESENT: Director of Housing Advocacy, Community Development Partnership, Andrea Aldana; Housing Advocacy Program Manager, Community Development Partnership, Pelinda Deegan; Director of Community Assistance, Massachusetts Housing Partnership, Laura Shufelt; Charleen Greenhalgh, Town Planner; Art Bodin, Chair of Affordable Housing Committee

CALL TO ORDER: 2:06 PM by Chairman Chris Clark with a quorum present.

Chairman Chris Clark announced the Recording & Taping Notification: As required by law, the Town may audio or video record the meeting. Any person intending to either audio or video record this open session is required to inform the acting chair.

MEETING MINUTES: Due to Judith Underwood being absent, May 16, 2019 minutes will be tabled for next meeting on a motion from Mr. Clark, seconded by Mr. Brophy.

PUBLIC COMMENT & ANNOUNCEMENTS:

- a. Art Bodin relayed a message from the Affordable Housing Committee. On their June meeting, the committee had a discussion on how to work with the Trust. The Committee is formally asking the Trust for input on ways that the Committee and the Trust can work together. They are looking for a role to support the Trust. Mr. Bodin stated the Committee's mission related to housing issues which is now part of the Trusts' charge. He questioned where the Committee fits in. Mr. Clark suggested that the boards schedule a joint meeting to discuss roles and working relationships. Mr. Howell stated that the Board of Selectmen also wants to review the relationship and he suggested to work with the Board of Selectmen and then come back to schedule a joint meeting. Mr. Brophy suggested to submit a request to get on the Board of Selectmen's agenda to see how they want to address this issue. Mr. Clark instructed the housing consultant to write a memo to the Board of Selectmen to review the Committee's charge.
- b. Mr. Clark provided an update and clarification on the final motion of Article 61, specifically language regarding Depot Road; parcel J3 (see Agenda Packet). Mr. Clark confirmed whether Laura Shufelt was aware of the amended language.
- c. Mr. Clark made a motion to accept the Massachusetts Housing Partnership (MHP) Technical Assistance Award in order to support the Affordable Housing Trust in predevelopment activities, seconded by Mr. Brophy, unanimous vote.

- d. Laura Shufelt presented site attributes and recommendations regarding land parcels under the Affordable Housing Trust's jurisdiction. See presentation video on the Affordable Housing Trust Website.

Mr. Clark suggests that the Trust select two preferred sites and prioritize as 1A and 1B, respectively. Mr. Brophy agrees to have an initial evaluation with the Conservation Agent, Amy Usowski. Mr. Clark made a motion to commence a feasibility study on the parcel located at Oak Street as option 1A and Sisson Road as option 1B to determine the site's capacity for housing development, Mr. Brophy seconds, unanimous vote.

- e. Mr. Bodin spoke for Michael Lach and relayed a message indicating that Mr. Lach received an unexpected message from a family member and had to leave early. Mrs. Greenhalgh provided an overview: a joint venture where southern lots would be held by the Conservation Trust with deed restriction in the northern 3-4 lots that could be used for affordable housing development. Mr. Clark confirmed that the AHT would look at parcels closer to the roads and back areas would be under Conservation Trust. Mr. Howell suggested that Mr. Lach return and present at the next Trust meeting. Mrs. Greenhalgh confirmed Lots 5, 6, 7 would be under conservation and Lots 1 through 4 would be potential development.

Affordable Housing Coordinator Report:

- a. Andrea Aldana made a correction to Agenda item number "h,i,3", encumbered Trust funds are \$545,120.09. Ms. Aldana also indicated that the Trust balance is \$34,603.09 despite Community Preservation Act funds that have been approved to be transferred. She indicated that the Trust needs to make a transfer request to the CPC, similar to the Trust's request for Cell Tower funds to be transferred by the Board of Selectmen.
- b. Mr. Clark recommended a motion to submit a request to the Board of Selectmen for the Finance Director to transfer Communicate Preservation Act funding in the amount of \$540,000 approved at the 2018 Annual Town Meeting. Mr. Brophy makes the motion for the request to transfer the funds, Mr. Howell seconds, unanimously approved.
- c. Ms. Aldana, Ms. Deegan and Ms. Greenhalgh conducted an introductory meeting with the Chair of the Zoning Board of Appeals, Dave Ryer, and ZBA member James Hilliard to inform them of the potential for future projects requiring a Comprehensive Permit and to see if they had any training needs in order to be prepared to facilitate a 40B process. Mrs. Greenhalgh stated that from a Planning Board standpoint, she is happy to provide assistance and information as well as training opportunities for new ZBA members. Mrs. Greenhalgh added that one ZBA member, Al Donoghue, did attend a 40B training in February and received a copy of the 40B Handbook for ZBA members. Ms. Greenhalgh indicated that she will be preparing staff reports to ensure various boards and committees are able make informed decisions. Mr. Clark questioned if 40B training should be revisited during the application process. Mrs. Greenhalgh stated that pending applications

should be not discussed with ZBA members. Mr. Clark mentioned the idea of bringing KP Law to facilitate a training to refresh members on how the process works. Mr. Howell stated that any communication should not be project specific. He also mentioned that there has been a discussion on proposing that all regulatory bodies should take relevant training. Ms. Greenhalgh indicated that the Zoning Board of Appeals and Planning Board are offered training once or twice a year, one on Cape Cod. There is a general overview from KP Law on how to write a board decision which is accessible on the town website. Mr. Howell stated that the issue at hand with the ZBA is administering a 40B with variances. His concern is that there is a notion that 40B is seen as a means to avoid development. Mr. Howell added that there is a priority to make a policy that encourages training and is planning to propose this idea to the Board of Selectmen.

- d. Ms. Aldana contacted Judi Barrett, a consultant contracted through Massachusetts Housing Partnership (MHP) to offer Chapter 40B training which was recently done this past February. As such, Ms. Aldana does not believe MHP will cover the cost of conducting another training this year. For a private, individualized training, the estimate for a training will be \$1,000. Mr. Clark mentioned KP Law for zoning education as well.

Creating an Action Plan

- a. Ms. Aldana proposed objectives, approaches and elements of an Action Plan. She provided information on best practices, examples and potential cost. Ms. Aldana read the timeframe of the Action Plan which will be attached to the 7/18/19 Trust meeting agenda packet.
- b. Mr. Clark recommended that Mrs. Greenhalgh provide an executive summary of the Housing Production Plan in an upcoming meeting. Mr. Clark questioned the value of the housing consulting team drafting a document providing an estimate for an action plan. Mr. Brophy agreed and stated that a general overview of an action plan estimate would be beneficial. Mrs. Greenhalgh added that the Trust needs a process to evaluate applicants. Ms. Aldana agreed that creating an application process and establishing guidelines is a critical end result of creating an Action Plan.
- c. Mr. Howell initiated a discussion on improving the Affordable Housing Trust website. He stated that the website needs to be more accessible by including active visuals and content that reflect housing needs and initiatives. Mr. Brophy added that there should be presentations on the website as well. Mr. Clark confirmed the two goals at hand: Action Plan and work with Caleb Ladue, Information Specialist, to add content to the AHT website. Mr. Howell mentioned that updating the website may cost money and Mrs. Greenhalgh has the ability to add content and links to the website. The Trust discussed the idea of making existing content available on the AHT website including previous videos, presentations from the Housing Forum and the Affordable Housing Committee's map of housing locations. Mr. Clark requested that Ms. Aldana conduct research on the approximate cost of creating an Action Plan. Ms. Aldana stated that the estimate will depends on the level of community engagement and exemplified the Town of Brewster's community engagement plan. Mr. Howell and Mr. Brophy discussed the idea of creating a Facebook Page for the Trust. Mr. Clark mentioned the Nantucket video and the Chatham housing videos, recommending if any Trust members are interested in doing a

segment to talk to Caleb Ladue. Mr. Clark added a suggestion to add 3 – 5 ideas related to videos. Ms. Charleen stated that the Channel 18 Director is happy to help with these videos.

- d. A discussion on creating a Facebook page continued. There was discussion on how other town departments administer a Facebook page and the idea of allowing participatory engagement. Mr. Clark proposed a motion to authorize the Housing Consultant to create and administer a Town of Harwich Housing Facebook page. Mr. Brophy seconded the motion, unanimous vote.

Other Business

- a. Mr. Clark mentioned a letter from Paula Myles stating her concerns on the Depot Property. Mr. Howell suggested an ongoing discussion and a standing agenda item on the Trusts' land inventory. Ms. Aldana explained that Ms. Deegan is establishing a monitoring process for the town's Subsidized Housing Inventory.
- b. Mr. Clark proposed a motion to request that the Board of Selectman task the Real Estate/Open Space Committee with identifying a number of town owned and owner's unknown sites for affordable housing purposes. Mrs. Greenhalgh suggested to broaden the scope to "owners unknown". Mr. Brophy brought up the idea of some residents wanting to donate their property. Mr. Howell stated Real Estate/Open Space Committee's charge and obligations in which conservation and affordable housing are equal. Mr. Brophy agreed that it would be beneficial to forward a written request to the Board of Selectmen.

Next Meeting Date – July 18th at 2 pm

ADJOURNMENT: The motion was made by Mr. Howell, second by Mr. Brophy to adjourn at 3:52 PM. So voted unanimously.

Examples of Small Development Projects



DETACHED
SINGLE-FAMILY
HOMES

DUPLEX

TRIPLEX/
FOURPLEX

COURTYARD
APARTMENT

BUNGALOW COURT

TOWNHOUSE

MULTIPLEX

MISSING MIDDLE HOUSING



Kimber Woods: 28 Rental Units on Town-owned land. All affordable to <60% AMI

Thankful Chase Pathway

12 affordable family rental units



Thankful Chase Pathway

12 affordable family rental units



AFFORDABLE HOUSING TRUST ACTION PLAN PROPOSED SCOPE OF WORK

Task 1

- a. Kickoff meeting and community tour with the Trust to review project scope, approach, and schedule.
- b. Review background materials, including Trust revenue and expenditures, as well as other relevant planning reports and studies pertaining to the community's housing needs, goal and priorities.

Task 2

- a. Design and facilitate a working meeting with the Trust to review community housing priorities and possible eligible initiatives eligible for trust funding.
- b. Prepare written summary of main themes/issues to help inform next steps.

Task 3

- a. Survey members to help inform vision, goals, and potential initiatives to explore further. Survey other town officials, as needed.
- b. Prepare summary of findings and draft goals and potential initiatives for further consideration. Meet with Trust to review results and next steps.

Task 4

- a. Prepare detailed outline of plan including options for priority initiatives. Meet with Trust to review detailed outline and determine direction for draft plan.
- b. Prepare preliminary draft plan and meet with Trust to review and determine any revisions and discuss possible budget considerations.

Task 5

- a. Prepare complete draft plan including draft budget and meet with Trust to review and determine revisions.
- b. Revise as necessary and prepare final draft plan.
- c. Present final draft plan at meeting of trust or other town board/committee/public meeting. Revise, as necessary, and finalize plan for Trust adoption. Attend final meeting with Trust for plan adoption.

Task 6

- a. Facilitate at least 1 community engagement forum to conduct public education efforts and develop strategies in support of housing initiatives.
- b. Implement a community engagement strategy to ensure that the action plan incorporates community priorities.

Estimate: \$25,000

Action Plan for the Harwich Affordable Housing Trust

Proposed Objectives & Approach

Purpose: The overall intention of an Action Plan is to establish a deliberate focus to the work of the Trustees and the use of Trust resources. The Action Plan would guide initiatives funded by the Harwich Affordable Housing Trust (AHT) and establish the AHT's goals, priority initiatives, and estimated five-year budget.

Objectives:

- To establish a vision and mission for the AHT
- To establish a clear role for the AHT Board of Trustees
- To establish how the AHT will coordinate with other boards
- To provide guidelines and parameters regarding priority uses of Trust funds
- To establish a specific implementation plan and corresponding budget
- To gain support from municipal officials and other stakeholders through internal and external community engagement

Elements of an AHT Action Plan

- Description of local housing needs: review of current plans and data, assess whether additional information is needed.
- Assessment of community priorities for the AHT: the process of creating the action plan provides an ideal opportunity for the trust to engage the community. The intent of this community outreach would be threefold: generate feedback and ideas from members of the community, provide information about the community's affordable housing needs and the role of the trust, and generate support for trust activities and projects.
 - Interviews of key town officials
 - Interviews of other stakeholders
 - Convene community workshop(s) for public input
- Mission statement: craft a mission based on local need and community priorities.
- Description of the AHT, members, revenue & expenditures: to provide transparency regarding AHT operations.
- Five-Year Goals & Priority Initiatives: based on local need, community input and the mission statement, to provide clear guidelines for AHT activities and use of funds. Typical AHT activities include but are not limited to
 - Providing financial support for the construction of affordable homes by private developers (non-profit or for-profit)
 - Rehabilitating existing homes to convert to affordable housing
 - Increasing affordability in new housing development projects
 - Developing surplus municipal land or buildings
 - Preserving properties faced with expiring affordability restrictions
 - Supporting rent assistance for low- and moderate-income households

- Development Strategy: if development is established as an AHT priority activity, then a strategy can be created to maximize the impact of Trust funds and ensure meeting local need.
- Five-Year Budget to accomplish Goals & Priorities: developing a budget is essential to determine the level of funding required to implement the action plan. The AHT should create a one- to five-year budget that corresponds to the action plan and includes estimated amounts and sources of income (if known, and if not, ideas of possible sources), estimated costs for the housing trust's operations and estimated costs for project and program initiatives. Sources of funding can include but are not limited to:
 - Community Preservation Act (CPA) funds (Some communities appropriate CPA funds to their trusts in excess of the 10 percent minimum annual expenditure for community housing required by the CPA statute)
 - Inclusionary zoning payments
 - Negotiated developer fees
 - The municipality's general fund
 - Tax title sales
 - Payments from special bylaws/ordinances
 - Cell tower lease payments
 - Private donations
- Strategy to secure funding
- Evaluation: methods to measure progress against goals

Recommendation: given the 10 hour per week contractual constraint of the Housing Coordinator contract, the Housing Coordinator recommends that the AHT seek a consultant to facilitate the process of developing an Action Plan in order to complete the process in a timely manner. The Housing Coordinator could provide support to the consultant as appropriate.

Harwich Affordable Housing Trust Land Inventory Tracker

Parcel	Month	
	June	July
265 Sisson Road	Trust approved site for feasibility study and determine the site's capacity for housing development; Sisson Road 1B.	
0 Oak Street	Trust approved site for feasibility study and determine the site's capacity for housing development; Oak Street 1A.	Laura Shufelt is working with Bohler Engineering, MHP's consultants to conduct a study. The proposed surveyor found an old site plan from the subdivision of the parcel in 1979, attached. The abandoned bog is larger on the plan than the assessor map and has connections to working bogs. This raises concerns about the upland area of the sites. The engineers suggested rather than beginning with a survey which is expensive, they recommend starting with having their environmental scientist go out to the site and delineate the abandoned bog/wetland. If the environmental scientist determines the bog and its buffers still leaves sufficient upland to be feasible to develop, we will move forward with the survey. I expect the wetland determination will take 30 days.
Deacon's Folly		Conservation & REOS joint ventures, southern lots to conservation and northern lots used for affordable housing, closer to the roadway
70 Willow Street		
Depot Road		
Depot Street		
Earle Road		