



*PLANNING FOR LONG-TERM SUSTAINABILITY*  
A COMMUNITY INVESTMENT PLAN  
December 2013

**MISSION:** The Island Housing Trust (IHT) is a non-profit community development corporation whose mission is **to create and sustain permanently affordable housing solutions on the Island of Martha’s Vineyard (“the Island” or “the Vineyard”)**. As a developer and steward of ownership and rental housing, we help bridge the gap between the Island’s high property values and what low and moderate-income island families can afford.

**INTENDED IMPACT AND VISION:** **We believe that by creating sustainable and long term affordable homes, and looking after them for future generations, we will help build a more vital, diverse, and resilient Island economy and community.** With this Plan, we aim to strengthen our community, and to empower our organization to create and sustain stable, quality, affordable homes for Island residents.

## **SECTION 1 - COMMUNITY SERVED <sup>1</sup>**

The Island of Martha’s Vineyard, once a major seaport and whaling capital, has become a global destination for a wide variety of seasonal residents and visitors, including the rich and famous, even Presidents. Martha’s Vineyard is made up of six rural communities. In keeping with its seafaring past, Islanders still refer to the towns of Chilmark, Aquinnah, and West Tisbury as “up Island” as opposed to the “down Island” communities of Tisbury, Oak Bluffs, and Edgartown.

As the Island’s reputation as a get-away for those seeking both solitude and society spread, the population increased substantially, almost doubling between 1970 and 1980, then by 30% in the 1980s, and again by 30% in the ‘90s. Sizable increases in the numbers of second-home owners and seasonal visitors have driven up housing prices, fueled the demand for lower paying service jobs, and decreased year-round housing availability. Since 2010, the year-round population of the Island’s six towns has grown another 10.2%, from 16,535 total residents to 18,216.

Year-round Island residents value the quality of life in our rural communities. Our children have good schools and opportunities to travel safely around the Island, enjoying outdoor spaces and community support. People whose families have farmed or fished on the Island for years mix with relative newcomers from “off-Island”, including a diverse group of artists, teachers, service workers and others from Brazil, Boston, and elsewhere. As housing prices increase, we recognize that our children, our teachers, and others who play important roles in our community find it increasingly difficult to stay and secure affordable housing here.

Island-wide, there has been a declining number of younger residents between the ages of 25 and 45, and an increasing number of older residents. The number of small, non-family households is also increasing, with a decrease in the average household size from 2.1 to 1.9 over the past ten years. There are significant disparities between those who own their homes and those who rent, with median incomes of \$71,858 for homeowners and \$44,102 for renters. More than one-quarter of all Island households earn less than \$35,000, including half of all seniors.

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<sup>1</sup> Karen Sunnarborg and Martha’s Vineyard Commission, Martha’s Vineyard Housing Needs Assessment

The Island Housing Trust (IHT) serves all six Island towns, and particularly those of low and moderate income in our communities. The six rural towns on the Island share major characteristics, but vary somewhat in regard to their history, community character, socio-economic makeup and housing, as these brief descriptions show:

**Aquinnah** – Formerly known as Gay Head, Aquinnah is the smallest community on the Vineyard with 468 residents, representing 2.6% of the Island’s population. Aquinnah is the most racially diverse community on the Island, with a minority population of 42.2%, most of who are of Native American descent from the Wampanoag Tribe. The town has more young adults 18 to 24 years of age and more in the 45 to 64 age range than the other five Island towns. Aquinnah had the lowest median household income of \$57,500 in 2010, and 35 households earning less than \$35,000, representing more than one-quarter of all households. Also 10% of all residents were living below the poverty level. Aquinnah has relatively few employment opportunities, with 281 during the busy summer months and average weekly wages of \$706, insufficient to support market rate housing. Aquinnah has 503 housing units of which 68% are seasonal and 37% are rental. Aquinnah’s median single-family house price is \$642,000, representing an affordability gap of \$339,000 between what a median income household can afford (\$303,000) and the median priced unit. Due to the Wampanoag Tribal housing, 25.9% of Aquinnah’s year-round housing stock is considered affordable and part of the state’s Subsidized Housing Inventory (SHI). The IHT has 3 units of housing on IHT land in Aquinnah.

**Chilmark** – Next to Aquinnah, Chilmark is the next smallest community on the Vineyard, with a population of 1,183. Chilmark is the least racially diverse community, with the highest median age on the Island of 50.7 years (among the highest in the state) and the lowest number of children under the age of 18. Chilmark has the highest income levels on the Island, with a median household income of \$72,917 and 8.1% living below the poverty level. Employment is limited, with 765 jobs during the busy summer months, and an average weekly wage of only \$727, insufficient to support market rate housing. Chilmark has 1,606 housing units with three-quarters representing seasonal or second homes, the highest on the Island, as well as the lowest level of rentals on the Island. Chilmark also has the highest housing values on the Island, with a median single-family house price of \$825,000 and an affordability gap of \$426,000, the highest on the Vineyard. Less than 1% of Chilmark’s year-round housing units are considered affordable and part of the state’s Subsidized Housing Inventory (SHI). The IHT has no units of housing in Chilmark.

**Edgartown** – Edgartown is among the largest communities on the Island, representing about one-quarter of the Vineyard’s population at 4,067 residents. Almost 12% of all residents are non-white, many of whom are non-English speaking Brazilians. Edgartown’s age distribution is relatively evenly spread with 60% of the community’s households representing families. The median household income of \$67,625 is near the mid-range for the Island, with 8.7% of all families living below the poverty level, the highest percentage on the Vineyard. Next to Tisbury, Edgartown has the greatest number of employment opportunities on the Vineyard, with 3,682 jobs and an average weekly wage of only \$798, still insufficient to support market housing costs. Edgartown has 5,220 housing units including 62.4% that are seasonal or second homes. The median single-family house price is \$653,388, representing an affordability gap of \$292,888. Edgartown has a total of 89 units on the state’s Subsidized Housing Inventory (SHI). The IHT has 16 units of housing on IHT land in Edgartown.

**Oak Bluffs** – Oak Bluffs is the largest community on the Island, with a population of 4,737, and has a minority population of 15.9% of all residents. The town’s age distribution was evenly spread, with the largest age group being those 65 years of age and older. About 55% of

households are families with a median household income of \$59,156, lower than Island-wide levels. Oak Bluffs had the highest employment level on the Island, with 3,919 jobs and an average weekly wage of \$731, not enough to afford the median monthly rental cost of \$1,000. There are 4,257 housing units, with about half representing seasonal or second homes. While housing costs are still high, Oak Bluffs has the most affordable housing on the Island, with a median single-family house price of \$374,000, representing an affordability gap of \$80,000, the lowest on the Vineyard. There are 146 units or 6.8% of Oak Bluffs' year-round housing on the state's Subsidized Housing Inventory (SHI). The IHT has 4 units of housing on IHT land in Oak Bluffs.

**Tisbury** – With a population of 4,194 residents, Tisbury has a minority population of 541 or 13.7% all residents. The town's age distribution was fairly evenly spread among age ranges. About 54% of Tisbury's households were families, the lowest level on the Island. The town median household income of \$58,551 includes 117 seniors living beneath the poverty level. Tisbury has substantial employment opportunities with 3,507 jobs, with an average weekly wage of \$891, the highest on the Island but still insufficient to afford the median monthly rental at \$1,111. Of the 3,094 housing units, 36% were seasonal or second homes, the lowest level on the Vineyard. Tisbury, also known as Vineyard Haven, has the highest level of rental-occupancy on the Island. While housing costs are still high, Tisbury, next to Oak Bluffs, has the most affordable housing on the Island, with a median single-family house price of \$430,000, representing an affordability gap of \$143,000, the lowest on the Vineyard next to Oak Bluffs. A total of 109 units, 5.5% of Tisbury's year-round housing on the state's Subsidized Housing Inventory (SHI). The IHT has 19 units of housing on IHT land in Tisbury.

**West Tisbury** – With a population of 3,103, West Tisbury has a relatively small minority population, 5% of all residents. West Tisbury has a significant population of baby boomers (22%), and the highest number of children (20%). 61% of households were families, the highest level on the Island. The town also has the second highest median household income (\$71,667), following Chilmark. West Tisbury has a growing employment base, with 2,667 jobs, and an average weekly wage of \$848, that is insufficient to afford a median monthly rental at \$1,212. Of West Tisbury's 2,204 housing units, 43% are seasonal or second homes. With high housing costs of \$704,000 for a median single-family home, West Tisbury's affordability gap is \$331,500. There are 23 units or 1.8% of West Tisbury's year-round housing on the state's Subsidized Housing Inventory (SHI). The IHT has 19 units of housing on IHT land in West Tisbury.

According to the 2013 *Martha's Vineyard Housing Needs Assessment*, the average weekly wage on the Island is now 71% of the state average, while the median home price (\$535,000) is 54% above the state average, and the median rent exceeds the state's by 17%. Of the 5,446 total year-round households, 42% are paying 30% or more of their household income on housing. Of the roughly 2,000 year-round renter households, a third or 600 are lower income and struggling to pay for rent, food and other essential items of life. The report highlights the growing need to provide secure, affordable, year-round rental housing on the Island.

The disparities between housing costs and wages create an enormous challenge for year-round residents. During these difficult economic times, the need for affordable housing in all six towns of the Island has only worsened. Our constituency is the community of low and moderate-income people of all ages who seek secure affordable homes on Martha's Vineyard, and the larger Island community that needs the people who are not finding affordable homes, in order to maintain a healthy economy.

## SECTION 2 - INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS

The Island Housing Trust (IHT) engages local residents, businesses, and local governments through our board composition, through our partnerships and collaborations (see below), and through our open approach to engaging with all of the communities of the Island of Martha's Vineyard. The IHT's board consists of representatives from each of the six island towns, from our homeowners, and from the community-at-large. Our Board includes key local business and community leaders. Monthly board meetings are open to the public, and are publicized on the organization's website ([www.ihmv.org](http://www.ihmv.org)), and advertised and posted in public buildings, including town halls and at the Vineyard Housing Office, home to the IHT, Dukes County Regional Housing Authority (DCRHA), and Habitat for Humanity of Martha's Vineyard (Habitat).

The IHT's by-laws prescribe active engagement with a diverse cross-section of community stakeholders. The board is divided into thirds to ensure key constituency representation including: 1) up to seven people who lease or own homes we develop, who are elected by fellow homeowners and renters ("lessee"); 2) up to seven government appointees ("municipal"), with one appointed by the Selectmen in each of the six towns and one designated by the Dukes County Regional Housing Authority; and 3) up to seven people nominated by the board, who bring a range of expertise and skills from the community at large ("community"). While the organization is not a traditional membership organization, the representative leadership structure, in combination with the open meeting structure and local partnerships and collaborations, ensures that constituents are engaged in, set the direction for, and oversee our work. All IHT homeowners are members of the organization.

The IHT Board meets regularly every month, including one annual meeting in March, at the Vineyard Housing Office in Vineyard Haven. There are four standing committees including Governance, Fundraising and Communications, Project Design and Development, and Stewardship and Outreach, which meet monthly. The board has been regularly engaged in developing and monitoring this Plan, and in reviewing our annual work plans.

This past year, we established an Advisory Committee of key Island leaders. We asked this group to help us, by acting as ambassadors for our work and our Plan in the community at large. Through press releases and at community meetings, we let the larger community know of our certification by the State as a community development corporation, and of our plans to further develop our Community Investment Plan and seek Community Investment Tax Credits.

The Martha's Vineyard Commission (MVC) contracted with consultant Karen Sunnarborg in 2013 to do an update to the *Island Wide Housing Needs Assessment*. Needs Assessment results were available over the summer of 2013, and we took the opportunity to connect our process of engaging with the community around our Community Investment Plan with the work of the Joint Affordable Housing Group (JAHG), representing each of the six Island towns, and key Island housing and planning organizations, on the Housing Needs Assessment.

In August of 2013, we held 4 meetings at the MVC, where MVC, JAHG and IHT representatives discussed shared goals and opportunities to collaborate. Each meeting was attended by an average of 15 people. We explored the idea of a Housing Forum, to both present the results of the Housing Needs Assessment to an Island wide audience, and seek input for IHT's Community Investment Plan. Ultimately the group decided against a Forum, in part because it would conflict with a large forum on Healthy Aging organized by the Island-wide Donors Collaborative and the



Dukes County Health Council, and in part because they thought that gathering input first would help plan and build public engagement for future activities and initiatives.

In September, we jointly developed a case statement, arguing the critical need to come together on the Island around affordable housing and the findings of the Housing Needs Assessment. We decided to put out this case statement to a broad group of Island leaders and consumers of affordable housing, and to survey as many of these leaders and consumers as possible, either through interviews or e-surveys. Seventeen representatives from the IHT, MVC, town governments, town housing committees, Habitat, DCRHA, the Donors Collaborative and The Resource Inc. (TRI) signed on to the case statement. Ten leaders conducted more than 30 interviews, and encouraged people to fill-out more than 102 surveys.

Surveys were sent out and interviews were completed in September and October of 2013. IHT also surveyed people who attended the annual Living Local Festival in October. We asked IHT board and staff, JAHG members, government officials, business, religious and other community leaders to complete our “survey of leaders.” We received *66 responses* from volunteers on town housing committees, town board members, elected officials, housing professionals both on and off the Island, nonprofit leaders, clergy, local bankers and key employers on the Island. We received *32 surveys* from people who currently live in affordable housing sponsored by IHT, Habitat, or DCRHA, who receive rental subsidies, or are on waiting lists for affordable housing. *40 Island residents* completed our survey at Living Local Festival in October.

We wrote up the results of our interviews and surveys, and reported on them at the JAHG November meeting and at the IHT’s November board meeting. In response to the interviews and survey, JAHG leaders agreed to collaborate on a campaign to educate and motivate community leaders and the general public about the importance of affordable housing to our community, and to take action to support a broader Healthy Island initiative. People viewed the interview and survey process as an important step towards engaging a broader cross section of Island residents, community leaders, and funders in addressing the housing challenges on the Island. IHT leaders committed to further reporting out to the community once input from the interviews and surveys were fed into our updated Community Investment Plan.

A small group of IHT board leaders worked with staff and our Planning Consultant to design a retreat of IHT board and Advisory Committee members in December of 2013. Prior to and at the Retreat, we reviewed the results of our outreach and updated our Plan goals, strategies, and activities. We discussed how we would engage the community in our work going forward (see Sections 3 and 4 below).

We plan to publicize the results of our surveys and our Community Investment Plan in our local newspapers and in communications to those who participated in the interview and survey process. We are building an ongoing process for gathering community feedback into our measurement of plan success (see Section 5 below).

### **SECTION 3 - PLAN GOALS**

Entitled “*Planning for Long-term Sustainability*”, the aim of the Island Housing Trust’s Community Investment Plan is to become the recognized agent for affordable housing development and long-term stewardship on Martha’s Vineyard, by creating and sustain permanent housing solutions. We have three key goals.

**GOAL ONE: Support** - Increase community awareness, understanding of, and support for Island Housing Trust's activities, and for affordable housing on the Island.

**Rationale:** We have led efforts to educate our communities about the need for affordable housing on our Island. And yet there are people who do not understand how critical a range of permanent housing options are to our community and to our economy. By increasing community awareness of who affordable housing benefits, and how this housing can be developed and maintained, we hope to decrease fears of affordable housing and increase political will and financial support for our projects. Low and moderate-income households will benefit as they become aware of affordable housing options and access those options, and to the extent that their neighbors have an understanding of the value that affordable housing provides to people they know and the larger community.

**GOAL TWO: Production** - Increase the number of ground-leased properties from 60 to 100.

**Rationale:** By developing more than 40 units of affordable housing in the next three years, we will make it possible for people who might otherwise be forced to leave the Island to stay here. We will help to attract and keep the low- and moderate-income work force, including teachers, farmers, and service workers. People who are doubling up or constantly moving from one temporary accommodation to the other will achieve housing security. We will continue to build simple, durable, energy efficient homes that are designed to be truly affordable to purchase or rent and maintain for generations.

**GOAL THREE: Stewardship** - Ensure that affordable housing is well maintained, homeowners and renters are supported, and housing units are kept affordable for current and future generations.

**Rationale:** By providing ongoing information and systematic tracking, we will ensure that homeowners and renters of affordable housing get the services they need to maintain their homes and increase their own economic stability. People will understand resale restrictions if they wish to sell. We will continue to maintain connections with homeowners; and we will identify opportunities to grow homeowners' and renters' leadership and engagement with the IHT. Current and future generations of the Island community will benefit from a stock of well-maintained affordable homes that will help support the local economy.

#### **SECTION 4 - ACTIVITIES TO BE UNDERTAKEN**

The Island Housing Trust will build on eight years of success creating and sustaining over 60 permanent housing solutions throughout five towns on the Island of Martha's Vineyard. We will carry out the following activities to meet the goals identified above.

**GOAL ONE: Support**--Increase community awareness, understanding of, and support for IHT's activities, and for affordable housing on the Island.

#### **STRATEGY AND ACTIVITIES:**

- 1) Update and implement our fundraising and communication plan.
  - a) Build on efforts to engage local businesses and individual donors to contribute to IHT in order to leverage and maximize the impact of community investment tax credits
  - b) Build on efforts to engage key businesses and community leaders through interviews and surveys to understand the need for affordable housing and create new opportunities for collaboration and partnerships to increase community benefit

- c) Build on storytelling/messaging efforts already begun—summer benefit brunch, story boards, letters to the editor, annual report and appeal, impact video, case statement
- 2) Build board and advisory board leadership for outreach and education.
  - a) Formalize Committee for outreach and education
  - b) Develop campaign themes based on organizational values
- 3) Increase staff capacity to implement outreach and support strategies.
  - a) Hire additional staff for development and outreach efforts
- 4) Collaborate with other key Island organizations to launch a public education process
  - a) Conduct outreach efforts with key stakeholders on organizational, town, and Island-wide levels
- 5) Explore and implement a campaign to increase resources for affordable housing on the Island
  - a) Continue to research opportunities to access state and federal funds, and engage board members in understanding the associated opportunities and challenges
  - b) Research and plan a campaign for a permanent source of local funding (i.e. Island Housing Bank)
- 6) Develop a mechanism for and periodically assess public perceptions of IHT and affordable housing initiatives Island-wide.
  - a) Conduct focus groups, interviews, and surveys to gauge public perception and opinion
  - b) Develop campaign themes based on organizational values
  - c) Continue to research opportunities to access state and federal funds, and engage board members in understanding opportunities and challenges
  - d) Research and plan a campaign for an permanent source of local funding (i.e. Island Housing Bank)

**GOAL TWO: Production** - Increase the number of ground-leased affordable housing properties on the Island from 60 to at 100, and increase the amount of affordable rental production.

**STRATEGY AND ACTIVITIES:**

- 1) Work with current partners (Habitat for Humanity, Dukes County Regional Housing Authority, Island Grown Initiative) to secure financing and complete construction and occupancy for projects currently underway and in our pipeline.
  - a) Complete projects in current development pipeline
    - i) Sepiessa (West Tisbury) – 3 newly constructed rental units to be completed by 2014
    - ii) Dr. Fisher Road (West Tisbury) – 3 ownership units to be completed in 2014
    - iii) Bailey Park (West Tisbury) - 3 Habitat for Humanity of Martha’s Vineyard ownership units to be completed by 2014
    - iv) 14 Village Court (Tisbury) – existing 6 units rental building to be purchased and renovated in 2014
    - v) Marion’s Way (Tisbury) - 2 Habitat ownership units to be completed by 2015
    - vi) 6 Water Street (Tisbury) – 5 newly constructed rental units in downtown Vineyard Haven to be completed by 2015

- vii) Thimble Farm – Island Grown Initiative (Tisbury) - 4 year-round and 12 seasonal farmworker rental housing units to be completed by 2015
- b) Initiate projects that are in the potential development pipeline
  - i) DCRHA rental properties – preservation of 60 rental units owned and managed by the DCRHA, by restructuring and reducing debt and securing project based rental subsidies
  - ii) Fire Station (West Tisbury) – 4+ newly constructed rental units to be completed by 2015-2016
  - iii) Meshacket (Edgartown) – 30+ newly constructed rental units to be completed by 2016-2017
  - iv) Island Elderly Housing (Oak Bluffs) - 10+ unit HUD funded senior rental housing development to be completed by 2016-2017
  - v) Bridge Commons (Tisbury) – 21 unit ownership and/or rental development permitted and currently owned by Boston Community Capital
  - vi) Violet Realty (Oak Bluffs) – 12 unit in-town multi-family building permitted and currently owned a private developer
- 2) Explore new partnerships for production with on-island and off-island organizations to address growing elderly, workforce, and homeless housing needs.
  - a) Elderly – develop action plan to address housing for growing low-income elderly population through Donors’ Collaborative and the Dukes County Health Council
  - b) Workforce – assess feasibility of refinancing of some/all of DCRHA with MHP/CEDAC support (noted above)
  - c) Homeless – work with faith community and service agencies on housing for homeless
  - d) Green Building – continue to work with innovative designers and builders to achieve high performance construction and renovation at lowest possible cost
- 3) Explore a range of ownership and rental models.
  - a) Examine rent to own, co-ops, Green House elder housing
  - b) Aim for 50% of new production to be rental

**GOAL THREE: Stewardship**-Ensure that affordable homes are well maintained, homeowners and renters are supported, and homes are kept affordable for current and future generations.

**STRATEGY AND ACTIVITIES:**

- 1) Develop capital replacement schedules and plans for all properties.
  - a) Replacement and repair schedules for all IHT rentals
  - b) Replacement and repair recommendations for owners of all IHT ownership units
- 2) Educate renters and owners regarding property care and use restrictions on properties.
  - a) Property specific trainings
  - b) Training on resale restrictions, sales procedures
  - c) Training on homeowner associations
  - d) Updated sections of IHT website with property care tips, calendar of trainings
  - e) Monitor owner and renter property care and sales
  - f) Walkthroughs of properties
  - g) Use of HomeKeeper for tracking of information
  - h) Contract monitoring for town deed restricted property
- 3) Monitor property management.
  - a) Define roles of rental agent (DCRHA) and IHT in contract agreements
  - b) Actively monitor financial and operational performance of rental agent
- 4) Build adequate reserves for rental properties and for IHT to exercise purchase option.



- a) Establish adequate initial capital reserves for rental properties
- b) Develop IHT reserves for exceptional ownership property turnover (e.g. when IHT needs to buy back property, make repairs)
- 5) Explore Individual Development Accounts and other savings programs for residents.
  - a) IDAs for owners to save for property repairs
  - b) IDAs for people to save for homeownership
- 6) Explore strategies and partnerships to support residents who wish to start businesses or otherwise strengthen their economic position.
  - a) Partnerships with organizations (SCORE, Women Empowered) who teach entrepreneurship courses, and offer small business lending

## **SECTION 5 - HOW SUCCESS WILL BE MEASURED**

The Island Housing Trust will measure success with staff and partners tracking and reporting to the Board and to the community on key quantitative and qualitative indicators at least annually, as follows. We will use our HomeKeeper database (a Salesforce cloud based platform) for some measures and will create other reports as appropriate.

**GOAL ONE: Support** - Increase community awareness, understanding of, and support for IHT's activities, and for affordable housing on the Island.

Quantitative measures of progress will include:

- 1) Funds raised for IHT operations--dollars raised, number of donors
- 2) Tax credits sold--amounts sold, to whom, how many new contributors
- 3) Increased public and private resources for IHT - funds raised, total number of sources, number of new sources
- 4) Success in campaign for a new Island-wide source of funds (e.g. Housing Bank) – identify funding mechanism(s) and build community support and commitment
- 5) Success in joint community education campaign - number of partner organizations working with IHT on the campaign, number of community members participating, responses to campaign
- 6) Local business, government and community leaders engaged in IHT activities - number of leaders engaged, number of new leaders engaged
- 7) Board and staff leadership of activities to gain political and monetary support - number of board and staff leaders engaged, new board and staff engaged

Qualitative measures will include:

- 1) Positive feedback and increased understanding of IHT and affordable housing through annual surveys of public opinion at events and through e surveys, and IHT requests for town CPA fund

### **Key Milestones:**

At least \$200,000 raised annually for IHT operations.

At least \$150,000 in tax credits sold.

At least one new funding source used.

**Impact:** With increased financial, political, and community support, we expect to be able to produce and operate more affordable housing on the Island, meeting individual and community needs.

**GOAL TWO: Production** - Increase the number of ground-leased affordable housing properties on the Island from 60 to at 100, and increase the amount of affordable rental production.

Quantitative measures of progress will include:

- 1) Number of units produced
- 2) Number of units in pipeline
- 3) Number of Island towns contributing to projects and dollar amounts of contributions
- 4) Specific partnership agreements with DCRHA and Habitat for production
- 5) Number of new partnerships entered into for affordable housing production
- 6) Increase in affordable rental housing production
- 7) New models of affordable housing explored

Qualitative measures will include:

- 1) Positive feedback from towns, DCRHA and Habitat--responses to interviews or e-surveys about the success of the partnerships
- 2) Report out on any higher impact projects started--challenges and what made them work
- 3) Nature of the new partnerships--responses to e-surveys or interviews regarding partnership success, what makes them work/not work, identification of new populations being served

**Key Milestones:**

At least 15 units produced in 2014.

At least 23 units produced in 2015.

**Impact:** With increased production, including more rental housing production, new partnerships, and new models explored, we expect to come closer to meeting the Island's affordable housing needs, while also learning more and reporting out to our community about what strategies work best for meeting those needs.

**GOAL THREE: Stewardship**-Ensure that affordable homes are well maintained, homeowners and renters are supported, and homes are kept affordable for current and future generations.

Quantitative measures of progress include:

- 1) Number of capital improvement and maintenance schedules completed
- 2) Number of training sessions held for owners/renters
- 3) Partnerships entered into to lead training sessions
- 4) Number of ground leased and deed restricted units monitored annually--increases over time, fees received from ground leases or town contracts
- 5) Report out on population served and property turnover--number of IHT rental and ownership units turning over each year, sales prices, who properties are serving (economic mix, family size), any changes over time
- 6) Report out on property management—costs and property management services
- 7) Funds raised for IHT property reserves--amount of funds raised, use of funds
- 8) Number of Individual Development Accounts or other savings programs started by residents
- 9) Report out on use of IDAs - dollars used, target (property improvement, home purchase, or something else)
- 10) Number of residents referred for services and nature of referrals--who is making the referral and to where, are they for family support, help with entrepreneurship, finding a job, something else

Qualitative measures will include:

- 1) Report out on annual IHT reviews of properties, including financial and physical health, capital improvement and maintenance needs addressed, and satisfaction with property management services being delivered

- 2) Resident reports of satisfaction with IHT training sessions and website - what has worked, how has this built their capacity to care for their homes
- 3) Resident reports of satisfaction with IHT housing and with community - surveys which ask about quality of housing, sense of economic stability, opportunities to develop businesses taken since housed, school stability, success of referrals made

**Key Milestones:**

Capital improvement and maintenance schedules completed for all IHT properties.

Reserve funds built for all IHT properties.

At least 60 ground leased units monitored annually.

At least 75% of residents complete annual satisfaction survey and report out positively about their homes and about the IHT community.

**Impact:** With ongoing stewardship activities, we will strengthen our inventory of property for the long term, improve the lives of individual families, and have increased positive economic and social impact on the overall Island community.

**SECTION 6 - COLLABORATIVE EFFORTS TO SUPPORT PROGRAM IMPLEMENTATION**

The Island Housing Trust will continue to actively collaborate with other Island housing organizations, including DCRHA, which provides homebuyer training and income certification for our homebuyers and renters, and Habitat for Humanity MV, which builds all of its homes on Island Housing Trust land. As noted above, the three island-wide housing organizations are located together at the Vineyard Housing Office in Vineyard Haven, providing a one-stop shop for low and moderate-income residents seeking solutions to their affordable housing needs. Attached are examples of broad support for IHT's Plan from our partners at DCRHA, Habitat for Humanity, MVC, key local businesses, and town governments.

Our collaboration with the Martha's Vineyard Land Bank involves the joint purchase of land for the purpose of building clustered neighborhoods of affordable housing balanced with the preservation of surrounding conservation land. Our plan to collaborate with the Island Grown Initiative will create needed farmworker housing. Our collaboration with town governments utilizes donated or discounted municipal land and local Community Preservation Act grant funding to realize many ownership and rental projects efficiently and cost effectively. Finally, a strong collaboration exists with the Island's business community, including local designers, builders and tradespeople involved in construction of our high quality, energy efficient, affordable homes. All three local banks continue to provide construction and permanent financing for our rental properties, as well as end financing for our homeowners. Key local business people have joined our Advisory Board and provide valuable insight on programmatic and organizational strategies, and help to broaden our fundraising network. Going forward we plan to further develop collaborations and partnerships with these key Island organizations and businesses in order to implement this Plan. We have also reached out to local and national supporters of community development. As a member of the National Community Land Trust Network, we will continue to benefit from best practices and resources from across the country, including HomeKeeper, the client and property management database management system noted above. As a member of the Massachusetts Association of Community Development Corporations, we will learn from and share strategies with other CDCs in Massachusetts.

Specific roles of key collaborators in the implementation of our Plan are as follows:

**GOAL ONE: Support**-Increase community awareness, understanding of, and support for IHT's activities, and for affordable housing on the Island.

As part of IHT's fundraising and communication strategy, we will grow our network of individuals and organizations through active collaborations with existing and developing partners, including:

- 1) Community Investment Tax Credits – grow existing network of individual donors (currently 85 Massachusetts residents plus others from out of state), foundations (9 foundations), and businesses (17 businesses including key local businesses), through direct mailing campaign and local newspaper articles on the benefits of investing in the IHT's Plan and Tax Credit program.
- 2) Project Campaigns – collaborate with existing non-profit partner organizations (Habitat, Island Grown Initiative), government agencies (DCRHA, MVC), town governments (town housing committees, Community Preservation Committees) and develop new collaborations with local non-profits (Island Elderly Housing, The Resources Inc., Martha's Vineyard Community Services) and state agencies (MHP, CEDAC, DCHD) on project specific fundraising campaigns.
- 3) Housing Bank - collaborate with existing non-profit partners, town governments, and state agencies as listed above to research and organize a campaign for a permanent source of local funding for affordable housing.
- 4) Healthy Communities Campaign – collaborate with existing non-profit partners, government agencies, and town governments listed above, as well as develop new collaborations with local non-profit organizations (Donors Collaborative, MV Fellowship, YMCA, Youth Task Force, and Women Empowered) and public agencies (Dukes County Health Council and Health Access) through a recently organized Healthy Aging Task Force, to launch a community-based educational campaign on the need for affordable housing.

**GOAL TWO: Production** - Increase the number of ground-leased affordable housing properties on the Island from 60 to at least 100, and increase the amount of affordable rental production.

A key part of IHT's housing production strategy is to grow its network of development partners from non-profits, town governments, local and state public agencies, and local businesses, including:

- 1) Habitat for Humanity of Martha's Vineyard – has built all of its houses on IHT land over the past six years and will include Bailey Park in West Tisbury and Marion's Way in Tisbury over the next three years. Memoranda of agreement are developed for each specific project outlining roles and responsibilities.
- 2) Island Grown Initiative – has entered a memorandum of agreement with the IHT to design and build farmworker housing on a 40 acre farm in Tisbury in the next three years.
- 3) DCRHA – has entered into an agreement with IHT to build three units of rental housing at Sepiessa in West Tisbury, where DCRHA has three existing units. We are also jointly exploring the potential of preserving 48 units of rental units owned and managed by the DCRHA, with CEDAC and MHP support, through restructuring and reducing property debt, and securing project based rental subsidies.
- 4) Martha's Vineyard Community Services – we are exploring a collaboration to provide housing to lower income student clinicians, teachers, and nurses.

- 5) Town Governments – we will continue to collaborate with local town governments to develop town land for affordable rental and homeownership opportunities as they become available (Meshacket in Edgartown, Fire House in West Tisbury, State Road in Aquinnah) over the next three years.
- 6) Businesses – we will continue to collaborate with private businesses, local banks, and skilled contractors to design, build, and finance energy efficient affordable housing.
- 7) Regional Partners – We will explore potential collaborations with off-island developers (including such groups as Housing Assistance Corporation and The Community Builders) and financial institutions (Boston Community Capital) for larger development projects.
- 8) Island Elderly Housing – We will explore collaboration with this existing non-profit senior housing organization to develop additional senior housing in Oak Bluffs.

**GOAL THREE: Stewardship**-Ensure that affordable homes are well maintained, homeowners and renters are supported, and homes are kept affordable for current and future generations.

The IHT's stewardship strategy is to build the capacity of its homeowners and property manager to properly maintain these properties for future generations of homebuyers and renters, as follows:

- 1) DCRHA – We will collaborate on a plan to build the asset and property management capacity necessary to properly oversee a growing portfolio of rental properties being developed and renovated by the IHT.
- 2) HOA – We will collaborate with existing IHT homeowner associations to provide regular on-site orientations and trainings to homeowners on proper maintenance and repair.
- 3) Women Empowered, SCORE and MV Chamber of Commerce – We will explore collaborations with existing non-profits who could provide financial literacy and small business development and counseling to interested IHT homeowners and renters.

## **SECTION 7- INTEGRATION OF ACTIVITIES WITH COMMUNITY VISION AND STRATEGY**

The Island Housing Trust's Plan directly addresses many of the island-wide and town specific housing needs. Our Plan identifies the activities we plan to undertake to create and sustain permanently affordable housing on Martha's Vineyard. These activities support and are consistent with community's vision and strategy of creating a more resilient year-round community and economy. Many on the Island have articulated the need for year-round affordable housing including: art districts, schools, chamber of commerce, farming organizations, town governments, island-wide planning organizations, and the recently published island-wide plan produced by the Martha's Vineyard Commission.

The Island Housing Trust is a member of the Island-wide affordable housing partnership, the JAHG, referenced above, which includes representatives from the Island's non-profit housing organizations, the DCRHA, and town housing committees. The Martha's Vineyard Commission convenes the group monthly. As mentioned above, the group recently facilitated an updated island-wide housing needs assessment. The Housing Needs Assessment represents the combined efforts of all six Island towns to gain an understanding of the current housing dynamic island-wide and within each community. Many of the Assessment's recommendations are directly addressed by our Plan, including:

- Extremely and Very Low-income Residents – our Plan targets rental units to those earning within 60% AMI to address the unmet housing needs of lower income Island workers and their families.



- Families – our Plan aims to direct a majority of its new units to families, the mainstay of the Island’s year-round workforce.
- Seniors – our Plan will explore new partnerships to directly address the housing needs of seniors 65 year and older who are low and very low income.
- People with Disabilities – our Plan will incorporate handicapped accessibility and/or supportive services into at least 10% of all new housing units created.
- Homeless – our Plan will explore new partnerships to targeting housing for the Island’s most vulnerable residents earning extremely low or very low-income levels, who are most at risk of homelessness.
- Community Housing – our Plan will continue to support for community housing to promote year-round housing options and mixed-income neighborhoods.
- Seasonal Housing – our Plan will explore partnerships to support efforts of employers to provide seasonal housing for their workers.

Many of the assessment’s recommended strategies have also been incorporated into the Plan, including:

- 1) Create a balance of larger projects that can take advantage of economies of scale in appropriate locations, and continued smaller infill project with a greater focus on those with more limited incomes, as well as smaller units for increasingly older and smaller households.
- 2) Adopt zoning and regulatory changes that will better utilize existing developable property in a “smarter” way for affordable housing, and utilizing the ground lease model to maintain permanently affordability.
- 3) Access new and expanded housing funding resources to produce housing that best meets housing needs and production goals, and
- 4) Increase regional collaboration to promote island-wide housing interests.

The IHT was also a member of a working group that developed the *Island Plan – Charting the Future of the Vineyard* in 2010. Over a four year period, thousands of Island residents participated through eight working groups, dozens of forums, and a series of surveys in defining what the Vineyard is and how best to meet the needs of the people the Island itself.

The overall and specific goals of the *Island Plan* will be directly addressed by our Plan, including:

- 1) Sustain our year-round community by addressing housing affordability and the high cost of living, and specifically.
- 2) Provide a full range of housing options by significantly increasing the number of affordable housing and community housing units on the Vineyard, by prioritizing those residents with the greatest need, and by emphasizing the creation of rental units.

The Island-wide housing target is based on the goal of achieving 10% of the year-round housing stock permanently affordable to people earning less than the area median income, in addition to another 10% affordable to those earning from 81%-150% AMI or about 650 dwellings units in each category.

We will continue to work in partnership with the committees and boards from each of the six island municipal governments, to identify, plan, permit, fund, develop, and manage new affordable ownership and rental housing projects. Our Plan (see Section 4 – Activities to be Undertaken) identifies a pipeline of 9 new projects involving 4 ownership and 52 rental units to be developed over the next three to five years in partnership with most of the Island’s municipal governments.

In addition, several initiatives including the Healthy Aging Project and the Island Grown Initiative are addressing the needs of a growing elder population and of local farmers. The Healthy Aging project has identified the challenges facing our systems of housing, transportation, and other health and social services, with an unprecedented recent increase in the number of older adults, many living on very low fixed incomes, living on and moving to Martha's Vineyard. Our Plan addresses the need for affordable housing and services for low and moderate-income elders on the Island, identified as one of ten principles for promoting an aging-friendly community by the Healthy Aging project. The IHT will collaborate with the Dukes County Health Council and the Donors' Collaborative to create an action plan for the Housing component of the island-wide Healthy Aging project.

Our Plan is an outgrowth of our participation in island-wide planning processes and our active engagement with the community at many levels. We believe that the activities outlined in our Plan are consistent with the larger community vision as expressed to date, and that in order to effectively implement our Plan, work is needed in each of the three goal areas identified. As noted above, we will continue to hold community conversations to affirm or refine our Plan and report out to the community as progress is made.

## **SECTION 8 - FINANCING STRATEGY**

The Island Housing Trust will finance the implementation of its Plan's activities through diversified revenue sources. Our goal is to raise more than \$2 million annually for working capital and projects through fees, project funding, donations, and tax credits. Over the past eight years, we have successfully raised \$12.4 million of working and project capital to develop 35 homes and provide on-going stewardship for nearly 60 homes, both rental and ownership. Funding sources include \$7.2 million in financing, \$2.8 million in public grant funding, \$3 million in private donations, and \$400,000 in project fees.

We are confident in our ability to sell \$150,000 in Community Investment Tax Credits over the next 10 months, based on our past fundraising experience, and the enthusiastic response to the Tax Credits that we have already received. See attached examples of interest in the CITC program from some of the 17 businesses, 85 individuals, and 7 foundations in Massachusetts who have donated to the IHT in the past year. Individual donors and businesses from Massachusetts donated a total of \$114,300 in 2013, including \$44,000 in annual multi-year donations. We believe that the CITC is a unique opportunity to grow our organization's technical and financial capacity, in order to scale our production.

In the last two years, we have successfully raised between \$200,000 and \$230,000 per year in working capital to support our organizational operating budget of \$221,000. Revenue sources include project development and administrative fees of \$74,000, ground lease fees of \$32,000, foundation grants of \$32,000, and donations of \$92,000. We recently received a commitment of \$160,000 in Federal Home Loan Bank funds for a three-unit rental project in development and will be pursuing funding for another project in the upcoming DHCD rental round. Our fundraising plan involves a year-round approach to cultivating and engaging a network of donors and potential donors through fundraising events, ground breakings, house openings, annual report, quarterly updates, and annual appeals.

We typically acquire donated or discounted property at costs ranging from \$2,500 to \$35,000 per unit. Several towns on Martha's Vineyard have conveyed property through an RFP process for

development and stewardship of affordable housing. As noted above, Community Preservation Act funds from town governments have been critical to our success. CDBG funds have also been available through The Resource Inc.

Through our CITC grant, we began working with the DCRHA to preserve their portfolio of existing rental housing units. A formal request for technical assistance was submitted to the state Community Economic Development Assistance Corporation (CEDAC) and to the Massachusetts Housing Partnership (MHP), and work has begun to try and refinance 47 rental units owned and managed by the DCRHA, and secure project based rental subsidies to serve tenants earning very low incomes (30-50% of AMI). Some of these rental units may be refinanced together with an expiring small LIHTC project. A preliminary energy audit conducted by RISE Engineering and funded by Cape Light Compact has begun to determine the feasibility of energy upgrades, as part of an assessment to determine what other renovations are required as we contemplate an application for 4% LIHTC and other state funding for these properties. We have also met with Boston Community Capital to discuss how to possibly work together to restructure a project they financed.

We will raise more than \$2 million annually for working capital and projects through project and ground lease fees, project funding, and donations and tax credits, as follows:

### **Working Capital**

- Tax Credits –organize fundraising drive to raise \$50,000 annually in working capital from Massachusetts residents, businesses and foundations who can benefit from Community Investment Tax Credits. See attached examples of interest in the CITC program from some 17 businesses, 85 individuals, and 7 foundations in Massachusetts who donated a total of \$114,300 to the IHT in 2013, including \$44,000 in annual multi-year donations.
- Ground Lease Fees – \$50 per property/ month, increasing from \$25,000 to \$48,000 annually.
- Resale Fees – 0.05% of the resale price of ground leased homes, to cover certain resale expenses, averaging 1-2 resales annually @ \$1,000+ per resale.
- Project Administration Fees – fee of 2-3% of construction costs, of \$5,000 to \$30,000 annually depending upon annual project development activity.
- Project Development Fees – fee of 4-5% of construction costs, of up to \$60,000 annually depending upon annual project development activity.
- Professional Service Fees – fee for service for contracted services (planning, development, stewardship), of \$5,000 to \$20,000 annually.
- Annual Appeal - organize annual fundraising drive to raise \$100,000 annually in multi-year pledges from 10 legacy donors for working capital.
- Private Foundations – research and apply to Island based and regional foundations for \$20,000 to \$30,000 annually for working capital.

### **Project Capital Fundraising**

- Tax Credits –organize an annual fundraising drive to raise \$250,000 in project capital from Massachusetts residents, businesses and foundations who can benefit from Community Investment Tax Credits.
- Donor Management – implement a donor database system to organize, track, and manage donors and investors.
- Ask Events – organize and implement a series of fundraising events to engage major donors with the help of the advisory council to raise \$1,000,000 in donations annually.

- Community Preservation Act - make annual grant applications for project funding to municipal Community Preservation Committees and Affordable Housing Trust Funds in order to raise \$300,000 - \$500,000 annually depending on project and funding availability.
- State rental and homeownership funding rounds – continue to apply for state rental and homeownership housing funding when available. Continue to explore becoming a CHDO and accessing federal HOME funds, either through the State or through a Consortium.
- Additional public and related sources - continue to access Community Development Block Grant funds for projects. Continue to pursue use of other state and nonprofit resources through conversations with CEDAC, Boston Community Capital, Federal Home Loan Bank, MHP, USDA, NeighborWorks America and others.

## **SECTION 9 - HISTORY, TRACK RECORD AND SUSTAINABLE DEVELOPMENT**

The Island Housing Trust is well positioned to finance and implement the proposed activities in our Community Investment Plan. Over the past eight years we have steadily grown our capacity and the support for our work on Martha's Vineyard, developing 35 ownership and rental units, maintaining on-going stewardship of nearly 60 units, increasing our donor base, and increasing community awareness of the need for and success of our work. The attached timeline outlines our progress in meeting the significant affordable housing needs on Martha's Vineyard.

We have maintained strong and stable staff and board leadership. Executive Director Philippe Jordi brings 18 years of experience in community development on Martha's Vineyard, first as the senior planner for the Wampanoag Tribe of Gay Head (Aquinnah) for six years, then as the executive director of the Dukes County Regional Housing Authority for four years, and as the executive director of the Island Housing Trust for the past eight years. Susie Buck recently joined IHT as part time Program Manager, and brings with her a background in office management, database management, client services, and event coordination. In addition, a Development and Communications Director position has recently been advertised. This person would assume responsibility for directing fundraising initiatives, marketing and branding, donor management, and communication campaigns for the organization.

Board President Richard Leonard, Chief Operating Officer of the Martha's Vineyard Saving Bank, brings 30 years of local banking and leadership experience to the organization. Board member Wayne Johnson is a retired real estate banking professional with 35 years of experience, including knowledge of community development in greater Boston. His banking career started in 1973 and his most recent position was senior vice president of Bank of America. Board member Cheryl Doble, a landscape architect, has worked in private practice and as an educator in New York State. For the past 20 years Cheryl has been a faculty member in the Landscape Architecture Department at SUNY College of Environmental Science and Forestry (ESF) in Syracuse, NY, where she was the founding director of the College's Center for Community Design Research. See attached list of Board and Advisory Board leaders and their affiliations.

Ann Silverman began working as a part time consultant to the IHT in December of 2012. Ann brings more than thirty years of experience in community development, affordable housing development, and nonprofit management consulting. She has worked as a founding Executive Director, Project Manager, and capacity building funder in Massachusetts. For the past 13 years she has consulted to CDCs, nonprofits and funders in Massachusetts, Connecticut, Rhode Island, and nationally. She has helped community-based groups to complete organizational

assessments, strategic plans, fundraising strategies and business plans. Ann has assisted Island Housing Trust to update its Community Investment Plan.

Rob Goldfarb began working as a part time consultant to the Island Housing Trust in May 2012. Rob brings more than twenty years of experience in fund development for nonprofit organizations. He worked as the Development Director for the Farm Institute in Edgartown, Massachusetts. For the past three year he has consulted to nonprofits in Massachusetts, Connecticut, and New York. He has helped non-profit organizations to develop operating and capital fundraising campaigns. Rob has helped the Island Housing Trust in donor development and related tasks.

We are confident in our ability to sell \$150,000 in Community Investment Tax Credits over the next 10 months, based on our recent individual and corporate donor experience, and on the positive conversations that we have already had with year round and season residents as well as business leaders who appreciate the value of our work and the opportunities for the Island presented by the Community Investment Tax Credits. See attached letters of support from local municipalities, businesses, non-profit organizations, and financial institutions.

A major component of our development work has been building eco-friendly houses, designed with high performance building standards including a home energy rating (HERS) of 50 or less (i.e. large R-value insulation in walls, roof, and foundations, water conserving fixtures or features, high efficiency heat pumps greater than 87 percent, heat recovery ventilation system adequate to provide constant fresh air, trip glaze energy efficient windows, and Energy Star qualified lighting). The Cape Light Compact has funded solar electric systems that have enabled our units to obtain LEED Platinum Certification and net-zero energy usage (using as much energy as they produce). Given the high costs of energy on the Island, this level of energy efficiency and durable building materials have made our houses very affordable to maintain and thus more affordable in the long-run. We have also designed our developments based on conservation based affordable housing principles that cluster housing both to protect land and increase efficiency. Local designers have worked closely with us to design attractive and durable homes that fit the local landscape, and are on or near local bus routes.

Our Plan is consistent with the Commonwealth's Sustainable Development Principles in many ways, including: expanding housing opportunities for low and moderate income working island families and individuals that are compatible with the community's character and vision; developing and operating mixed use and clustered developments; ensuring the interest of future island residents through creating and sustain permanently affordable housing; developing conservation based affordable housing development that balances the need for development with land conservation; creating high performance building that is energy efficient and truly affordable not only to purchase but also to own and maintain; and locating homes and neighborhoods so that they are accessible to existing public transportation. All of this is done in partnership and collaboration with local municipalities and island-wide planning and non-profit organizations.

We look forward to meeting the needs of our Island community through implementation of this Plan.