



PO Box 779 • West Tisbury, MA 02575 • 508-693-1117 • info@ihtmv.org

**COMMUNITY INVESTMENT PLAN (CIP)  
2020 - 2023  
Adopted 11-16-19**

	<b>Pages</b>
<b>SECTION 1 - COMMUNITY SERVED</b>	<b>1 – 4</b>
<b>SECTION 2 – INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS</b>	<b>4 – 5</b>
<b>SECTION 3 – CIP GOALS</b>	<b>5</b>
<b>SECTION 4 &amp; 5 – ACTIVITIES AND MILESTONES</b>	<b>5 – 10</b>
<b>SECTION 6 - COLLABORATIVE EFFORTS TO SUPPORT PROGRAM IMPLEMENTATION</b>	<b>11– 12</b>
<b>SECTION 7- INTEGRATION OF ACTIVITIES WITH COMMUNITY VISION AND STRATEGY</b>	<b>12 – 13</b>
<b>SECTION 8 - FINANCING STRATEGY</b>	<b>13 – 15</b>
<b>SECTION 9 - HISTORY, TRACK RECORD AND SUSTAINABLE DEVELOPMENT</b>	<b>15 – 16</b>

## I. INTRODUCTION

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.

**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 updated CIP, 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 1990s. 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 to 18,216 total residents.

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.

---

<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 5 ownership units of housing on IHT land in Aquinnah, including 2 ownership units completed in 2018.

**Chilmark** –After 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 75% 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 largest number 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 ownership units in Edgartown and is pursuing a “buy-down” home in 2020 in collaboration with the Town of Edgartown (Conversion of a market-rate house into a house affordable to an Edgartown family making 100% or less of the Area Median Income).

**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 50% 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 45 units of housing in Tisbury, including 27 rentals and 18 ownership units. In addition, there are 9 ownership units current under development scheduled to be completed in 2020 and 33 rental units in predevelopment, including 6 rental units of supportive housing for homeless residents.

**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 30 units of housing in West Tisbury, including 14 rentals and 16 ownership units, and 2 rental units in predevelopment.

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, 33% 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**

**Background** – 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 on Martha’s Vineyard. The IHT’s 11-member Board of Directors includes residents from each of the six island towns, our homeowners, and members 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.ihtmv.org](http://www.ihtmv.org)) and held at the Vineyard Housing Office in Vineyard Haven, home to the IHT and Dukes County Regional Housing Authority (DCRHA). The representative leadership structure, in combination with the open meeting structure and local partnerships and collaborations, ensures that constituents and stakeholders 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 (except August), including one annual meeting in April, at the Vineyard Housing Office in Vineyard Haven. There are five standing committees including Governance, Fundraising, Communications, Project Development, and Stewardship and Asset Management, which meet monthly and provide recommendation and guidance to the Board of Directors. The Board has recently created an Audit Committee of independent members of the Board. The Board and Committees have been regularly engaged in developing and monitoring this CIP, and in reviewing our annual work plans.

We’ve asked our Board and Committee members to help us, by acting as ambassadors for our work and our CIP in the community at large. Through press releases and at community meetings and events, we have let the larger community know of our certification by the state as a community development corporation, our CIP and our Community Investment Tax Credits program.

**Housing Production Plans** – The Island Housing Trust and the island-wide planning agency, the Martha’s Vineyard Commission (MVC), helped facilitate an Island-wide and town-by-town Housing Production Plan process with the All-Island Planning Board, comprised of each of the six town Planning Boards. The process involved extensive public outreach and planning including three public workshops in each of the six towns and a fourth meeting with town government stakeholders (i.e., Planning Boards, Affordable Housing Committees, and Boards of Selectmen). In addition, over 600 Island residents who were not able to attend the public workshops responded to an on-line survey about housing needs and strategies.

The Housing Production Plan process has resulted in Island-wide and town-by-town housing vision, goals, and strategies that were completed in 2017 and have been adopted by four of the six Island towns (Tisbury, West Tisbury, Oak Bluffs, and Aquinnah) and submitted to DHCD in 2018. As Martha’s Vineyard’s only non-profit developer of affordable housing, the IHT is well positioned to collaborate and partner with town governments, private land owners, businesses, conservation organizations, and other non-profits to implement strategies in order to achieve the goals established in the Housing Production Plans.

**Vision 2020** – In 2017 the IHT identified the goal of creating 100 new ownership and rental units by raising \$24 million to serve 300 Island residents and their families by the end of 2020. As of November 2019, the IHT has raised 70% of its goal or \$16.9 million and completed or secured permits for 67 new housing units including 59 rentals and 8 ownership units with another 46 units of housing in the pipeline.

**Vision 2025** – Over next six months the IHT and its Board will be conducting an internal assessment of its mission and vision, lines of business (housing production, fundraising, stewardship, rental asset management, and communications/outreach), and external stakeholder assessment to determine its growth goal for the next five years. As part of this process board members, staff, and community stakeholders will be surveyed about the organization’s mission, strengths and weaknesses, threats and opportunities, and vision and strategies. The six-month strategic planning process will directly inform the organization’s updated CIP. A Board retreat is scheduled for April of 2020 to confirm the organization’s vision and strategies by line of business as well as on-going community engagement.

We plan to publicize the results of our surveys and our CIP 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 CIP success (see Section 5 below).

### **SECTION 3 –CIP GOALS**

The IHT will continue to build on three key goals for our five lines of business (housing production, communications, fundraising, stewardship, and rental asset management) over the next three years as follows:

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

GOAL TWO: **Production** - Increase the number of homes and rental units from 102 to 180.

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

We developed a set of strategies and activities for each of the above goals. By completing these activities, we believe that we will be able to achieve successful outcomes in each of the goal areas. We look forward to growing as the community development corporation for Martha’s Vineyard.

### **SECTIONS 4 & 5 – ACTIVITIES AND MILESTONES**

**GOAL ONE: Support** - Increase community awareness, understanding of, and support for the IHT’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 is to our community and to our economy. By

increasing community awareness of who is benefitted by affordable housing, 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 neighbors can gain an understanding of the value that affordable housing provides to people they know and to the larger community.

**Strategy One:** Update and implement fundraising plan by maintaining and strengthening our relationship with donors and funders in order to in order raise \$6 million in funding and financing combined annually.

ACTIVITIES	MILESTONES	RESPONSIBILITY
<p>A. Build on our efforts to date to engage local businesses and individual donors to raise \$600,000 in working capital by leveraging and maximizing the impact of Community Investment Tax Credits (CITC).</p>	<p>Secure and sell \$200,000 in CITC to raise \$400,000 in donations</p> <ul style="list-style-type: none"> <li>• Apply for \$200,000 CITC</li> <li>• Sell \$60,000 from multi-year pledges</li> <li>• Sell \$120,000 from end of year appeal</li> </ul> <p>Raise \$300,000 from annual 200-person summer fundraising event</p> <ul style="list-style-type: none"> <li>• Reenlist 50 lapsed donors, obtain 80 new donors and steward 70 donors</li> </ul>	<p>Development Director, Executive Director, Fundraising Committee</p>
<p>B. Continue Social Impact Investing program to raise \$2 million annually in short-term and permanent low interest financing from private and public investors.</p>	<p>Secure combined \$2 million in short-term Make It Happen Fund financing for property acquisitions and MV Future Financing for permanent financing of rental properties.</p>	<p>Development Director, Executive Director, Fundraising Committee</p>
<p>C. Raise \$4 million in project funding by leveraging 1/3 local municipal grant, 1/3 private donors, and 1/3 state grant funding in order to create 78 new homes/ apartments.</p>	<p>Expand 23 member Leadership Circle to 55 members. Leadership Circle members make a minimum pledge of \$100,000 over four years.</p>	<p>Development Director, Executive Director, Fundraising Committee</p>
<p>D. Continue to compete for state funds, and engage Board members in understanding the associated opportunities and challenges.</p>	<p>Annual Board education session on state and federal resource opportunities.</p>	<p>Development Director, Executive Director, Fundraising Committee</p>
<p>E. Further legacy program to educate and engage residents about planned giving opportunities</p>	<p>Cultivate a minimum of one bequest of property annually</p>	<p>Development Director, Executive Director, Fundraising Committee</p>

<p><b>F.</b> Research and plan a campaign for a permanent source of local funding (e.g., Island Housing Bank).</p>	<p>Plan/mechanism for a permanent source of local funding (e.g., Martha’s Vineyard Housing Bank) developed.</p>	<p>Development Director, Executive Director, Fundraising Committee</p>
<p><b>Strategy Two:</b> Update and implement communications plan to increase community awareness, understanding of, and support for the IHT’s activities, and for affordable housing on the Island.</p>		
<p><b>ACTIVITIES</b></p>	<p><b>MILESTONES</b></p>	<p><b>RESPONSIBILITY</b></p>
<p>A. Update and implement communications plan based on organizational mission, vision, and values using storytelling/messaging efforts already begun—summer benefit brunch, letters to the editor, annual report and appeal, impact video, case statement.</p> <p>B. Build on efforts to engage key businesses and community leaders through Island-wide initiative to understand the need for affordable housing and create new opportunities for collaboration and partnerships to plan and implement housing production.</p>	<p>Create new campaign taking advantage of the momentum and building prior messaging campaign; produce and distribute Annual Report; all advertising, social media, videos and collateral material will reinforce message with a target audience; work with local and regional press to place stories, interviews and press releases; raise awareness through participating in and creating community events.</p> <p>Increase network of Island business owners and anchor institutions by 20 annually through Workforce Housing Partnership program; stimulate/support Island-wide Housing Production Plan through public meetings, review, adoption, and implementation for all six island towns and the Island.</p>	<p>Communications Director, Communications Committee, Executive Director</p> <p>Communications Director, Communications Committee, Executive Director</p>
<p><b>Strategy Three:</b> Increase staff capacity to implement outreach and support strategies.</p>		
<p><b>ACTIVITIES</b></p>	<p><b>MILESTONES</b></p>	<p><b>RESPONSIBILITY</b></p>
<p><b>A.</b> Build staff capacity for development and outreach efforts.</p>	<p>Conduct capacity building assessment as part of a five-year strategic planning process.</p> <p>All staff trained in and assigned responsibilities for development and outreach.</p>	<p>Development Director, Executive Director</p> <p>Development Director, Communications Director</p>

**GOAL TWO: Production** - Increase the rate of annual housing production to create a total of 180 units by 2023, with an emphasis on affordable rental production.

**Rationale:** By developing more than 78 new 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, health care 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 scalable, durable, energy efficient homes that are designed to be truly affordable to purchase or rent and maintain for generations.

**Strategy One:** Complete construction and occupancy for projects currently underway and in the pipeline.

ACTIVITIES	MILESTONES	RESPONSIBILITY
<p>Projects in current development pipeline</p> <ol style="list-style-type: none"> <li>1. <b>Greenwood Avenue</b> – 6 ownership homes in Tisbury</li> <li>2. <b>Daggett Avenue</b> – 4 ownership homes at a repurposed property in Tisbury</li> <li>3. <b>Perlman House</b> – 7 rental apartments in Vineyard Haven</li> <li>4. <b>Harbor Homes</b> – 6 rental SRO for homeless</li> <li>5. <b>Old Court House</b> – 2 rentals in West Tisbury</li> <li>6. <b>Kuehn’s Way Apartments</b> -20 rental apartments in Tisbury</li> <li>7. <b>Buy-Down Home</b> – 1 ownership home in Edgartown</li> </ol>	<p>Complete construction and sale of units by February 2020</p> <p>Complete permitting, purchase, renovation, and sale by March 2020</p> <p>Complete renovations, rent-up and occupancy by June 2020</p> <p>Complete purchase and ground lease by February 2020</p> <p>Complete permitting and start construction by May 2020</p> <p>Complete permit appeal process, secure state funding and start construction by November 2020</p>	<p>Project Director, Project Manager, Executive. Director and Development Committee</p>

**Strategy Two:** Work with private and public partnerships to build our project pipeline.

ACTIVITIES	MILESTONES	RESPONSIBILITY
<p>Initiate projects that are in the potential development pipeline, including:</p> <ol style="list-style-type: none"> <li>1. <b>Meshacket</b>, Edgartown – 33 rentals and 6 ownership units</li> <li>2. <b>Island Food Products</b>, Tisbury – 50+ rental units</li> <li>3. <b>Oak Bluffs Property</b> – 50+ rental units</li> <li>4. <b>Other prospective HPP projects</b></li> </ol>	<p>Edgartown issues RFP from developers</p> <p>IFP issues RFP from developers</p> <p>Oak Bluffs issues RFP from</p> <p>100+ units identified on town owned land throughout six towns</p>	<p>Project Director, Project Manager, Executive Director and Development Committee</p>

<b>Strategy Three:</b> Develop programs and partnership to address growing elderly, workforce, and homeless housing needs.		
<b>ACTIVITIES</b>	<b>MILESTONES</b>	<b>RESPONSIBILITY</b>
A. Core House – design scalable and replicable building plans that can accommodate various high performance building methods (stick built, modular, panelized).	Single family and multi-family ownership (Smalley’s Knoll single family and Greenwood duplex) and rental (Scotts Grove).	Project Director, Executive Director and Development Committee
B. Elderly – assess feasibility of redeveloping existing properties with efficiency apartments, including life estate program to acquire existing properties.	Design ADU program to lease, permit, finance, construct and rent accessory dwelling units (ADU) on private property.	Executive Director, Project Director
C. Housing Suitability Analysis – in partnership with the Martha’s Vineyard Commission use GIS technology to identify, analyze, and prioritize suitable properties for multi-family housing development.	Complete and utilize GIS housing suitability analysis tool to inform implementation of Housing Production Plans at the town level and property acquisition at the project level.	Project Director, Project Analyst, Executive Director and Development Committee
D. Buy-down and Life Estates – design and finance life estate program to acquire existing properties.	Research and pilot buy-down and life estate programs through a community fund.	Communications Director, Executive Director
E. Workforce – provide technical expertise in affordable housing permitting and development to private business and landowners.	Network with business and landowners to explore top of the shop and accessory apartment solutions.	Project Director, Executive Director and Development Committee
F. Homeless – work with faith community and service agencies on housing for homeless.	Assist in creation of Harbor Homes a congregate housing following the Homeless Not Helpless model on Cape Cod.	Project Director

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

**Rationale:** By providing proper oversight of rental property management and systematic tracking of ownership ground lease restrictions, we will ensure that renters and homeowners get the services for the proper maintenance of their homes and apartments. 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 and rental apartments that will help support the local year-round workforce.

**Strategy One:** Monitor and assess rental property management services and reserves

ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Annual budgeting and quarterly review of rental properties and management services.	Review and monitor unit turnover, financial performance, care of properties.	Executive Director and DCRHA
B. Research and implement rental property management system for improved monitoring and increased efficiencies.	Review current rental property management systems and recommend improved systems.	Executive Director and DCRHA
C. Conduct capital improvement analysis for all IHT rental properties.	Assess and develop capital improvement schedule for all rental properties.	Executive Director
D. Update energy use study for all leased homes and rentals.	Collect and analyze energy usage data to assess cost benefit of energy efficiency upgrades.	Executive Director

**Strategy Two:** Homeowner engagement and education regarding property care and use restrictions on ground leased properties.

ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Expand and update homeowner resources on website	Quarterly website updates	Stewardship Manager
B. Conduct specific homebuyer trainings and homeowner assistance including: <ul style="list-style-type: none"> <li>• resale restrictions, financing, sales procedures.</li> <li>• homeowner associations.</li> </ul>	Annual homebuyer trainings and on-going homeowners assistance.	Stewardship Manager
C. Provide information to homeowners about capital maintenance, repairs, and improvements	Provide regular emails to homeowners about maintenance, repairs, and improvements.	Stewardship Manager
D. Use HomeKeeper for tracking of information.	Annual report on monitoring for towns, including increases in units monitored, fees.	Stewardship Manager

**Strategy Three:** Monitor and enforce affordability restrictions

ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Monthly financial monitoring of owners	Reduce ground lease fee payables to 3 months or less.	Stewardship Manager
B. Annual reporting of resale values to municipalities and homeowners.	Annual report on ground lease fees collected and maximum resale value.	Stewardship Manager
C. Enforcement of ground lease and policies.	Annual resident satisfaction surveys completed by at least 75% of residents.	Stewardship Manager

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

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

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

As part of the 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 through direct mailing campaign and local newspaper articles on the benefits of investing in the IHT's CIP and Tax Credit program.
- 1) Project Campaigns – collaborate with existing non-profit partner organizations, government agencies (DCRHA, MVC, School District), 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, MV Hospital) and state agencies (MHP, CEDAC, DHCD) on project specific fundraising campaigns.
- 2) 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.
- 3) 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 (MV Hospital, Nonprofit Collaborative, MV Fellowship, YMCA, Youth Task Force, and Women Empowered) and public agencies (Dukes County Health Council and Health Access) through the 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 103 to at least 180, and increase the amount of affordable rental production.

A key part of the 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) Martha's Vineyard Land Bank – joint purchase of 15-acres of land in Tisbury involving 9-acres of conservation land and 4-acres that has been permitted for 20 units of rental housing.
- 2) DCRHA – has entered into rental management contracts for 29 units of rental housing over the next two years.
- 3) Town Governments – selected by the Town of West Tisbury to construct a 2 unit rental project at Old Court House Road on town owned land, and will continue to collaborate with local town governments to develop town land for affordable rental and homeownership opportunities over the next three years as identified in the town-by-town and island-wide Housing Production Plans.
- 4) Businesses – we will continue to collaborate with private businesses, local banks, and skilled contractors to design, build, and finance energy efficient affordable housing.
- 5) Regional Partners – We will explore potential collaborations with private developers and off-Island non-profit developers and financial institutions (MHIC) for larger development projects.
- 6) MV Hospital – We will continue to partner with the island largest employer to provide workforce housing solutions.

- 7) Harbor Homes – We will partner with a non-profit service provider to create the first supportive congregate housing for homeless residents on the Vineyard over the next two years using Cape Cod’s Homeless Not Helpless model.

**GOAL THREE: Stewardship** - Ensure that affordable homes are well maintained, rentals are properly managed, 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) 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 IHT’s CIP directly addresses many of the Island-wide and town specific housing needs and strategies identified in the Housing Production Plans for each of the six towns and the island as a whole. Our CIP identifies the activities we plan to undertake to create and sustain permanently affordable housing on the 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 Housing Production Plans.

The Housing Production Plans represent the combined efforts of all six Island towns to gain an understanding of the current housing dynamic Island-wide and within each community and identify goals and strategies to create more housing choice and affordable housing on the Island. Many of the Housing Production Plans’ recommendations are directly addressed by our CIP, including:

- Extremely and Very Low-income Residents – our CIP targets rental units to those earning below 60% AMI to address the unmet housing needs of lower income Island workers and their families, including the homeless.
- Families – our CIP aims to direct a majority of its new units to families, the mainstay of the Island’s year-round workforce.
- Seniors – our CIP 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 CIP will incorporate handicapped accessibility and/or supportive services into at least 10% of all new housing units created.
- Homelessness– our CIP 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.

- Workforce Housing – our CIP will continue to support for community housing to promote year-round housing options and mixed-income neighborhoods.
- Seasonal Housing – our CIP 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 CIP, including:

- 1) Create a balance of larger projects that can take advantage of economies of scale in appropriate locations, and continued smaller infill projects 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 utilize the ground lease model to maintain permanent affordability.
- 3) Access new and expanded housing funding resources to produce housing that best meets housing needs and production goals.
- 4) Increase regional collaboration to promote Island-wide housing interests.

The Island-wide Housing Production Plan (HPP) goal is to create at least 223 new low/moderate income units, primarily rental, over five years (an average of 45 housing units per year) that will count on the Subsidized Housing Inventory and are affordable to a range of household incomes including extremely low- and very low-income households. This rate of housing production would support all of the Island towns reaching the state required 10% under 40B through incremental production (0.5% of year round housing units) by 2036. An additional HPP identified goal is to support the creation of at least 71 ownership units over five years that are affordable to households between 80-100% of the area median.

We will continue to work in partnership with the All Island Planning Board and town 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 CIP (see Section 4 – Activities to be Undertaken) identifies a pipeline of 3 new projects over the next three years and in partnership with the Island’s municipal governments, including 6 ownership and 33 rental units to be developed with the Town of Edgartown.

Our CIP 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 CIP are consistent with the larger community vision as expressed to date, and that in order to effectively implement our CIP, work is needed in each of the three goal areas identified. As noted above, we will continue to engage community members through surveys and conversations to affirm or refine our CIP and report out to the community as progress is made.

## **SECTION 8 - FINANCING STRATEGY**

The IHT will finance the implementation of its CIP’s activities through diversified revenue sources. Our goal is to fundraise and finance \$6 million annually for working capital and projects through grants and social impact investing from local and state agencies, private and public investors, ground lease fees, developer fees and overhead, and donations raised from Community Investment Tax Credits (CITC). Over the past thirteen years, we have successfully raised over \$28.7 million of working and project capital to develop and provide on-going

stewardship and property management for over 102 homes and rentals. Sources include \$6.2 million in financing, \$10.5 million in public grants, and \$12 million in private donations.

We are confident in our ability to sell \$200,000 in CITC over the next year, based on our fundraising experience, and the enthusiastic response to the CITC that we have received over the past five years. In the last six years the IHT has raised \$1,780,000 in donations through \$110,000 in 2014 CITC, \$150,000 in 2015 CITC, 100% of our \$150,000 2016 CITC allocation, 100% of our \$150,000 2017 CITC allocation, 100% of our \$150,000 2018 CITC allocation, and 73% of our \$180,000 2019 CITC allocation as of November 2019. CITC has been critical to the growth of our organization's technical and financial capacity in order to scale our production over the past five years.

In the past twelve months, we have successfully raised \$913,269 in working capital to support our organizational operating budget of \$787,415. Revenue sources include project development and administrative fees of \$200,000, ground lease fees of \$34,500, and donations and pledges of \$678,769

. In addition, \$5.2 million in project funding was raised to complete the construction of a fifteen (15) unit rental building in Vineyard Haven (Hanover House) and the construction of six (6) ownership townhouses in Tisbury through a combination of local municipal CPA and state grants, and private donations. Our fundraising plan involves a year-round approach to cultivating and engaging a network of donors and potential donors through fundraising events, one-on-one meetings, ground breakings, house openings, annual report, quarterly updates, and annual appeals.

We will raise \$6 million annually for working capital and projects through project grants and donations raised in part through CITC, ground lease and project fees, and social impact investing, as follows:

### **Working Capital**

- Tax Credits – organize fundraising drive to raise \$200,000 annually in working capital from Massachusetts residents, businesses and foundations, along with out-of-state summer residents, who can benefit from CITC.
- Ground Lease Fees – \$50 per property/ month, \$36,000 annually.
- Project Overhead & Development Fees – fee of 5-10% of construction costs, of up to \$200,000 annually depending upon annual project development activity.
- Annual Year-end Appeal - organize annual fundraising drive to raise \$200,000 annually.
- Private Foundations – research and apply to Island based and regional foundations for \$50,000-100,000 annually for working capital.

### **Project Capital Fundraising**

- Donor Management – implemented a donor database system to organize, track, and manage donors and investors.
- Ask Events & Major Donor Acquisition – organize and implement a series of fundraising events and one-on-one meetings to engage major donors to raise \$1.5 million in donations annually via our Leadership Circle, whose members make a minimum pledge of \$100,000 over four years.

- Community Preservation Act - make annual grant applications for project funding to municipal Community Preservation Committees and Affordable Housing Trust Funds in order to raise \$1-2 million annually depending on project and funding availability.
- State rental and homeownership funding rounds – apply for state rental and homeownership housing funding when available in order to raise \$1-2 million annually from DHCD, MassHousing, and FHLB Boston.
- 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, MHIC, Boston Community Capital, Federal Home Loan Bank, MHP, USDA, NeighborWorks America and others.

### **Social Impact Investing**

Island Housing Trust has also launched two social impact investments over the past three years, including \$2.2 million in *Make It Happen Fund* low interest (1%) short-term financing to purchase suitable properties and \$1.8 million in lower interest (2.5%) longer-term permanent *MV Future Financing* for workforce housing rental properties. Over the next three years, the IHT will continue to build on the success of its Social Impact Investing program in order to raise \$2 million annually in short-term and permanent low interest financing from private and public investors.

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

The IHT is well positioned to finance and implement the proposed activities in our CIP. Over the past eleven years we have steadily grown our capacity and the support for our work on the Vineyard, developing and maintaining the on-going stewardship of nearly 85 units of ownership and rental housing, 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 25 years of experience in community development on Martha's Vineyard, first as the senior planner for the Wampanoag Tribe of Gay Head (Aquinnah) then as the executive director of the Dukes County Regional Housing Authority, and now as the executive director of the IHT for the past eleven years. Derrill Bazy, Project Director, brings over 30 years of experience working for the Island's leading design-build company, South Mountain Company, as an architectural designer. Breeze Tonnesen, Communications Director, brings 43 years of experience working in the private sector and most recently for the architectural firm, Breese Architect, on the Vineyard. In 2019, Christopher Anderson was promoted from Development Manager to Development Director and brings his 20+ years of experience as a writer and educator to the IHT's fundraising mission. In addition to her work on project development for the IHT, Faren is a 2018-2019 Martha's Vineyard Vision Fellow researching site suitability for affordable housing. Development Associate Pam Scott has a Master of Science degree in Real Estate Development and a Master's degree in City Planning. Pam also has an extensive background in real estate project management and owner's representative services to residential, commercial and non-profit entities.

Our Board of Directors are residents from each of the six towns, the regional housing authority, homeowners, and the community at large. Board President Doug Ruskin, a West Tisbury resident, is a business management consultant and former board president of Habitat for Humanity-Martha's Vineyard. An example of the Board's expertise is our board clerk Peter Freeman, an attorney who specializes in affordable housing development who is a seasonal Tisbury resident.

A major component of our development work has been building eco-friendly houses that blend into surrounding neighborhoods, designed with high performance energy efficient 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 air source heat pumps, heat recovery ventilation systems adequate to provide constant fresh air, triple glaze energy efficient windows, and Energy Star qualified lighting). 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 using 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. Working with local engineers we have begun integrating new enhance septic system technologies to drastically reduce nitrogen from our septic system located in nitrogen sensitive watersheds.

Our CIP 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 sustaining permanently affordable housing; developing conservation based affordable housing development that balances the need for development with land conservation; creating high performance buildings that are 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 are confident in our ability to sell \$200,000 in Community Investment Tax Credits over the next year, based on our experience working with individual and corporate donors who appreciate the value of our work and the opportunities for the Island offered by the Community Investment Tax Credits.

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