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COMMUNITY INVESTMENT PLAN (CIP)
2023-2025
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	Pages
SECTION 1 - COMMUNITY SERVED	1 – 4
SECTION 2 – INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS	4 – 5
SECTION 3 – CIP GOALS	5 - 6
SECTION 4 & 5 – ACTIVITIES AND MILESTONES	6 – 13
SECTION 6 - COLLABORATIVE EFFORTS TO SUPPORT PROGRAM IMPLEMENTATION	13 – 14
SECTION 7- INTEGRATION OF ACTIVITIES WITH COMMUNITY VISION AND STRATEGY	15 – 16
SECTION 8 - FINANCING STRATEGY	16 – 17
SECTION 9 - HISTORY, TRACK RECORD AND SUSTAINABLE DEVELOPMENT	17 – 18

I. INTRODUCTION

The Island Housing Trust (IHT) is a state certified non-profit Community Development Corporation (CDC) 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.** Our social justice roots are firmly planted in the Community Land Trust (CLT) movement which began in the late 1960's during the civil-rights-era. A CLT is a mechanism by which land is held in trust and managed by a nonprofit, used for whatever a community chooses, whether that's housing, small businesses, cultural spaces, gardens, parks, or farms. The land is owned by a trust, which keeps it out of speculators' hands, but residences and other structures can be privately owned and inherited, allowing community members to build wealth.

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 ¹

Year-round residents of Martha's Vineyard's six towns value the quality of life in our 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. 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. Once a major seaport and whaling capital, the Island of Martha's Vineyard has become a global destination for a wide variety of seasonal residents and visitors, including the rich and famous, even Presidents. As year-round rentals disappear and 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.

As the Island's reputation as a get-away for those seeking both solitude and society has spread, the population has increased substantially, almost doubling between 1970 and 1980, then by 30% in the 1980s, and again by 30% in the 1990s. In the ten years from 2010 to 2020, the year-round population of the Island's six towns has grown substantially from 16,535 to 20,600 total residents, an increase of 24.6%, yet only 342 new housing units were created in this time period, most of them seasonal/second-homes, with the year-round housing stock *decreasing* by 603 units or 8.2%. Sizable increases in the numbers of second-home owners and seasonal visitors continue to drive up housing prices, fueled the demand for lower paying service jobs, and decreased year-round housing availability. While for the first time in five decades the Vineyard's housing stock shifted to majority year-round occupancy at 51% due to the pandemic, home ownership opportunities are ever further out of reach of the average income earner, and ever fewer rental apartments are available year-round due to the lucrative summer short-term rental market that starts in the spring and extends into the fall.

¹ Incorporating elements from the 2013 and 2020 Martha's Vineyard Housing Needs Assessment by the Martha's Vineyard Commission

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.

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 regarding their history, community character, socio-economic makeup and housing, as these brief descriptions show:

Aquinnah – Aquinnah is the smallest community on the Vineyard with 439 residents, representing 2% of the Island’s population. Aquinnah is the most racially diverse community on the Island, with a minority population of 36%, most of whom 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 \$95,625 in 2020, 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 478 housing units of which 58% are seasonal and 42% are occupied year-round. Aquinnah’s median single-family house price in 2020 was \$1,675,000, representing an affordability gap of \$1,162,000 between what a median income household can afford (\$513,000) and the median priced unit. Due to the Wampanoag Tribal housing, 20.9% of Aquinnah’s year-round housing stock is considered affordable and part of the state’s Subsidized Housing Inventory (SHI). IHT has 6 ownership units of housing on IHT land in Aquinnah, including 1 ownership unit completed in 2022.

Chilmark –After Aquinnah, Chilmark is the next smallest community on the Vineyard, with a population of 1,212. 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 \$96,471 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 1,574 housing units with 65% representing seasonal or second homes, the highest on the Island, as well as the lowest level of rentals on the Island. Chilmark also had a median single-family house price of \$1,150,000 in 2020 and an affordability gap of \$593,000. 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, but intends to respond to a town RFP for ownership and rental housing on town-owned land when issued by the Town.

Edgartown – Edgartown is among the largest communities on the Island, representing about one-quarter of the Vineyard’s population at 5,168 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 \$78,902 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 was \$1,550,000 in 2020, representing an affordability gap of \$1,099,000. Edgartown has a total of 73 units on the state's Subsidized Housing Inventory (SHI). The IHT has 16 ownership units in Edgartown and was approved by the Martha's Vineyard Commission in November 2022 to build 36 rental apartments and 4 ownership homes on town-owned land.

Oak Bluffs – Oak Bluffs is the largest community on the Island, with a population of 5,341, 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 \$75,294. 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 \$1,051,000 in 2020, representing an affordability gap of \$651,000. There are 117 units or 5.5% of Oak Bluffs' year-round housing on the state's Subsidized Housing Inventory (SHI). The IHT has 4 units of ownership housing and 6 unit SRO homeless housing on IHT land in Oak Bluffs and is seeking approval by the Martha's Vineyard Commission to build 45 rental apartments on town-owned land in the first phase of a two-phase, 60 rental development.

Tisbury – With a population of 4,815 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 \$51,456 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 \$895,000 in 2020, representing an affordability gap of \$631,000, the lowest on the Vineyard. A total of 107 units, 5.4% of Tisbury's year-round housing on the state's Subsidized Housing Inventory (SHI). The IHT has 89 72 units of housing in Tisbury, including 61 rentals and 28 ownership units.

West Tisbury – With a population of 3,555, 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 median household income of \$95,351. 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 \$1,300,000 in 2020 for a median single-family home, West Tisbury's affordability gap is \$781,500. 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 34 units of housing in West Tisbury, including 16 rentals and 18 ownership units.

According to the 2020 *Martha's Vineyard Housing Needs Assessment*, the average weekly wage on the Island is now 70% of the state average, while the median home price is 54% above the state average, and the median rent exceeds the state's by 17%. The affordability gap was

\$781,500 for the Island as a whole in November 2020, up from \$225,000 in 2012, representing a 247% increase, way beyond the inflationary rate of 13.3% during that period.

Of the 5,446 total year-round households, 41% are paying 30% or more of their household income on housing. 1,294 households, or 21%, were paying more than half of their income on housing costs. 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 13-member Board of Directors includes residents from the six Island towns, our homeowners, and members from the community-at-large. Our Board includes key local business and community leaders. The representative leadership structure, in combination with local partnerships and collaborations, ensures that constituents and stakeholders are engaged in, set the direction for, and oversee our work. **This fall, IHT's CEO Philippe Jordi was appointed to Governor Elect Maura Healy and Lieutenant Governor Kim Driscoll's Affordable, Abundant Housing transition policy committee, helping IHT to participate on a state-wide level in the exchange of innovative housing solutions.**

The IHT Board meets monthly via Zoom, including one annual meeting in April, with the potential of returning to meetings at the Vineyard Housing Office in Vineyard Haven when safe to do so. There are seven standing committees (Advancement & Communications, Audit, Executive, Finance, Governance, Project Development, and Stewardship) which meet **regularly** and provide recommendation and guidance to the Board of Directors. The Board and Committees have been regularly engaged in developing and monitoring this CIP, and in reviewing our annual work plans. In 2021, IHT founded its Advisory Council of sixteen major donors and investors who have networked directly with their peers to raise over \$1.7 million since the Council's founding.

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.

Vision 2020 – The Island-wide Housing Production Planning (HPP) process from 2015-2016 was crucial in informing IHT's dedication to scaling our housing production from an average of 6 units annually from 2006 – 2016 to a goal of 25 units a year from 2017-2020 as our Vision 2020 goal. IHT collaborated with the Island-wide planning agency, the Martha's Vineyard Commission (MVC), to help facilitate the 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). Along with an Island-wide HPP, all six Vineyard towns drafted HPPs, of which Oak Bluffs, Tisbury, and West Tisbury have 2017-2022 HPPs approved by the state. Over this time period, we built, repurposed, leased up, and sold 50 homes, averaging 12.5 homes a year—**half our Vision 2020 annual goal of 25 homes a year from 2017-2020, but** double our historical **annual** production **from 2006 – 2016**.

Vision 2025 – Over the course of a year from Fall 2019 through Fall 2020, the IHT and its Board conducted **an assessment of its mission and vision and lines of business (housing production, communications, fundraising, stewardship, and rental asset management), along with external stakeholder interviews conducted by Consensus Building Institute**, to determine its growth goal for the next five years. As part of this process board members, staff, and community stakeholders were surveyed about the organization’s mission, strengths and weaknesses, threats and opportunities, and vision and strategies. In October 2020, the board adopted the Vision 2025 goal to help end housing insecurity on Martha’s Vineyard by creating at least 150 ownership and rental homes by 2025 for year-round Island residents and their families in collaboration with our public and private partners.

As of November 2022, one year and 11 months into our five-year campaign, we are on track to build 150 homes by 2025 as outlined below in Sections 4 & 5, GOAL TWO: Production. We are currently completing lease-up on 20 apartments at Kuehn’s Way in Tisbury, our largest neighborhood built to date. Additionally, we’ve created **11** ~~10~~ additional units in the first two years of our Vision 2025 campaign:

- Construction and leased-up with full occupancy in Spring 2022 of 2 affordable rental apartments in partnership with the Town of West Tisbury on town-owned land.
- In 2021, collaborated in the purchase of a 6-bedroom existing home in Oak Bluffs repurposed as transitional housing for homeless women, with the house owned by supportive services provider Harbor Homes and the land ground-leased to Harbor Homes by IHT. Occupied Fall 2021.
- Repurposed 1 walk-out basement in the home of an existing IHT homeowner in Tisbury as an ADU.
- Partnered with a donor to receive a donation of land in Aquinnah where a family of four in Aquinnah at 90% AMI has recently completed a 3-bedroom ownership home.
- **Purchased a 3-br home in West Tisbury deed-restricted to 100% AMI and resold it to an income-qualified family.**

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 ownership homes and rental units from ~~136~~ **156** to **276**.

GOAL THREE: Stewardship and Asset Management - 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

<p>GOAL ONE: Support - Increase community awareness, understanding of, and support for the IHT's activities, and for affordable housing on the Island.</p> <p>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.</p> <p>Strategy One: Update and implement fundraising plan by maintaining and strengthening our relationship with donors and funders in order to in order raise \$12 million in funding and financing combined annually.</p>		
ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Build on our efforts to date to engage local businesses and individual donors to raise \$1,500,000 annually in working capital by leveraging and maximizing the impact of Community Investment Tax Credits (CITC).	<p>Secure and sell \$300,000 in CITC to raise \$600,000 in donations</p> <ul style="list-style-type: none"> • Apply for \$300,000 CITC • Sell \$248,250 in credits to donors in multi-year pledges • Sell \$51,750 to donors as one-time donations <p>Raise \$500,000 \$400,000 from 200-person summer fundraising event</p> <p>Raise \$500,000 from year-end appeal campaign via direct mail, newspaper inserts, and social media</p>	Advancement staff (Chief Advancement Officer, Deputy Director of Advancement, Advancement Officer), Chief Executive Officer, Advancement & Communications & Committee, Board of Directors, Advisory Council
B. Expand Leadership Circle of private individuals and foundations making six and seven-figure pledges generally restricted to construction funding in order to raise \$2,500,000 annually in project capital	Renew 33 members and recruit another 11 members annually pledging to raise \$3 million annually in private construction funding	Advancement staff. Chief Executive Officer, Advancement & Communications & Committee,

C. Grow Social Impact Investing program to raise short-term low-interest (1%) acquisition and construction and (2.5%) permanent mortgage financing from private and public investors.	Secure \$2 million annually in short-term Make It Happen Fund bridge financing for property acquisitions and construction as much as \$4.3 million in MV Future Financing as needed for permanent financing of rental properties, depending on commercial interest rates.	Board of Directors, Advisory Council
D. Continue to compete for municipal, state, and federal funds, and engage Board members in understanding the associated opportunities and challenges.	Further partnership with developer Affirmative Investments to create and respond to additional opportunities benefitting from LIHTC funding; Annual Board education session on state and federal resource opportunities.	Chief Executive Officer, Advancement staff, Board of Directors Affirmative Investments
E. Further legacy program to educate and engage residents about planned giving opportunities	Cultivate a minimum of one bequest of property annually	Advancement staff (Chief Advancement Officer, Deputy Director of Advancement, Advancement Officer), Chief Executive Officer, Advancement & Communications & Committee, Communications & Operations Director, Board of Directors, Advisory Council
F. Support ongoing campaign for a permanent source of local funding to create affordable, deed-restricted year-round housing administered by the Martha's Vineyard Housing Bank and funded by a 2% transfer fee on property sales, with the first \$1 million of the purchase exempt	Transfer fee legislation is passed into law by the state and Plan/mechanism for a permanent source of local funding (e.g., Martha's Vineyard Housing Bank) developed.	
Strategy Two: 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.		
ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Update and implement communications plan based on organizational mission, vision, and values using storytelling/messaging efforts already in place, including summer benefit brunch, letters to the editor, annual report and appeal, documentary shorts , case statements, and pitch decks.	Create new campaign taking advantage of our momentum and building on prior messaging campaign; produce and distribute Annual Report; all advertising, social media, videos and collateral material will reinforce message with a target audiences; work with local and	Communications & Operations Director, Advancement & Communications Committee, Chief Executive Officer

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.	regional press to place stories, interviews and press releases; raise awareness through participating in and creating community events. Increase network of Island business owners and anchor institutions by 5 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	Communications & Operations Director, Advancement & Communications Committee, Chief Executive Officer
Strategy Three: Increase staff capacity to implement outreach and support strategies.		
ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Build staff capacity for development and outreach efforts.	All staff trained in and assigned responsibilities for development and outreach.	Chief Executive Officer, Communications & Operations Director, Office & Stewardship Manager, Advancement Staff

GOAL TWO: Production - Increase the rate of annual housing production to create a total of 276 units by 2025 (having completed 156 units from 2006-2022), with an emphasis on affordable rental production.

Rationale: By developing 120 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 workforce, 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 Remaining development to be completed in 2022: Kuehn's Way Apartments, Tisbury – Lease-up of 20 rental apartments in Tisbury built by IHT	MILESTONES Complete rent-up in December 2022	RESPONSIBILITY Project Development Staff (Project Development Director, Project Development Manager, Design Development Manager), Chief Executive Officer, Project
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<p>Developments in 2023 – 2025 pipeline:</p> <p>1) Town Center Apts, Aquinnah – Construction of 2 1-br rental apts at 80% AMI and 2 2-br rental apts at 100% AMI unit on town-owned property leased by IHT</p> <p>2) Red Arrow Road, West Tisbury – Construction by local Island developer South Mountain Company of 4 year-round restricted ownership homes, with 1 two-br home at 80% AMI offered by lottery, 2 2-br homes at 140% AMI for ownership or rental housing, and 1 3-br home sold at market-rate, ground-leased to owners by IHT</p> <p>3) Leland Ave, Tisbury – Duplex with 1 2-br ownership unit at 80% AMI and 1 2-br ownership unit at 140% AMI unit, ground-leased to owners by IHT</p> <p>4) 401 State Road, West Tisbury – 3 1-br and 4 2-br rental apartments at 80% AMI, four units for households 55+ years or over, with a common/recreational facility on town-owned property leased by IHT</p> <p>5) Cat Hollow, Tisbury – Sale of 1 existing 4-br home to the Vineyard Transit Authority as employee rental housing, and new construction of 6 2-br ownership</p>	<p>Secure permitting in Q1 2023, complete construction and lease-up for occupancy in Q1 2024</p> <p>Secure permits in Q4 2022, complete construction and sales for occupancy in Q2 2024</p> <p>Secure permitting in Q3 2023, complete construction and sales for occupancy in Q4 2024</p> <p>Complete pre-development and secure permitting in Q4 2023, complete construction and lease-up with occupancy in Q1 2025</p> <p>In partnership with Affirmative Investments, complete permitting and design by Q2 2024,</p>	<p>Development Committee, The Community Builders Project Development Staff, Chief Executive Officer, Project Development Committee, Dukes County Regional Housing Authority (DCRHA)</p> <p>Project Development Staff, Chief Executive Officer, Project Development Committee, DCRHA</p> <p>Project Development Staff, Chief Executive Officer, Project Development Committee, DCRHA</p> <p>Project Development Staff, Chief Executive Officer, Project Development Committee, DCRHA</p> <p>Project Development Staff, Chief Executive Officer, Project Development Committee, Vineyard Transit Authority, DCRHA</p> <p>Affirmative Investments, Project Development Staff, Chief Executive Officer, Project</p>
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<p>homes in 3 duplexes (2 homes at 80% AMI and 4 homes at 140% AMI), with all homes ground-leased to owners by IHT</p> <p>6) Meshacket Commons, Edgartown – 36 rental apartments and 4 ownership homes with a common/recreational facility on town-owned property leased by IHT, with 1, 2 and 3-br apartments serving incomes from 30% to 100% AMI, and 4 ownership homes (2 2-br and 2 3-br serving incomes between 60 and 100% AMI).</p> <p>7) Southern Tier Apartments, Oak Bluffs – 45 rental apartments with a common/recreational facility in the first phase of a 60 unit development on town-owned property leased by IHT, with 1, 2 and 3-br apartments serving incomes from 30% to 100% AMI</p>	<p>with construction and sales completed for full occupancy in Q3 2025</p> <p>In partnership with Affirmative Investments, complete permitting by Q2 2023 and design by Q4 2023, with construction, lease-up, and sales completed for full occupancy in Q3 2025</p> <p>In partnership with Affirmative Investments, complete permitting by Q2 2023 and design by Q1 2024, with construction, lease-up, and sales completed for full occupancy in Q4 2025</p>	<p>Development Committee, The Community Builders</p> <p>Affirmative Investments, Project Development Staff, Chief Executive Officer, Project Development Committee, The Community Builders</p>
<p>Strategy Two: Work with private and public partnerships to build our project pipeline.</p>		
<p>ACTIVITIES</p> <p>Initiate projects that are in the potential development pipeline, including:</p> <p>1. Huseby Meadows, West Tisbury – 8 rental apartments master-leased by the Martha’s Vineyard Regional School District for teacher housing (2 1-br and 2 2-br at 80% AMI and 2 1-br and 2 2-br at 110% AMI) on land owned by IHT</p> <p>2. Veteran’s Housing, Oak Bluffs</p> <p>3. Peaked Hill, Chilmark</p>	<p>MILESTONES</p> <p>Property-owner donates land to IHT</p> <p>Town issues RFP from developers for as many as 12 rentals apts</p> <p>Town issues RFP from developers for ownership homes and rental apts</p>	<p>RESPONSIBILITY</p> <p>Project Development Staff, Chief Executive Officer, Advancement Staff, Martha’s Vineyard Regional School District</p> <p>Project Development Staff, Chief Executive Officer, Project Development Committee, Cape and Island Veteran’s Outreach</p> <p>Project Development Staff, Chief Executive Officer, Project</p>

		Development Committee, Town of Chilmark
Strategy Three: Develop programs and partnership to address growing elderly, workforce, and homeless housing needs.		
ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Core House – design scalable and replicable building plans that can accommodate various high performance building methods (stick built, modular, panelized).	Continue to replicate single family and multi-family ownership and rental designs	Project Development Staff, Chief Executive Officer, Project 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.	Project Development Staff, Chief Executive Officer, Project Development Committee
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.	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 Development Staff, Chief Executive Officer, Project 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.	Chief Executive Officer, Project Development Staff
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.	Chief Executive Officer, Advancement staff
F. Homeless – work with Harbor Homes and other service agencies and faith community on housing for homeless.	Assist in fundraising for the creation of third Harbor Homes congregate housing residence.	Chief Executive Officer, Advancement staff, Harbor Homes staff

GOAL THREE: Stewardship & Asset Management- 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; review current rental property management systems and recommend improved systems. Assess and develop capital improvement schedule for all rental properties.	Chief Executive Officer, DCRHA, The Community Builders (TCB), Controller
B. Annual inspection schedule including air filtration systems (ASHP and HRV) installed in newly built rental properties.	Assess and develop capital improvement schedule for all rental properties	Office & Stewardship Manager Chief Executive Officer, Controller,
C. Develop & implement rental property compliance schedule for funding agencies	Review and submit required reporting to MassHousing, DHCD, and FHLB as per rental property compliance schedule.	Office & Stewardship Manager
D. Research and negotiate contracts for rental property management services	Review of current and future rental property management contracts based on cost, capacity and capabilities	Chief Executive Officer, Controller, Office & Stewardship Manager
E. Maintain and update capital improvement analysis for all IHT rental properties.	Assess and develop capital improvement schedule for all rental properties.	Chief Executive Officer, Controller, Office & Stewardship Manager
Strategy Two: Homeowner engagement and education in property care and use restrictions and IHT's mission		
ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Provide information to homeowners about capital maintenance, repairs, and improvements, including new radon remediation program	A plain text of relevant information sent each quarter	Office & Stewardship Manager

B. Educate potential IHT homebuyer applicants at DCRHA's information sessions on key aspects of ground lease and IHT homeownership	Attend all DCRHA homebuyer information sessions and help to educate potential applicants on key aspects of IHT homeownership, including resale restrictions, financing, HOAs and sales procedures	Chief Executive Officer, Office & Stewardship Manager
C. Promote the participation of homeowners in furthering IHT's mission	Develop two short questionnaires, one for new homebuyers, about their housing story, the other for existing homeowners about how their affordable home has affected their lives. Include a description about why their story is important and how IHT will be trusted with it. Possibly include a photo release.	Office & Stewardship Manager

Strategy Three: Protect the community's investment in perpetually affordable homes by monitoring homeowner's financial health and enforcing affordability restrictions

ACTIVITIES	MILESTONES	RESPONSIBILITY
A. Monitor the financial health of homeowners using the ground lease policy and procedure	Reduce ground lease fee payables to 3 months or less.	Office & Stewardship Manager
B. Annual reporting of resale values to municipalities and homeowners.	Annual report on ground lease fees collected and maximum resale value.	Chief Executive Officer

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 IHT's activities, and 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.
- 2) Affirmative Investments – Boston based women-owned development firm working in partnership with IHT to secure LIHTC for town-led rental housing projects in Edgartown and Oak Bluffs.
- 3) 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.

- 4) Housing Bank - collaborate with Coalition to Create the Martha's Vineyard Housing Bank, non-profit partners, town governments, and state agencies as listed above to further the campaign for a permanent source of local funding for affordable housing.

GOAL TWO: Production - Increase IHT's affordable housing production to create 104 new and repurposed rental units and 16 new ground-leased affordable ownership units on the Island from 2023-2025. 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) The Community Builders – has or will be entered in rental management contracts for 108 units of rental housing over the next three years.
- 2) DCRHA – has or will be entered into rental management contracts for 34 units of rental housing over the next three years.
- 3) Town Governments – selected by the Town of Oak Bluffs to construct a 60-unit rental neighborhood in two phases at Southern Tier on town-owned land; selected by the Town of Edgartown to build a 36 rental and 4 ownership unit neighborhood at Meshacket on town-owned land; selected by the Town of Aquinnah to construct 4 rentals on town-owned land; **selected by the town of West Tisbury to build 7 rentals 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) Martha's Vineyard Land Bank – we will continue to collaborate to identify and jointly purchase properties to build on our conservation based affordable partnership.
- 6) Regional Partners – We will explore potential collaborations with private developers and off-Island non-profit developers and financial institutions (MHIC) for larger development projects.
- 7) MV Hospital – We will continue to partner with the Island largest employer to provide workforce housing solutions.
- 8) Harbor Homes – We will partner with a non-profit service provider to create the third 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 & Asset Management- 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 and TCB – 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.

SECTION 7- INTEGRATION OF ACTIVITIES WITH COMMUNITY VISION AND STRATEGY

Our CIP identifies the activities we plan to undertake to create and sustain permanently affordable housing on the Vineyard, 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 the Coalition to Create the Martha's Vineyard Housing Bank, as well as town governments, Island-wide planning organizations, art districts, schools, the Chamber of Commerce, farming organizations, and the Housing Production Plans. IHT continues to build on the Housing Production Plans developed in 2015-2016 and representative of 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 permanently affordable.
- 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) aims create at least 223 new low/moderate income units, primarily rental, over the five years from 2017 -2022 (an average of 45 housing units per year) that will count on the Subsidized Housing Inventory (SHI) 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. Over the course of these five years, IHT has created 65 units of rental housing and 13 ownership units, and a total of 43 units towards the (SHI).

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 AND MILESTONES) identifies a pipeline of 8 new projects over the next three years that will create 130 new affordable homes, with the potential of another 2 projects that could yield 60 or more new homes.

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/refine our CIP and report 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 \$12 million annually for working capital and projects through grants and social impact investing from local and state agencies, Low Income Housing Tax Credits, private and public investors, ground lease fees, developer fees and overhead, and donations raised from Community Investment Tax Credits (CITC). Over the past sixteen years, we have successfully raised over \$32.8 million of working and project capital to develop and provide on-going stewardship and property management for 136 homes and rentals. Sources include \$6.3 million in permanent financing, \$17 million in public grants, and \$9.5 million in private donations. IHT is a proud participant in the state's CITC program, having raised \$3,180,000 over our nine years of being awarded a combined total of \$1,590,00 in CITC from 2014 through 2022.

In calendar year 2022 through Oct 31, we have successfully raised \$1,130,126 in working capital to support our organizational operating budget of \$1,415,167. Revenue sources include donations and pledges of \$1,090,076, administrative fees of \$4,500, and ground lease fees of \$34,500. In addition, \$11.2 million in project funding and financing was raised to complete the construction of 20 rentals in Vineyard Haven (Kuehn's Way) and the construction of 2 rentals in West 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 \$12 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 – Raise \$600,000 annually from 2023-2025 annually in working capital from Massachusetts residents, businesses and foundations, along with out-of-state summer residents who can benefit from CITC.
- Summer Benefit Brunch – Raise \$500,000 annually from 2023-2025 from a 200-person summer benefit brunch

- Annual Year-end Appeal - Organize annual fundraising drive to raise \$500,000 annually
- Ground Lease Fees – \$50 per property/ month, \$42,650 annually.
- Project Overhead & Development Fees – fee of 5-10% of construction costs, of up to \$533,000 annually depending upon annual project development activity

Project Capital Fundraising

- Ask Events & Major Donor Acquisition – organize and implement a series of fundraising events and one-on-one meetings to engage major donors to raise ~~\$2.5~~ **\$3** million in private donations annually via our Leadership Circle, whose members make a minimum pledge of \$100,000 over four years.
- Affirmative Investments Partnership – Further our partnership with woman-owned developer Affirmative Investments to develop rental projects utilizing Low Income Housing Tax Credits and state funding.
- 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.
- Donor Management – Updating donor database and wealth research platforms to organize, track, and manage donors and investors
- Additional public and related sources - 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 - Since the launch of our Island Housing Trust *Make It Happen Fund* in 2017, we have raised \$4.7 million in low-interest (1%) short-term bridge financing to purchase and construct 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 and as much as \$4.3 million in MV Future Financing as needed for permanent financing of rental properties, depending on commercial interest rates.

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 sixteen years we have steadily grown our capacity and the support for our work on the Vineyard, developing and maintaining the on-going stewardship of 136 units of ownership and rental housing, increasing our donor base from 307 donors in 2017 to 842 donors in 2021, and increasing community awareness of the need for and success of our work. We have maintained strong and stable staff and board leadership and significantly expanded our staff in the past three years. **Chief Executive Officer Philippe Jordi** brings 28 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 for the past eighteen years. Here is a focused highlight of five members of our staff of ten: **Keith McGuire, Project Development Director**, brings 20 years' experience in residential design and project management on the Vineyard; Breeze

Tonnesen, **Communications & Operations Director**, brings 46 years of experience in project and business management, marketing, and communication; **Emily Day, Controller** brings experience as a certified public accountant for both private and public entities; **Joanna McCarthy; Chief Advancement Officer**, brings 25+ years of Major Gifts Fundraising and Advancement Management expertise; **Elissa Turnbull, Office & Stewardship Manager**, has worked with Island non-profits and local government on a variety of projects that include housing equity and food security and lives in an IHT-built house with her two young daughters in Vineyard Haven.

Board Chair, Doug Ruskin, a West Tisbury resident, is a business management consultant and former board president of Habitat for Humanity of Martha's Vineyard. An example of the Board's expertise is **Board Director** Jeffrey DuBard's background as an independent real estate developer, broker and founder/principal of The New Urban Collaborative, a development company operating throughout Boston and Martha's Vineyard. He is also a member of the West Tisbury Affordable Housing Committee and a year-round resident of West Tisbury.

A major component of our development work is 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-glazed 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 over 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 KleanTu, over the last four years we have installed five of their NitROE enhanced denitrification septic systems to reduce the impact of nitrogen on our watersheds, averaging a 90% improvement of traditional Title V systems.

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