



Community Investment Plan (Updated) January 2020 – December 2023

NHA Properties Inc d/b/a Housing Nantucket is a private, 501(c)3 non-profit founded in 1994. Our primary purpose is to create diverse types of safe, sanitary and suitable living accommodations to all persons of low, moderate and middle income within the Town and County of Nantucket (Articles of Incorporation). We envision Nantucket as a place where all residents have access to decent housing options that meet their needs. The following Community Investment Plan (CIP) will help our Community Development Corporation (CDC) navigate the next four years, guiding our actions as we progress towards our goals.

Housing Nantucket's efforts focus on advancing programs and policies that create housing solutions for all Nantucket residents- regardless of income level, racial and ethnic background, or country of origin. The objectives identified in this CIP relate to creating new opportunities and maintaining existing affordable housing resources, through community partnerships and collaborations.

A key component of our strategy involves how we frame communications in our outreach activities. Frequently, public comments reveal concerns about the build-out of the Island. Limiting affordable housing is often targeted as a way to control development. Island leaders struggle to balance environmental and infrastructural impact with our residents' need for housing affordability. Our messaging will focus on the critical role housing plays in the Island's collective prosperity, using themes of inclusivity and community engagement to drive public support.

Section 1 – Community Served

Nantucket is a small, rural island located thirty miles south of Cape Cod accessible solely by boat or plane. Designated a National Historic Landmark, the island contains many fine examples of late 18th- and early 19th-century New England architecture. Nantucket is also renowned as a national model for open space protection; over sixty percent of Nantucket's land is undevelopable. This extensive preservation of architecture and open

space have had an indelible impact on housing values, and island housing prices are among the highest in the United States.

The 2010 Census reports 10,856 people live year round on Nantucket within 4,200 households. Few jobs exist in the pay ranges required to afford Nantucket's high housing costs. For seasonal and year round workers (as well as their employers), complicated housing barriers are difficult to address. Nantucket's expensive homes, limited types of housing, small employment base, and abundance of protected land result in extreme differences between the housing choices available for affluent seasonal visitors and housing available for workers. Low-wage employees are often forced into overcrowded, substandard, and/or illegal living situations as no other options exist.

Housing Nantucket creates affordable housing opportunities for Nantucket residents and, through this CIP, aims to increase the amount of community housing offered on the Island. Housing Nantucket's programs are designed to serve year-round residents earning between 50-150% of the Area Median Income. The ability to serve up to 150% AMI stems from Chapter 301 of the Acts of 2002, in which the Massachusetts General Court acknowledged there was "a housing crisis on Nantucket Island" arising from the housing demand created by seasonal visitors. For purposes of this act, "middle income persons and households" was defined as persons and households earning less than 150% of Nantucket county median household income.

Housing Nantucket's programs include the Affordable Rental Program, Nantucket Housing Needs Covenant Program, Education and Advocacy Programs, and the House Recycling Program. The **Affordable Rental Program** has created 38 affordable rental units in scattered island sites (Map 1). This program is possible through the combined efforts of the Town of Nantucket, the Nantucket Housing Authority (NHA), the Affordable Housing Trust Fund (AHTF), Community Preservation Committee (CPC), and Housing Nantucket. The usual process is as follows: surplus property is transferred from the Town to the NHA, who then issues a Request For Proposals (RFP) from applicants wishing to develop the land for affordable housing purposes. Housing Nantucket responds to the NHA's RFP and, when chosen as the recipient, either relocates and refurbishes a donated home through the **House Recycling Program**, or builds a new structure. CPC and AHTF grant funding plays an integral role in developing community rental housing in this way.

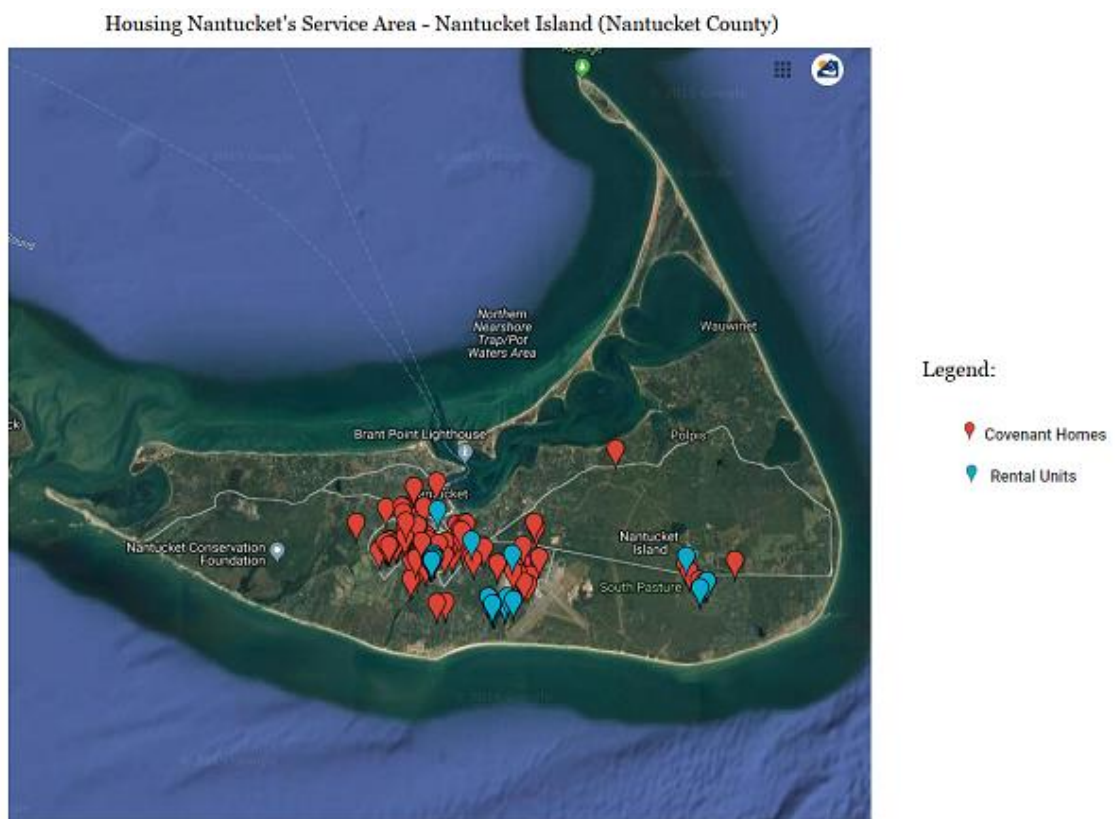
The **Nantucket Housing Needs Covenant Program** is also a combined effort with the Nantucket Housing Authority. The Covenant Program creates scattered site home-ownership opportunities by providing private property owners with zoning relief, enabling them to sell a portion of their land that is otherwise not sub-dividable. In exchange, the owners record a deed restriction which permanently restricts ownership to qualified year-round islanders. Covenant Purchasers must be year-round residents earning less than 150% of the area median income. The transaction price of a Covenant home must be below the Maximum Sale Price, which is reset annually and determined by an affordability formula. Through the combined efforts of the NHA and Housing

Nantucket, the Covenant Program has created 85 homeownership opportunities for residents who otherwise would be unlikely to own their own home (Map 1). This is an increase of twenty-five units in the three years our CIP was implemented!

Housing Nantucket's **Educational Programming** includes First Time Homebuyer Education and ReBuilding Your Credit Classes, offered through partnerships with the Nantucket Community School and Housing Assistance Corporation of Cape Cod. Funding is provided by the Tuppany Harris Foundation and local banks. Free of charge for students, the biannual program is part of the Massachusetts Homebuyer Collaborative's coursework offering students the knowledge needed to purchase their first home. Housing Nantucket has helped over 450 potential first time buyers since the adoption of this program. This year, we expanded our First Time Homebuyer Class to include an online option and Spanish language by partnering with the Framework Homeownership LLC.

Through our advocacy efforts, Housing Nantucket supports the Town's Housing Production Plan, as well as home-rule petitions to benefit affordable housing. We serve as the monitoring agent for local 40B developments Abrem Quarry and Sachem's Path, as well as Habitat for Humanity homes and other Local Action Units.

Map 1- Permanently affordable homes created through HN's Programming



Map of Housing Nantucket's Affordable Rentals and Covenant Homeownership Units
as of November 18, 2019

Section 2 - Involvement of community residents and stakeholders

The composition of Housing Nantucket's Board of Directors demonstrates resident and stakeholder engagement in the organization. All twelve board members are year-round Nantucket residents, and our one advisory board member has a long-time family connection to the Island. At least 50% of the board are of low, moderate, or middle income. Twenty-five percent are minority, compared to a 19% minority population island-wide. The gender makeup of the board is 66% male and 33% female.

In 2015, Housing Nantucket sponsored a team of Worcester Polytechnic Institute (WPI) students to gather feedback from our constituents and improve our capabilities to serve the community. Using social science methods, the students conducted a variety of interviews and surveys with Housing Nantucket staff and board members, as well as tenants occupying Housing Nantucket's residential units. The interviews illuminated a variety of needs on the Island and evaluated the effectiveness of current responses to those needs. Short-term and long-term goals were noted, which have helped improve our operations and better serve constituents.

Several organizations contribute towards addressing Nantucket's ongoing housing needs, and each entity has a specific focus. Effective use of our combined resources requires close collaboration and cooperation among advocates. Housing Nantucket hosts a monthly meeting of these entities, known as the Housing Stakeholders Workgroup (Figure 1). The purpose of the group is to keep each other abreast of our individual efforts, as well as encourage, identify, endorse, and implement strategies collectively deemed worthy of pursuit.

Figure 1 – Housing Nantucket's Housing Stakeholders' Workgroup



Housing Nantucket prioritizes stake-holder involvement in determining our direction and implementing activities. We keep the community and supporters engaged through our monthly newsletter. Regular posts to our social media have proven to be effective ways to disseminate information and gain feedback. Participation in forums and events keep us involved in the community. We stay in close contact with our constituents through our program activities. We communicate with our tenants regularly when they drop off rent and relay any concerns. Those suffering from inadequate housing frequently visit our office to share their stories and complete an application, which provides us with statistical information.

To encourage involvement from more Island residents and stakeholders, our outreach efforts stress how access to safe, affordable year-round housing across all income levels benefits the entire community. The following shared interests and themes prevail:

- The Island economy: Nantucket's economic vitality depends on a diverse workforce. The pay earned from local jobs cannot support the Island's high housing costs. Access to safe, affordable year-round housing needs improvement across all income levels.
- Interdependence: Island residents rely on a multitude of jobs to provide local and regional services. People already living and working on the island need decent, price-accessible rental homes for them to stay here.
- Community health: Nantucket's high housing costs have led to substandard or overcrowded living conditions for many residents. This situation creates and exacerbates medical and mental health issues. In order to effectively integrate social services and medical treatments, the stressors related to unsuitable accommodations must be removed.
- Giving back: Healthy residents with stable housing are better able to fulfill their responsibilities and give of themselves, resulting in a range of community benefits including involvement with local non-profits and the schools.
- Place-based impact investing: Engaging a multi-cultural group of local stakeholders brings value and insight when investing to address the Island's affordable housing deficits.

Section 3 – Plan goals

The scope of this Community Investment Plan focuses on **three goals**:

- I. Increase support for Housing Nantucket and our mission through strengthened community partnerships:
 - a. Background: The community consistently identifies housing as one of the most pressing issues facing the Island. Housing Nantucket is an established and experienced non-profit dedicated to this cause. For years our efforts were intentionally under-the-radar, but since receiving our CDC certification, we have amplified our message. More and more people

participate in activities supporting the creation of price-accessible housing solutions. Continuing to expand our reach strengthens our support base.

- b. Constituent Benefit: Low and moderate income households benefit from strength in numbers. By positioning ourselves as a point of contact, resources directed at Housing Nantucket bring us closer to our vision of adequate housing that meets the needs of all island residents.
 - c. Community Benefit: By increasing outreach, the community will be able to band together to implement the many solutions necessary to effectively create lasting change. Strengthening Housing Nantucket's budget makes certain the organization is equipped to handle our public duties. Stewardship of properties supports homeowners and renters, and ensures quality housing remains affordable for future generations.
- II. Maintain and improve the condition of existing rental housing inventory:
- a. Background: In our 38 affordable rental units, Housing Nantucket currently houses 92 Nantucket residents, including 39 children. Keeping current with the maintenance of the rental units is extremely important for tenant safety as well as the preservation of the buildings. Housing Nantucket's older, recycled structures require additional care to preserve, especially in Nantucket's harsh coastal environment. Structures require constant and expensive upkeep, and these costs multiply when neglected. Our budgets run lean, and we need to subsidize this line item from other sources. CITC donations enable us to adhere to capital improvement schedules and respond to maintenance requests in a comprehensive and timely manner.
 - b. Constituent benefit: Our tenants deserve healthy living conditions, even if they are paying below-market rent. These residents directly benefit from improved living conditions.
 - c. Community benefit: We strive to make our affordable rental properties blend in with the existing neighborhoods. Devoting adequate resources to maintain properties protects the community's housing investments over the long term.
- III. Create permanently affordable housing units:
- a. Background: According to the 2015 Workforce Housing Needs Assessment, "Nantucket has an undeniable shortage of price-appropriate housing for people who work on Nantucket throughout the year. The lack of affordably priced housing is a barrier to a decent quality of life for workers and their families and an obstacle to hiring qualified people for some specialized positions." Creating new affordable housing units, either by purchasing existing dwellings from the open market or developing vacant land, is necessary to address this need.
 - b. Constituent benefit: Creating affordable rental and homeownership opportunities benefits low and moderate-income households by increasing the supply of decent housing available to them. Essential personnel will have options, whereas now many of them struggle to make it work locally or must endure lengthy commutes from off-island. Residents forced to do

the “Nantucket shuffle” (seasonal moving) will achieve housing security and settle down.

- c. Community benefit: The entire community benefits from a more diverse housing supply through a stable workforce, strengthened economy, greater vested interest from residents, healthier families and preserved investment in affordable housing.

Section 4 –Activities to be undertaken

The following activities will be undertaken to achieve our goals:

- I. Increase support for affordable housing opportunities through strengthened community partnerships:
 - a. Strategy: Generate awareness of the housing crisis’s pervasive and detrimental effects on the Nantucket experience *for everyone*. Increase support for the affordable housing cause in general. Strengthen community partnerships. Expand Housing Nantucket’s ability to respond to the community need.
 - b. Specific Activities:
 - 1) Radio advertising
 - 2) Website updates
 - 3) Monthly e-newsletters
 - 4) Social media posts on Instagram, Facebook and Twitter accounts
 - 5) Events –
 - a) Friend-building events through local partnerships
 - b) Participate in public forums
 - 6) Utilize networks within the Chamber of Commerce
 - 7) Support the goals outlined in the Housing Production Plan (HPP) and Strategic Plan
 - 8) Explore new collaborations
 - a) Encourage board members to cultivate their own networks
 - b) Encourage constituents to promote the work of HN
 - 9) Direct asks for donations
 - a) Coordinate strategy among board members and executive director
 - i. Identify likely donors (businesses and individuals)
 - ii. Determine who will speak with whom about CITC
 - b) Implement plan
 - c) Assess strategy’s effectiveness and adjust if necessary
 - d) Repeat
 - c. Community development: Awareness activities support the infrastructure of an established organization dedicated to public service. Housing Nantucket’s mission coincides with municipal efforts to meet the State’s mandate for 10% of year round housing stock to be included on the subsidized housing inventory.
 - d. Expected impact: These activities are anticipated to generate awareness and good will towards affordable housing efforts. With more recognition, Housing Nantucket can coordinate community efforts to implement myriad solutions

necessary for lasting change. Donations will increase Housing Nantucket's operational strength and ability to serve constituents. Quality stewardship ensures housing remains affordable for current and future generations.

- II. Improve the condition of existing rental housing inventory:
 - a. Strategy: Perform maintenance work on affordable rental units. Budget is based on historical expenditures. Target amount dedicated to this initiative is \$150,000 per year. The type of maintenance work to be performed includes roof replacement, re-shingling, exterior painting, window replacement, electrical work, fire-safety measures, plumbing, and interior rehabilitation.
 - b. Community development: Housing rehabilitation supports the infrastructure of existing affordable housing stock. Regular unit updates encourage code compliance. Attractive, well maintained properties bode well for neighborhoods. Housing rehabilitation spurs economic development by doing business with local contractors and vendors.
 - c. Expected impact: Low and moderate income households living in the units benefit from improved living conditions. Neighbors appreciate property improvements.
- III. Create permanently affordable housing units:
 - a. Strategy: Increase the amount of permanently affordable housing stock. Support programs and policies which increase the amount of permanently affordable housing stock. These new units could be created through Housing Nantucket's affordable rental program, the covenant homeownership program, and additions to Nantucket's SHI list by private developers or the Town.
 - b. Community development: This activity supports the economic development of the area. A public service is offered to the community from the creation of community housing units. An identified need is being addressed with the creation of more housing supply.
 - c. Expected impact: More community housing supply for Nantucket residents.

Section 5 – Measuring Success

- I. Increase support for Housing Nantucket and our mission through strengthened community partnerships:
 - a. Measuring impact: Tangible measures of progress will be evaluated in the following categories:
 - 1) Fundraising – have we been effective at maintaining and expanding our donor base?
 - 2) Tax credits- are we utilizing all of our allotted tax credits?
 - 3) Partnerships – do we have new partnerships, business and individual?
 - 4) Governmental partnerships -how have we helped the Town facilitate the HPP? Are we working with the AHTF to accomplish

their Strategic Plan? Are we participating in Town Meeting initiatives?

- 5) Board members - are board members clear on their role? What are opportunities for board participation? Are board members engaged in subcommittee work?
 - 6) Covenant properties- have the number of covenant transactions increased or remained the same? Has activity within the program (number of qualified buyers and sellers) been maintained?
- b. Evaluation process and participants: Our outreach efforts will be evaluated as follows:
- 1) Fundraising: We record CITC donations and other contributions via Quickbooks software and Excel files.
 - 2) Donor base: This database easily tracks current and historical progress.
 - 3) Board meetings: All board members are apprised of progress at monthly meetings. During the month, subcommittees handle specific initiatives and report to the rest of the group at the monthly meeting. At the beginning of the calendar year, board members are surveyed regarding their long term personal goals within the organization. The strategic plan is reviewed for the year.
 - 4) Partnerships: Increase number of supporters listed on our website resulting from new or expanded local partnerships.
 - 5) Covenant transactions: Staff maintains an inventory of Covenant transactions and can easily measure progress.
 - 6) Grant funding: Continued support from the ReMain Fund, the Community Foundation for Nantucket, the Tuppance Harris Foundation, the Affordable Housing Trust Fund and other local funding sources.
- c. Key milestones: Utilize full allotment of CITCs awarded; maintain existing donors, expand their capacity, and regularly add new donors to list of supporters; establish at least two new, meaningful business partnerships per year.

II. Improve the condition of existing rental housing inventory:

- a. Measuring impact: Our online maintenance log tracks the maintenance work we perform on our units vs what's still needed. The amount spent on the work is easily traceable through our Quickbooks accounting, so we can adjust the budgetary expectations as necessary.
- b. Evaluation process and participants: Maintenance work is an ongoing effort with a continuous timeline. Annual maintenance inspections performed by staff are done in May, and maintenance schedules are detailed shortly thereafter. The timeline for work is arranged according to the seasonal nature of the work, as well as the availability of subcontractors. Tenant feedback is critical in evaluating whether units are satisfactorily maintained.

- III. Create permanently affordable housing units:
- a. Measuring impact: We seek to create at least four new affordable rental homes by 2023, and at least 30 new Covenant Homes.
 - b. Evaluation process and participants: Answering the following questions, then measuring our progress, helps us (board members and staff) evaluate our organization's effectiveness:
 - 1) Where do we see the greatest need in the community right now?
 - 2) How can we address that need?
 - 3) Which of our efforts has been most successful at increasing the breadth of housing options available?
 - 4) Where might we obtain new sources of funding for our projects?
 - 5) Where can we expand local partnerships?
 - 6) What outside projects consistent with our mission can we assist in further developing?

Section 6 – Collaborative efforts

On a remote island thirty miles out to sea, strong community ties are essential to survival. Our organization regularly engages with the municipality, other non-profits, and local businesses to produce results. Examples of demonstrated community partnerships and how we assist each other include:

- I. Municipal
 - a. Nantucket Housing Authority (NHA): Housing Nantucket responds to NHA requests to develop rental units, administers the NHA's Nantucket Housing Needs Covenant Program, regularly attends NHA meetings, and monitors the NHA's Sachem's Path development
 - b. Town of Nantucket: participate as monitoring agent for Local Action Units and 40B developments, participate in Annual and Special Town meeting initiatives, assist the Town's Municipal Housing Office in their affairs, assist in legislative changes which benefit affordable housing initiatives, participate in efforts to update the Town's Master Plan
 - c. Affordable Housing Trust Fund: attend and participate in meetings, assist in realizing the goals of the Town's Housing Production Plan and Strategic Plan, help administer programs funded by the AHTF such as Closing Cost Assistance Program and Covenant Formation Assistance Program
 - d. Nantucket Land Bank: encourage use of the Land Banks Affordable Housing Policy, advocate for increased exemptions for first time home-buyers, assist initiatives to relocate dwellings
- II. Private Non-Profit Organizations
 - a. Housing Stakeholders Workgroup: mostly nonprofits who meet regularly to discuss our individual efforts and how we can collaborate

- b. Habitat for Humanity: collaborate on increased housing opportunities, provide monitoring services for Habitat, assist in Habitat's efforts to add their units to the Town's SHI list
 - c. Nantucket Community School: offer education programs together
 - d. Housing Assistance Corporation of Cape Cod: collaborate on Sachem's Path homeownership project, facilitate HAC's ReBuilding Your Credit class, promote public education initiatives
- III. Local Business Partnerships – The following local businesses have shown their support for Housing Nantucket's efforts within the past twelve months by contributing either financially or with in-kind donations: Cape Cod 5 Savings Bank, Hingham Savings Bank, Handlebar Café, Dutra Garden Designs, Chip Webster Architects, Barrett Enterprises, Nantucket Bank, Something Natural, Cisco Brewers, Your Friends with a Truck, Go Store It Nantucket, and Thirty Acre Woods construction company.
- IV. Memberships – Housing Nantucket is currently a member of the following organizations
 - a. Nantucket Chamber of Commerce
 - b. Nantucket Builder's Association
 - c. Citizen's Housing and Planning Association
 - d. Massachusetts Association of Community Development Corporations
- V. Forums – Housing Nantucket is often called upon to participate in local forums and focus groups, updating the assembled members on the current state of affairs in affordable housing. We regularly participate in Community Foundation for Nantucket forums, Civic League forums, Rotary Club meetings, Neighborhood First Workgroup meetings, Nantucket Real Estate Brokers principal brokers and education meetings, Healthy Community Collaborative meetings, and Interfaith Council meetings. Housing Nantucket is recognized as an expert in local affordable housing initiatives, advocating for increased opportunities for underserved households.
- VI. Emerging Partnerships – We are often approached by local businesses who recognize the importance of our work and/or have benefitted from our services either directly or indirectly. Our public outreach efforts keep our efforts at the forefront of potential donors' attention, and we foster budding relationships with a long-term view in mind.

Section 7 – Integration of activities

For decades, affordable housing has been classified as a crisis facing the island. Countless articles, surveys, studies, plans, forums, and discussions have attempted to address this persistent and pervasive problem. A common thread prevails: there is a paucity of price-appropriate housing for people of modest means. This CIP integrates a

larger community vision and fosters the goals of the Town of Nantucket's Master Plan, the Workforce Housing Needs Assessment, and the Affordable Housing Trust Fund's forthcoming Housing Production Plan.

The Town's 2009 Master Plan states developing affordable housing is "of critical importance for encouraging social and economic stability." Creating permanently restricted housing units was identified as a priority, and a planned production goal of 20 affordable dwelling units per year was set. Dispersing affordable housing throughout the community, as Housing Nantucket's Affordable Rental Program does, was lauded. Public/private partnerships were encouraged. We plan to participate in efforts to renew the Town's Master Plan, which will begin soon.

The 2015 Workforce Housing Needs Study calls home-ownership "prohibitive" for ninety-percent of the island's year round population. The study reveals half of all year-round households are housing cost burdened, and working-age renters below age 34 are hit particularly hard. A ten-year goal of creating 60 home ownership units and 180 rental units was set. The initiatives of this CIP are in line with the recommendations of the Housing Needs Assessment and will improve access to less expensive housing for islanders.

DHCD approved the Town of Nantucket's HPP in August 2016. Housing Nantucket's efforts align well with goals identified in this document, including increasing the variety of mixed-income housing choices on Nantucket, creating permanently affordable rental housing for low- and very-low income households, educating the community about Nantucket's affordable housing needs, and preserving existing affordable housing through monitoring and deed enforcement.

The AHTF adopted a Strategic Plan in February 2019. The Strategic Plan states the AHTF will invest in projects and programs that help people afford safe, decent, modestly priced homes that will remain affordable, acquire property for affordable housing, educate the community about affordable housing needs, build support for the creation of affordable housing, and help the community work towards the state's 10 percent affordable housing goal under Chapter 40B. Housing Nantucket's activities support all of these initiatives.

Section 8 – Financing

Housing Nantucket has demonstrated the capacity to implement this CIP. In the past three years, Housing Nantucket has financed and completed two major construction projects, which added six units to the Town's SHI list. Housing Nantucket has overseen twenty five Covenant Home transactions, operated the 38 unit Affordable Rental Program, managed housing for other non-profits, held education classes, and more.

Housing Nantucket is an experienced affordable housing developer. Many of our thirty-eight rental units were financed with Community Preservation Act (CPA) funding on Town land made available to us, demonstrating community support for our projects. Prior to the CPA, Housing Nantucket financed our projects with mortgages from local

bank Nantucket Bank (a division of Rockland Trust) and Cape Cod 5 Cents Savings Bank.

A significant source of funds comes from grant requests. Within the past eighteen months, Housing Nantucket has received the following grant funding and will continue to pursue these sources for future projects:

- Community Preservation Act
- Affordable Housing Trust Fund
- Community Foundation of Nantucket
- ReMain Nantucket Fund
- Tuppany Harris Foundation
- Nantucket Cottage Hospital Foundation

Housing Nantucket regularly receives donations of tangible goods. The variety of donations range from residential structures to household contents to fresh-brewed coffee. We also receive in-kind services. When it comes to donations, our simple strategy is to build lasting relationships. We keep in touch with previous donors, cultivate existing partnerships, and pursue new ones. We are mindful of the donor's experience, show our gratitude, and try to emphasize how the donor's contribution makes a concrete difference.

For these reasons, we are confident in our ability to raise funds and distribute our allotted CITCs. The money we raise implementing the plan detailed in Section 4.I.a. will be spent on maintaining existing units (~\$175,000), operational activities including public education (~\$75,000), and creating new housing units (~\$150,000.)

Section 9 – History, track record, and sustainable development

Established in 1994 as NHA Properties Inc., Housing Nantucket was formed as an outgrowth of the Nantucket Housing Authority. The early version of the organization focused primarily on moving and renovating houses for use as affordable housing. There was one, part-time staff person, and the organization shared space with the Nantucket Housing Authority.

Today, Housing Nantucket consists of a twelve member volunteer board, a newly formed advisory board of one member, and three full-time staff people. The group's diverse skill set provides a strong and stable base for the organization. The collective professional expertise of board members and staff includes banking, business start-up, construction, finance, engineering, law, non-profit management, school management and real estate. President Jennifer Cohen grew up on Nantucket and is a partner at local law firm Cohen & Cohen. Vice President Bernadette Meyer is a licensed real estate agent with affiliations at other local nonprofits. Treasurer Paul A. Wolf Jr. has been a stalwart member of the board for many years, generously sharing his financial skills, knowledge of island politics, and calm leadership abilities with us. Clerk Robert Liddle recently retired after a 35 year career as an island builder and public school teacher. Executive Director Anne Kuszpa has been employed at Housing Nantucket since 2007, when she

moved to the island after a ten-year career in the energy trading industry. Office Manager Teodora Stockigt joined Housing Nantucket in 2017 with an administrative and banking background. Program Administrator Andrew Mulcahy has worked with us since 2018 and brings his experience in the construction trades. Five constituent board members provide vital first-hand perspectives of our programs: one board member is a current tenant, one is a former tenant; one board member is a current Covenant homeowner, and two are former Covenant homeowners.

Housing Nantucket's past accomplishments include the development of thirty-eight rental housing units, the creation of eighty-five covenant homeownership units, the management of twelve units of rental housing for the Nantucket Education trust, and the education of over four hundred fifty first-time homebuyers. We've fought hard to reduce the stigma associated with affordable housing. We've commissioned studies to promote educated discussion within the community. We're convinced that with sustained community effort, we can relieve the human suffering caused by the island's housing problem.

Housing Nantucket's CIP exemplifies Sustainable Development Principles. Our rental properties are on scattered neighborhood sites and fit in seamlessly with established residences. Our housing opportunities expand choices for moderate income residents. Commercial, civic, cultural, educational, recreational, and open space activities are never far away. Collaboration among Housing Nantucket and the Town's Affordable Housing Trust Fund, Board of Selectmen, Planning and Land Use Services streamlines the regulatory and permitting processes, focusing on clarity, predictability, coordination, and timeliness.

Best efforts are used to protect the land and minimize our impact on local ecosystems by concentrating buildings in disturbed areas. Recycled, native and edible plant species are used in our landscaping whenever possible. House recycling, in and of itself uses natural resources wisely by reducing waste at the landfill and pollution caused by new construction. Local contractors including architects, surveyors, engineers, general contractor, and subcontractors are used for our construction projects. Water saving measures are used at our rental properties, including low-flow toilets and faucet aerators. All units receive Mass Save energy retrofits from National Grid, including the installation of LED light bulbs, programmable thermostats, and improved insulation.

Housing Nantucket's Community Investment Plan facilitates Governor Charlie Baker's commitment to provide a range of housing choices for a variety of income and demographic needs. Using this plan as a guide, residents of this rural Massachusetts community can work together to improve economic opportunities for low and moderate income households, creating lasting change that will be felt for generations.