



CITY OF WATERTOWN

AFFORDABLE HOUSING TRUST

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www.watertown-ma.gov

Minutes of Watertown Affordable Housing Trust Meeting September 22, 2022 7:15 PM, Hybrid Participation

Members in Attendance

Cliff Cook, Jill Hyde, David Leon (remote), Helen Oliver, Leo Patterson, George Proakis (remote), Zoe Weinrobe.

Non-members present: Larry Field (staff), Liz Cremens (remote), Olivia Fields (remote), Shelly Goehring/MHP (remote), Mark Krackiewicz (remote), Michael Lara (remote), Vincent Piccirilli, and Elodia Thomas (remote).

I. Introductions

As this was the initial meeting of the Watertown Affordable Housing Trust ("Trust"), each trustee and staff briefly introduced themselves.

II. Governance items

a. Setting regular meeting days/times

Larry said that most of the trustees had responded about the proposed options for regular times and that the third Tuesday of each month from 6 to 7:30 p.m. worked for those individuals. Cliff moved that this be adopted as the regular day/time and David seconded the motion. It passed unanimously.

b. Election of officers (can hold election or defer until later meeting)

The declaration of trust requires election of a chair, vice-chair, and clerk. Larry said the trust instrument does not require that this election occur at the first meeting and many trusts opt to defer the decision at least until the second meeting. Jill asked what is involved in each position. Larry said the chair presides over the meetings and, with the help of staff, sets the monthly agenda. The chair signs documents as authorized by the trust. The vice-chair chiefly serves as backup to the chair. The clerk submits the proposed meeting minutes. Larry said he would draft the minutes for the clerk's review. He added that there could be additional duties for any of these positions, depending on the trustees. David moved to defer the election officers and Leo seconded the motion. It passed unanimously.

III. Presentation on municipal affordable housing trusts by Shelly Goehring/Massachusetts Housing Partnership

Shelly Goehring from Massachusetts Housing Partnership (MHP) provided a presentation on municipal affordable housing trusts. The slides from her presentation are attached to these minutes.

Cliff asked to what extent the Trust should revisit the Housing Plan produced by the Watertown Housing Partnership and adopted by the City Council [in 2021]. Shelly said

the Trust should begin with the existing plan, especially since it was so recent, but carve out specific goals/strategies for the shorter term. He also asked what she would do in the Trust's second and third meetings this fall. Shelly suggested the Trust focus first on setting goals and strategies and not on funding specific projects.

George, noting that an audience member asked about the Trust's funding, said it would be helpful for staff to provide a quick summary. Larry said there is approximately \$500,000 coming from inclusionary zoning in lieu payments (\$269,000), HOME program income (\$120,000 left after St Joseph's Hall elevator funding), HOME annual funding (\$80,000) and CDBG program income (\$36,000). There is also \$250,000 in the city's budget. The City Council adopted a home rule petition this spring asking for state authorization to impose linkage fees to support new affordable housing; the legislation is pending. The home rule petition specifies that any fee revenue would go to the Trust. The Community Preservation Committee has over \$13 million in CPA funding that it can use if the Trust, or any other party, proposes a good affordable housing project.

Elodia asked more about the potential relationship between the CPC and the Trust. Shelly said this relationship is very important and that it differs from community to community. She said that the Cambridge CPC annually allocates 80% of all CPA funds (the maximum for affordable housing) to the city's affordable housing trust and that trust decides on project funding. Somerville's CPC annually transfers 45% to the trust but developers can still go to the CPC for funding (since 80% is the maximum, the CPC could approve an additional 35% for eligible affordable housing projects). There are communities that annually transfer 10% to their trust, either automatically or after an application. Some CPCs treat their trust as any other funding applicant.

IV. Discussion of future meeting topics

Larry shared a slide listing potential topics for presentations at Trust meetings this fall. The list consisted of: inclusionary zoning program, WestMetro HOME Consortium, Community Preservation Act, Housing Plan implementation, DHCD tax credit deals, Watertown Housing Authority projects and planning, and additional ideas?

There was consensus to have a presentation on the Housing Plan and discuss potential goals/strategies at the October meeting. There was also consensus to focus on the Trust-CPC relationship next, assuming we could have Mark or a CPC representative at the November meeting. Other ideas included: what Metro West Collaborative is doing in Watertown, an overview of affordable housing projects/units in the city, creative funding sources, and proposed market rate projects in Watertown Square.

V. Other Business

Cliff asked for information on the Metro West Collaborative monthly meeting that the WHP chair attended. It was agreed that staff will send a calendar notice of the regular 3rd Tuesday meetings. There being no other business, the trustees voted unanimously to adjourn the meeting at 8:49 pm.

Getting Started

WATERTOWN AFFORDABLE HOUSING TRUST

SEPTEMBER 22, 2022

Watertown Housing Trust

Members:

- ❖ Clifford Cook
- ❖ Jill Hyde
- ❖ David Leon
- ❖ Helen Oliver
- ❖ Leo Patterson
- ❖ George Proakis (as City Manager)
- ❖ Zoe Weinrobe

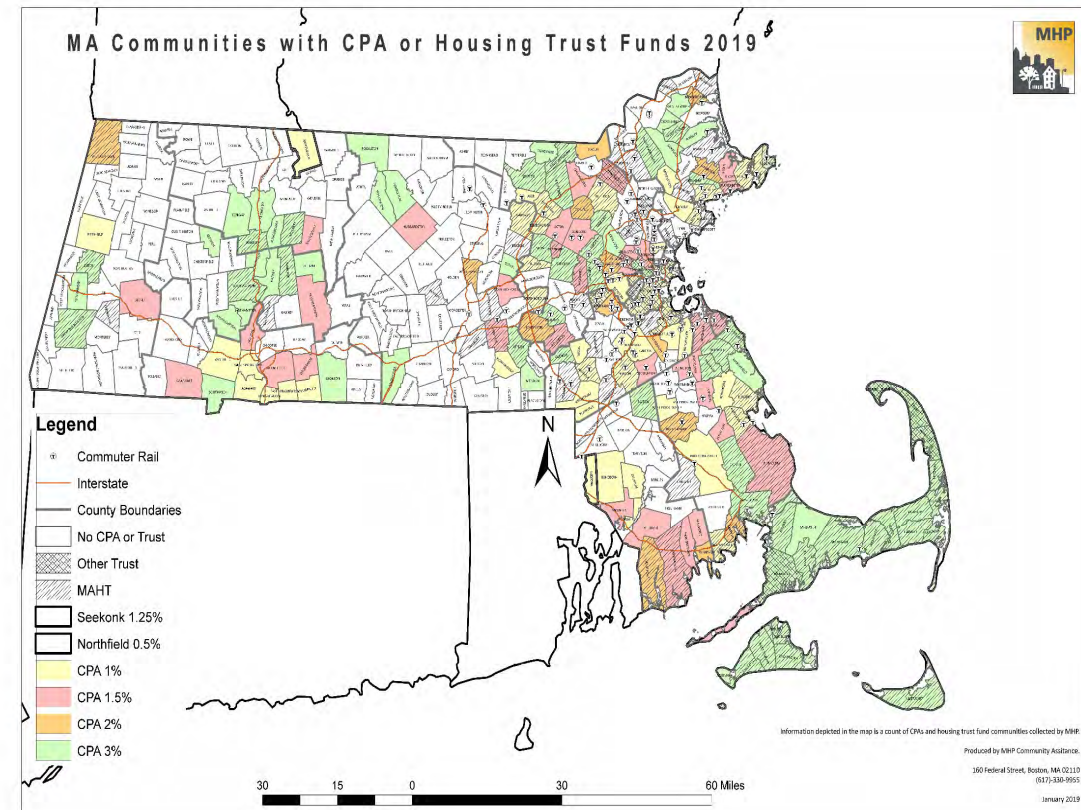
Topics

Touching
briefly on...

- ❑ Learning about housing trusts
- ❑ A few basic Watertown housing facts
- ❑ Partnership responsibilities, now yours
- ❑ WestMetro HOME Consortium
- ❑ Housing Plan Implementation
- ❑ Future Funding sources
- ❑ Future presentation/discussion topics

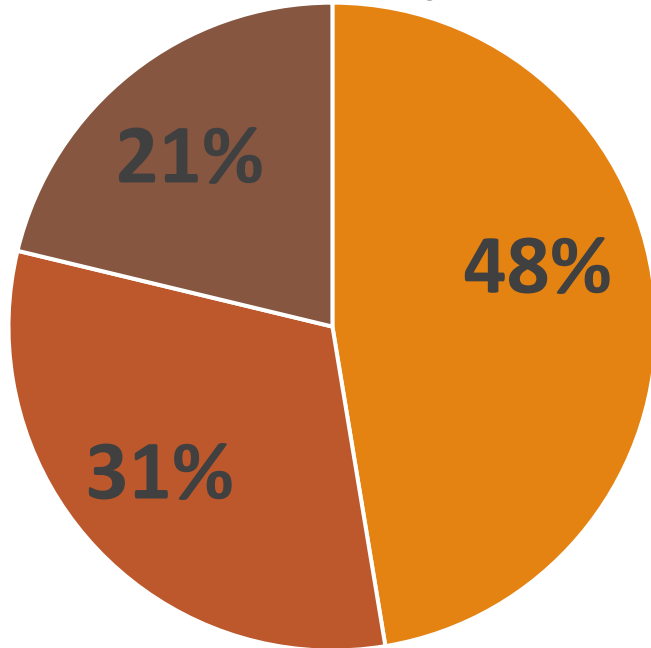
Learning about housing trusts

- Massachusetts Housing Partnership (MHP) has led on training trustees
- 2018 Guidebook:
<https://tinyurl.com/46fuwemh>
- MHP webinar 3/30/22:
<https://tinyurl.com/bdf4mh3f>
- Q & A session on 9/22/22



Breakdown of Watertown Affordable Units

- Public Housing
- Affordable Projects
- Inclusionary



- Total Units on SHI: 1,223
Under construction: 21
- 589 are public housing units
- Over 95% rental
- 465 homes specifically for elderly (37.4%)

Local Funding Sources

☐ **HOME Investment Partnership Program (HOME)**

- Federal \$\$ for affordable housing as part of 13-community WestMetro HOME Consortium.
- City gets approximately \$80,000/year, plus can apply in competitive round for any pooled money (generally less than \$500,000).
- \$265,000 in program income from prior projects but significant chunk committed.

☐ **Community Development Block Grants (CDBG)**

- Federal funding for community development & affordable housing.
- Watertown is not “entitled” to CDBG funding; City must compete with others in state.
- City has about \$36,000 in program income from prior awards.

☐ **Affordable Housing Trust Fund**

- Cash in lieu payments from developers not required to build inclusionary units on-site (approximately \$269,000).

☐ **Community Preservation Act (CPA)**

- Will be competitive process, with decisions by CPC and Council

Recent History of Affordable Housing in Watertown

- 1989 – Watertown adds Inclusionary/Affordable housing to the Zoning Ordinance at 10% set-aside
- 2014 - Watertown adopts a Housing Production Plan (HPP)
 - Goal 2.5 of the HPP is to raise the set-aside from 10% to 12.5%
- April – October, 2014 – Watertown completes the process to increase the set-aside to 12.5%
- 2015 – Rezoning of Arsenal Street, and Arsenal Mall to a new Regional Mixed Use District that requires a 15% set-aside

Recent History of Affordable Housing (continued)

- December, 2016 –Council adopts inclusionary zoning changes recommended by the Housing Partnership:
 - Two tiered set aside based on project size = 12.5% and 15%
 - Two income tiers for rentals = 65% AMI and 80% AMI
 - Add new method for cash in lieu payments
- Fall, 2019 –Housing Partnership begins work on updating Housing Production Plan (interrupted by COVID-19)
- Winter, 2019-2020 –Watertown complies with Chapter 40B through the 1.5% Land Area Calculation
- Fall 2021 –First round of CPA applications

Transferred partnership responsibilities

- Trust ordinance specifically transferred WHP responsibilities
- Inclusionary zoning ordinance requires review and report on proposed IZ units
- Control of HOME, CDBG, AHF \$\$
- Housing plan & implementation
- Policy recommendations



WestMetro HOME Consortium

- 13-community consortium led by City of Newton
- Until recently, city's chief source for affordable \$\$
- ✓ Last significant affordable project was St. Joseph Hall in 2013/2014, converting former Rosary Academy to 25 rentals for households below 60% of AMI

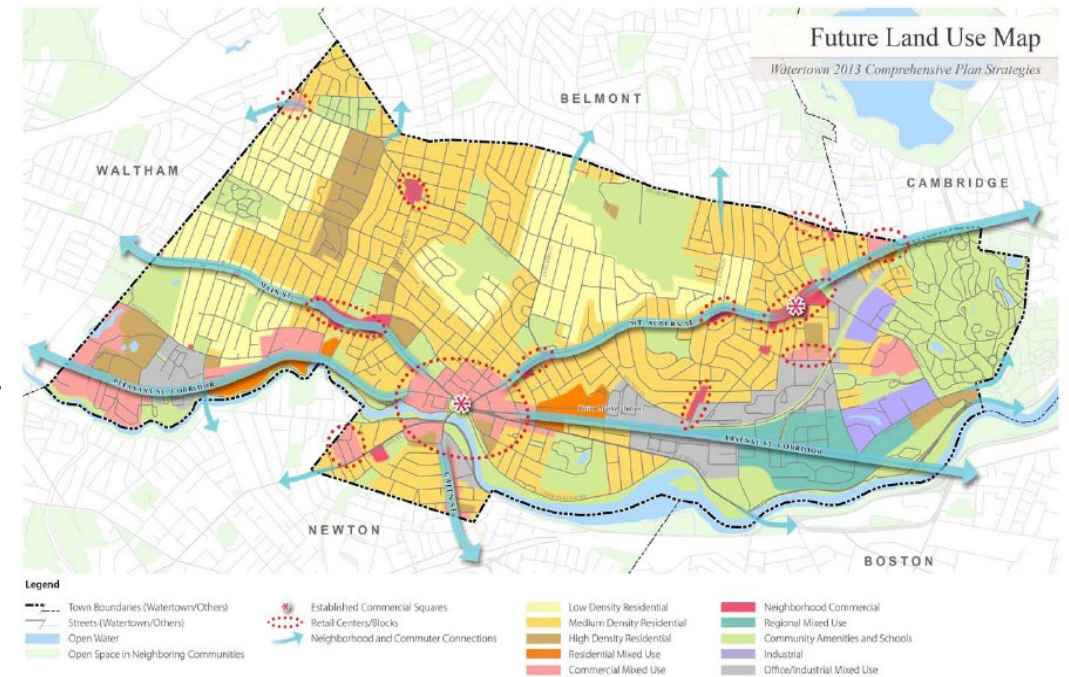


St. Joseph's Hall

Existing Watertown plans

- 2021 Housing Plan
- Comprehensive Plan update started in 2022
 - ✓ Baseline assessment issued July 18, 2022
 - ✓ Community engagement on goals & strategies fall 2022
 - ✓ Final report expected March 2023

Figure 2-10 Future Land Use Map for Watertown



Summary: Housing Plan Goals 2021-2025

Goal 1: Increase affordable housing opportunities for lower-income households (**less than 80% area median income**)

Goal 2: Increase housing opportunities for those needing deeper affordability (**less than 60% area median income**)

Goal 3: Increase affordable and supportive opportunities for **seniors and individuals with disabilities**

Goal 4: Encourage the creation of a **variety of housing** types at different price points, with particular emphasis on providing **options for residents and workers who wish to remain in Watertown**

Goal 5: **Preserve** existing housing affordability

Goal 6: Increase **community engagement** around affordable housing

Implementation so far

- Creating this trust was top priority
- Recommended “nexus study” issued May 2022 and City Council adopted home rule petition seeking authority to impose linkage fee for affordable housing
- Local preference policy adopted summer 2021
- WHP did extensive work on possible accessory dwelling unit ordinance

Future/potential local funding sources

- \$250,000 in budget for investment capital
- WHP recommended some of city's ARPA \$\$ go to this trust
- Linkage fees, if adopted, would go to trust
- CPA funding is available for affordable housing on a case by case basis



Nally Estates on left; Brigham House on right

Future topics: diving deeper

- ☐ Inclusionary zoning program
- ☐ WestMetro HOME Consortium
- ☐ Community Preservation Act
- ☐ Housing Plan implementation
- ☐ DHCD tax credit deals
- ☐ Watertown Housing Authority projects & planning
- ☐ Additional ideas?

...and when should we start talking about identifying potential sites?

Contact Information

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and Assistant City Manager smagoon@watertown-ma.gov

Larry Field, Senior Planner lfield@watertown-ma.gov

Phone: 617-972-6417



**Watertown
Affordable
Housing
Trust
Overview**
Sept. 22, 2022

Shelly Goehring
Massachusetts Housing Partnership (MHP)



Massachusetts Housing Partnership

MISSION

MHP works with communities to create innovative policy and financing solutions that provide affordable homes and better lives for the people of MA.



Community Assistance

- Technical assistance
- 40B program

Lending

- Over \$1.4B for over 27,000 units
- Affordable rental

ONE Mortgage

- First time homebuyers
- Fixed-rate, 30-year

Center for Housing Data

- Collect, analyze & share info for effective policy creation

Today's agenda

September 22, 2022



Housing trust
basics

Operations & best
practices



Eligible activities

Municipal Affordable Housing Trusts

Chapter 44, section 55c



- Public entity
- Created by local legislative body
- Create & preserve affordable housing
 - Led by Board of Trustees



Subject to public procurement, designer selection,
conflict of interest and public meeting laws

What can a housing trust do?

Broadly

- Address affordable housing needs
- Support local control of housing initiatives
- Engage in real estate activity
- Make timely decisions
- Collect \$ from variety of sources



Trustees



Minimum five

Includes CEO

Appointed by
city manager,
CC confirmation

Two year terms

“Public agents”

Board Powers

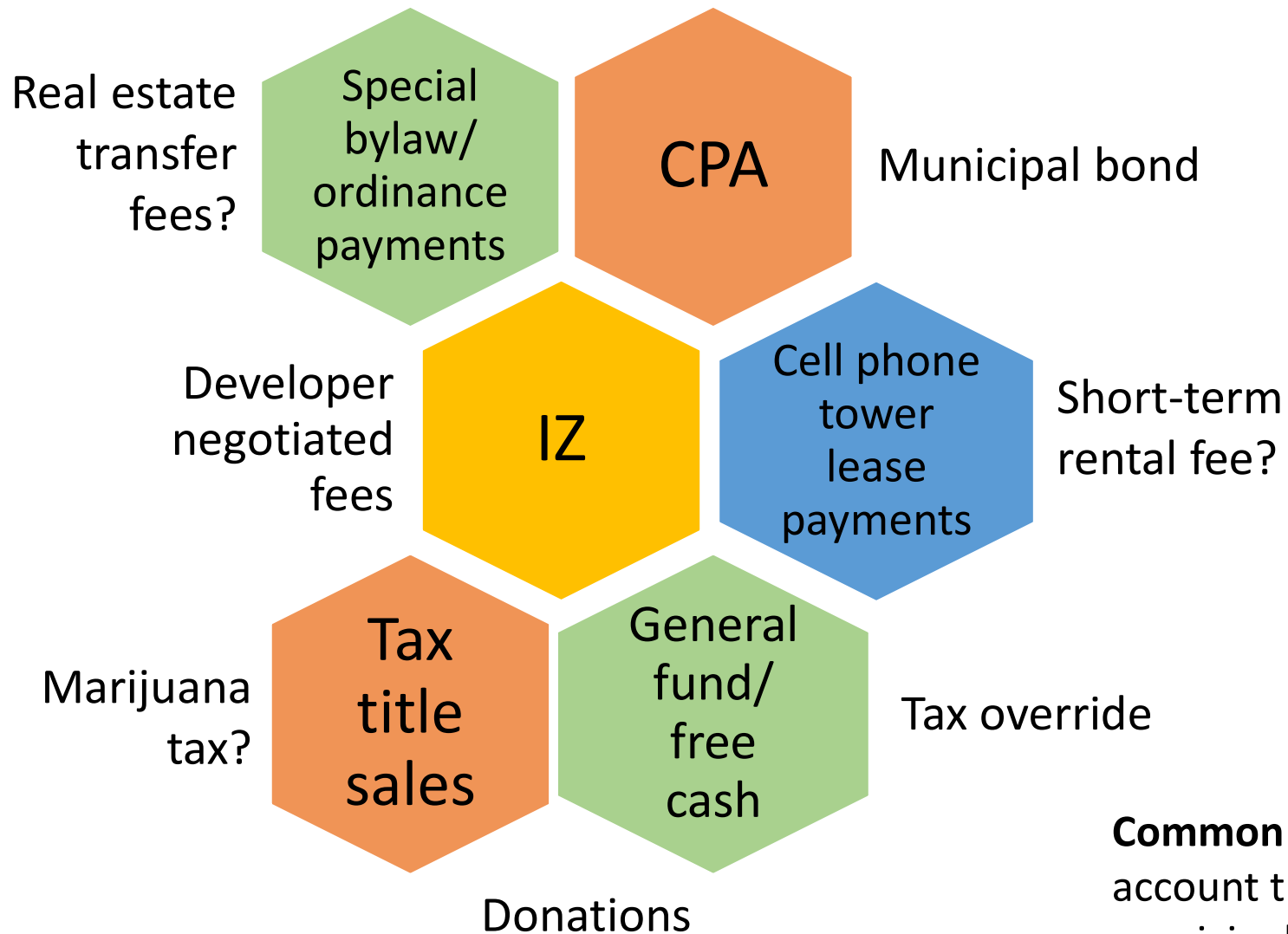
- **Accept and receive real property, personal property or money**, by gift, grant, or contribution...including but not limited to money, grants of funding or other property....
- **Purchase and retain real or personal property**, including instruments
- **Sell, lease, exchange or convey** any personal, mixed, or real property at public auction or by private contract...

Keys to Success

1. Money
2. Vision
3. Leadership
4. Transparency

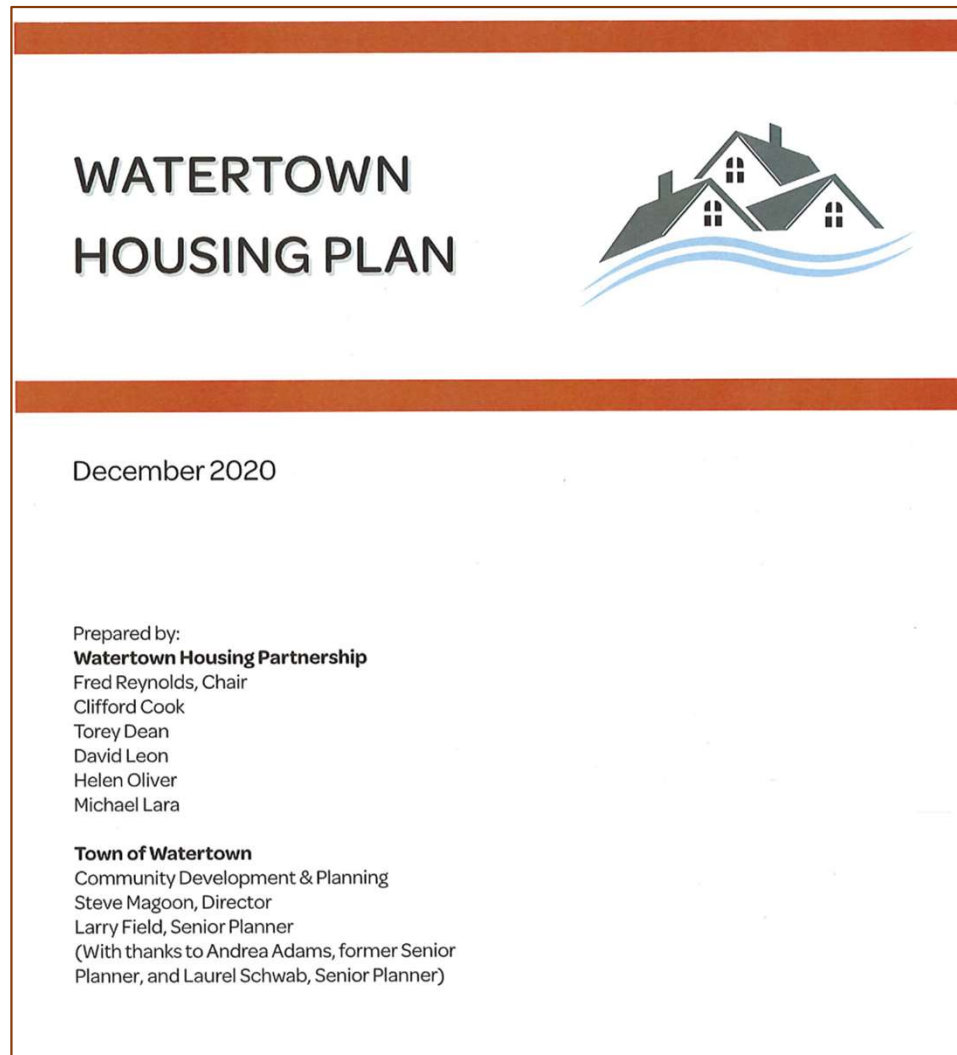


What funds can be used?



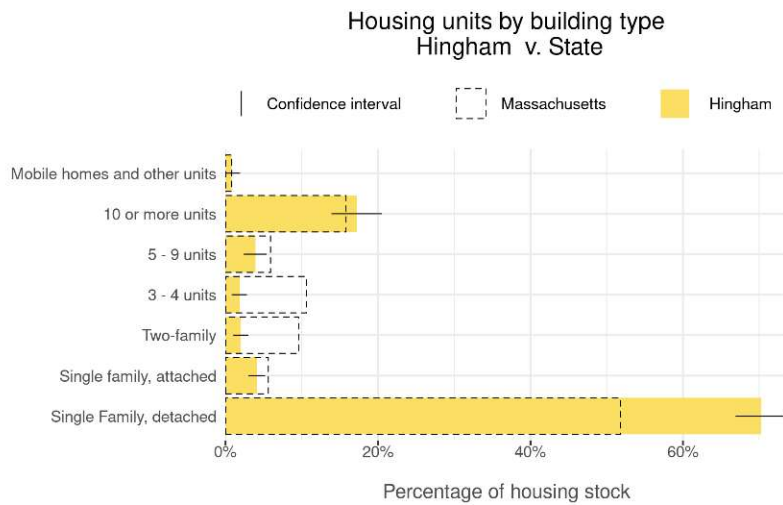
Common = municipal account through municipal treasurer

Familiarize yourself with local housing needs

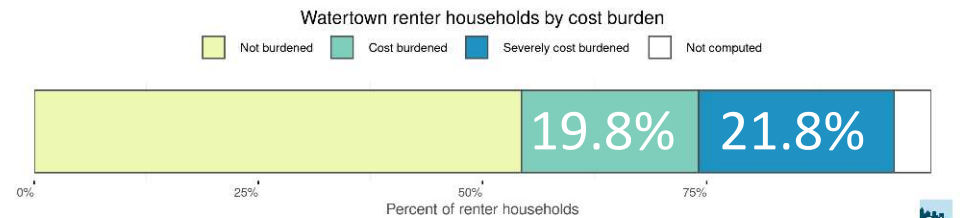


Review the housing data and analysis in your Housing Plan.

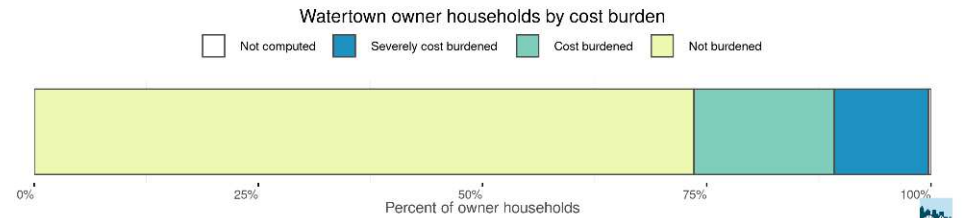
Use other resources like DataTown



Source: U.S. Census Bureau American Community Survey, 2016-2020 5-year estimates. Table S2504: Physical Housing Characteristics



Source: U.S. Census Bureau American Community Survey, 2016-2020 5-year estimates. Table B25070: Gross rent as a percentage of household income in the past 12 months



Source: U.S. Census Bureau American Community Survey, 2016-2020 5-year estimates. Table B25091: Mortgage Status by selected monthly owner costs as a percentage of household income in the past 12 months



What do you want to accomplish?



Determining needs



Setting priorities



Create benchmarks

Create a Mission Statement

Brewster & Amherst



Brewster

Mission Statement

The Brewster Affordable Housing Trust (“BAHT”) seeks to expand and preserve year-round rental and ownership homes that are affordable to moderate, low, and very low-income households. Our efforts will foster a welcoming environment for demographically and socio-economically diverse populations. The BAHT is committed to education, collaboration, and community engagement.

Amherst Affordable Housing Trust Fund

The Trust's mission, as an instrument of town government, is to promote the town's affordable housing priorities as determined through the most recent town housing plan, particularly to create safe, decent, and affordable housing for our most vulnerable populations.

Plans to facilitate action

GUIDELINES OR GOALS

BEVERLY AFFORDABLE HOUSING TRUST HOUSING GUIDELINES AND APPLICATION PACKAGE



Beverly, Massachusetts



Beverly Affordable Housing Trust
Michael P. Cahill, Mayor
Bryant Ayles
Aaron Clausen, AICP
Richard Dinkin
Susan Gabriel

City Staff: Darlene Wynne, AICP

December 2017

IV. Eligible Activities

Funds requested in support of these strategies are:

- **Predevelopment Activities** – Includes cost financial feasibility analyses, permits, appraisals, and other costs associated with examining the feasibility of projects such as septic upgrades, creating recreational space, etc. (*Note: The items listed are eligible for funding with the exception that the BAHT Trustees are not responsible for the costs of the BAHT Trustees for projects included in this category).*
- **Development Activities** – Includes costs related to the development of affordable residential housing (minus other private and public funding) that the town can afford to pay. Development activities include the redevelopment of affordable residential housing development opportunities.
- **Housing Preservation and Improvement** – Includes the relative affordability of private unsubsidized households, ensuring continued affordable housing for the life of the incentive and in the Inventory (SHI) list, and making necessary stabilizing both residents and neighborhoods.
- **Direct Assistance Activities** – Includes direct assistance in obtaining housing in Beverly and/or remaining in the community and closing costs; first and second mortgage assistance. Such direct assistance, as it relates to some of the community's most "at risk" residents.
- **Multiple Use Activities** – Includes support for developments that incorporate housing and one or more of the other categories of CPA funding – historic preservation, open space preservation and eligible recreational opportunities.

STRATEGIC PLANS

TOWN OF AMHERST

HOUSING TRUST STRATEGIC PLAN FY18-22

**FUNDING PROVIDED BY THE AMHERST
AFFORDABLE HOUSING TRUST FUND AND
THE COMMUNITY PRESERVATION FUND**

Prepared for
Town of Amherst
Amherst Affordable Housing Trust
4 Boltwood Avenue
Amherst, MA 01002

Prepared by
JM Goldson community preservation + planning

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AMHERST AFFORDABLE HOUSING TRUST BYLAW, AS MODIFIED MAY 2017 23

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Keep it simple. Be realistic.

Wellfleet Affordable Housing Trust Fund Goals and Strategies

(adopted 12/13/21)

- 1. Create 100 units of low/moderate income rental and homeownership housing units over the next five years.**
 - a. Issue RFP for one home at Freeman Avenue in 2021.
 - b. Provide funds to support ADU creation in 2022.
 - c. Provide funds to support 46 units at Lawrence Road 2024.
 - d. Complete 4 units at Old Kings Highway and 8 units at Paine Hollow Rd by 2024.
 - e. Acquire property for the creation of at least 20 new homes by 2025.
- 2. Raise \$1 million annually from 2022 – 2027 for a total of \$5M.**
 - a. Request 80% of short-term rental tax revenue.
 - b. Annual request for CPA funds.
 - c. Fundraising for donations.
 - d. Secure 1-2 additional revenue streams.

Clarify roles

Hingham's Housing Plan

Table 1-1 Summary of Housing Strategies	Priority for Implementation			Responsible Parties**
	Short Term	Middle Term	Longer Term	
Capacity Building Strategies				
1. Make community education a priority	X			AHT
2. Secure sustainable funding sources for the Affordable Housing Trust Fund	X			BOS/CPC
3. Ensure adequate staff support			X	BOS/AHT
Zoning Strategies				
1. Better promote and advocate for expanded ADUs	X			PB
2. Amend Flexible Residential Development By-Law	X			PB
3. Explore inclusionary zoning	X			PB
4. Pursue measures to resolve some problematic teardown activity	X			PB
5. Adopt zoning for additional mixed-use Development		X		PB
Housing Development Strategies				
1. Partner with private developers on private Property	X			AHT/ZBA/PB
2. Make suitable public property available for affordable housing	X			BOS/AHT
Housing Preservation and Assistance				
1. Introduce a Small Repair Grant Program		X		AHT

Ensure transparency



Communicate

Report
back
regularly

Promote
efforts

Use
webpage
and social
media

Determine operating approach

Fund

Initiate

Advocacy



Examples from other communities

Acquire

Create

Preserve

Support



Acquire

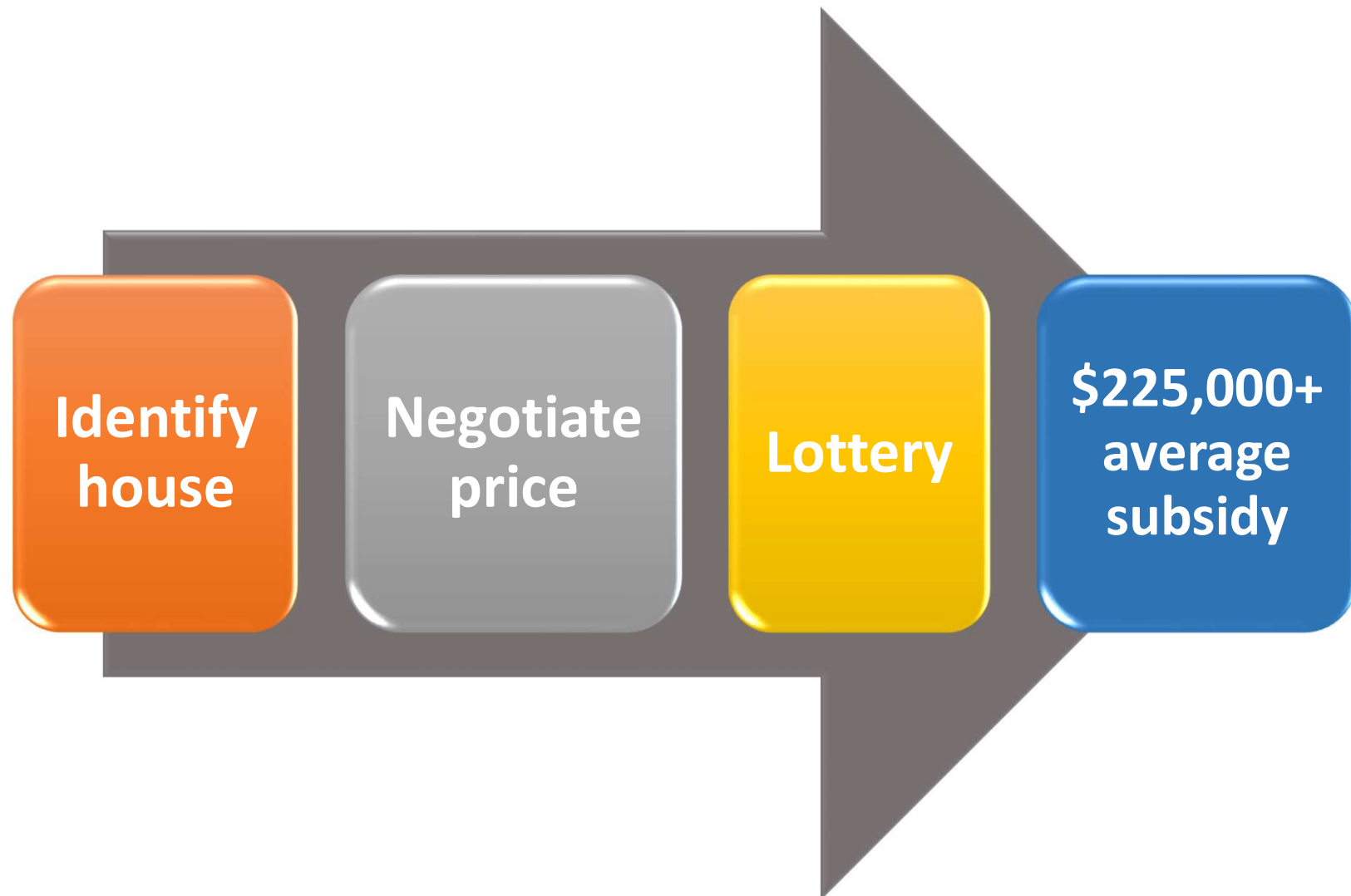
Cromwell Court Apartments -- Barnstable



- 124 units of affordable family rental housing
- Built in 1973. Acquired and rehabilitated in 2011.
- \$500,000 CPA funds

Sudbury MAHT

Home Preservation Program



Create

Anchor Point, Beverly

77 units of rental housing by Harborlight Community Partners

- 2- & 3-bedroom
- 15 units reserved for homeless families
- 60% AMI ceiling
- City designated site as 40R district
- CPC \$250,000/MAHT
\$200,000



Create • Community-driven

Norwell, Herring Brook Hill

- Former police station, declared surplus in 2014 and voted to be transferred to trust in 2015
- Trust issued RFP in 2016
- 18 units of senior rental housing
- One- and two-bedroom units up to 100% AMI
- \$1.2 million from the trust and CPC



Create

Re-use of existing buildings



Shoe Shop Place

Middleboro

25 rental
("family" housing)



Stevens Corner North Andover

42 rental
("family" housing)



Machon School

Swampscott

38 rental
(age restricted)

Preservation

Amherst, Rolling Green affordable units preserved



- 204 unit multi-family development
- Refinanced in 1998 under Mass Housing's 80/20 prepayment program (15 year restrictions)
- **41 affordable units/Section 8 vouchers, \$1.25m bonded w/CPA**

Support



**Pre-
develop-
ment**

**Housing plans
and needs
assessments**

**Rental
Assistance**

Other examples

Medfield MAHT

- \$1MM bond to seed the trust
- Advocacy - Focus on advocating for proposed developments in town that include affordable units

Amherst MAHT

- Annual public hearing to seek feedback on MAHT ideas

Three Things

1

Consider the local infrastructure – needs and resources.

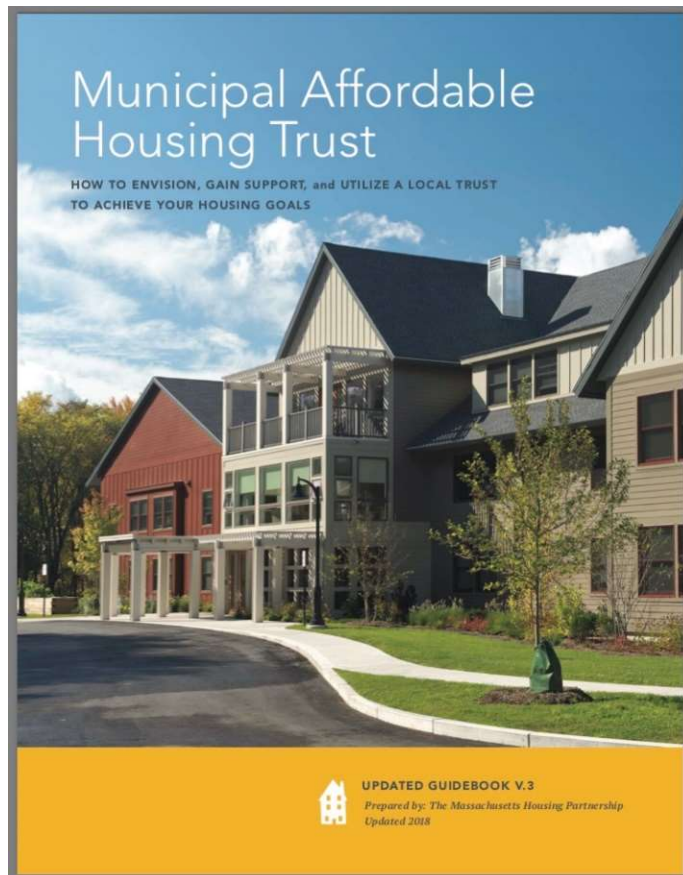
2

Develop goals that reflect identified needs.

3

Be real about your capacity.

MHP Online Resources



Updated housing trust
guidebook



Relevant data for every
community in the Commonwealth
to help make the case for housing.



Strategies and best practices for the
creation and preservation of
affordable housing.

Questions?



Massachusetts Housing Partnership

www.mhp.net

Shelly Goehring

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