



## **Community Investment Plan (Updated) January 2023 – December 2025**

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 three years, guiding our actions as we progress towards our goals. This CIP was discussed and adopted at Housing Nantucket’s regular Board of Directors meeting on November 10, 2022.

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 2020 Census reports 14,255 people live year round on Nantucket within 3,709 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 creates a large disparity 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 39 affordable rental units in scattered island sites (Map 1) with another 22 units under construction. This program is possible through the combined efforts of the Town of Nantucket, the Nantucket Housing Authority (NHA), the Affordable Housing Trust (AHT), Community Preservation Committee (CPC), and Housing Nantucket. The usual process is as follows: surplus property is transferred from the Town to the NHA or AHT, who will then issue 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 play 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

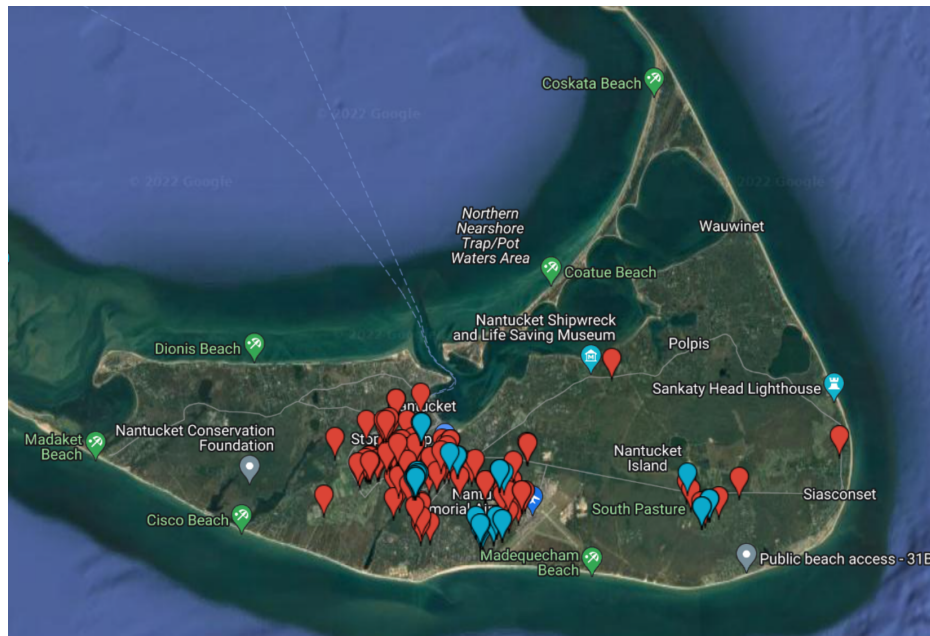
Nantucket, the Covenant Program has created 110 homeownership opportunities for residents who otherwise would be unlikely to own their own home (Map 1). This is an increase of twenty-five units since our CIP was implemented in 2020!

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 Tupancy 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 600 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 Sagem’s Path, as well as Habitat for Humanity homes and other Local Action Units.

**Map 1- Permanently affordable homes created through HN’s Programming**

**Housing Nantucket’s Affordable Rentals & Covenant Homes as of October 2022**



 Rental Units       Covenant Units

## 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 nine board members are year-round Nantucket residents, and our six advisory board members have long-time family connections to the Island. Five of the nine board members have experienced our programs first hand, and either currently or have formerly resided in housing provided through our organization’s programs. Forty-four percent of board members identify as Black, Indigenous, and People of Color (BIPOC), compared to a 30% BIPOC population island-wide. The gender makeup of the board is 66% male and 33% female.

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**



Collaboration and community partnerships are the foundation for our organization’s success and our most recent endeavor at Wiggles Way is a good example of this collaboration. Wiggles Way is Housing Nantucket’s 22-unit, mixed-income rental project currently under construction. With grant funding awarded by the town’s Affordable Housing Trust (AHT), we bought the two-acre property from the family of Fred “Wiggles” Coffin, who died in 2004. The AHT also awarded us a construction loan to complete the project, with funding allocated by Annual Town Meeting voters in 2019. The development includes one, two, and three-bedroom apartments in eight buildings. A large greenspace open to the public will be located at the front of the property and will be overseen by the Nantucket Land Bank.

On January 25, 2022, we broke ground on this exciting project as seen in Figure 2. This initiative has been lauded by Town officials as “a great example of how municipalities, nonprofits, and the private sector can come together to solve big problems”.

**Figure 2- Groundbreaking at 31 Fairgrounds Road**



In addition to our Wiggles Way development, Housing Nantucket created an additional single family rental unit through our House Recycling program with financial support from the Affordable Housing Trust as well as a grant through Nantucket Hospital’s Community Health Initiative.

Since 1994, Housing Nantucket has created community housing opportunities by “recycling” houses slated for demolition. Donated homes are moved to new locations and rented to year-round residents at price-accessible rates. In 2021, a notice of demolition announced the availability of a single-family dwelling at 24 Woodbine Drive in Surfside. The site was near our property at 46 Okorwaw Ave, a two-acre parcel which already contains a two-bedroom Housing Nantucket rental as well as a Habitat for

Humanity Covenant home. There was still room to put a three-bedroom structure on the property, and we had tried to arrange house-recycling on several occasions but the deals repeatedly fell through. After working with the homeowner, the structure was donated to our House-Recycling program and relocated to the lot on Okorwaw Avenue. We held a ribbon cutting ceremony in October and the new tenants moved in in November 2022. (See Figure 3). House-recycling supports island preservation efforts not only by saving structures, but also by improving housing accessibility for Nantucket's low- and moderate-income residents, an integral component of the island's vitality.

**Figure 3- Ribbon Cutting at 46 Okorwaw Avenue**



Sustaining tenant relationships continues to be a high priority for us, as feedback from our constituents informs our nonprofit's activities. Through face-to-face interactions and telephone contact, we become aware of emerging issues and can assist in alleviating hardship at an early stage. These conversations inform our partnerships with our funders. Gifts from the Tupancy Harris Foundation, ReMain Nantucket, and the Community Foundation for Nantucket (CFN) have all played an important role as we address the systemic issues associated with the affordable housing crisis on Nantucket. The insights reported by our constituency base have proved to be invaluable as we direct funding from these organizations.

Finally, we continue to publicize our program success stories via a variety of print and digital material. By bringing more awareness to our goals and accomplishments, we attract a wider and more diverse audience. On September 8th, 2022, Nashville singer

and songwriter Maggie Rose captivated a sold-out crowd at Housing Nantucket's first-ever benefit concert. Our goal was to reach people who cherish Nantucket and recognize the importance of addressing the island's workforce housing needs. We accomplished this goal through a sold-out concert that reached many summer residents and netted \$100,000 in funds for our mission of creating equitable housing solutions for the year-round community. Publicizing, and leveraging, the benefits of our CITC program was a large factor in our ability to raise this significant amount of funding for our first large scale event. Additionally, new partnerships with ACK FM, the Chicken Box, and Cisco Brewers increased the visibility of the event and the critical work we are doing to solve the island's housing crisis.

Over the last year, the supply of affordable units for rent and ownership has increased. We have acquired donors who are not only selling into the Covenant Program but also making financial contributions to our organization. More people have attended our homebuyer education program. Support for the CITC program also continues to experience growth as familiarity with the program develops. Investors can see the tangible impact that their contributions have on our work. Our expanded donor base and nearly full utilization of our allotted tax credits demonstrate this fundraising progress.

### 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 39 affordable rental units, Housing Nantucket currently houses 102 Nantucket residents, including 44 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: Updated in July 2021, Town officials endorsed a Housing Production Plan, which expands upon the Housing Needs Study and Master Plan. This plan names “a shortage of housing at all market levels—especially rental housing – and not enough variety in the housing stock” as a key contributor to the housing crisis. Creating permanently affordable rental housing for low- and very-low income households was identified as a qualitative goal in order to “reduce the incidence of over-occupied, substandard housing.”
- 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's needs.
  - 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) Annual fundraising event to expand outreach and awareness
      - b) Friend-building events through local partnerships
      - c) Participate in public forums
    - 6) Utilize networks within the Chamber of Commerce
    - 7) Support the goals outlined in the Town’s Housing Production Plan (HPP) and Strategic Plan
    - 8) Explore new collaborations
      - a) Encourage board members to cultivate their own networks
      - b) Utilize advisory board members to implement new initiatives and reach a wider audience
      - c) 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 \$200,000 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) Advisory board members - are advisory board members clear on their role? What opportunities for advisory board participation will best support the overall work of the organization?

- 7) 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 our Network for Good database and Quickbooks software.
    - 2) Donor database: This database easily tracks current and historical progress.
    - 3) Board meetings: All board members are apprised of progress at bimonthly meetings. During the month, subcommittees handle specific initiatives and report to the rest of the group at the bimonthly 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 Tupancy Harris Foundation, the Affordable Housing Trust 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 twenty-two new affordable rental units by the end of 2023 with the completion of the Wiggles Way project, at least 30 new Covenant Homes by the end of 2025, and three (3) new 175% AMI housing opportunities on Honeysuckle Drive.

- 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 external projects that are consistent with our mission can we assist in 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: 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 AHT 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. Corporate Development Partnerships

- a. Capital Hall Partners, LLC and KEMS Corporation have contracted with Housing Nantucket to provide lottery services for six affordable homes and one workforce home being built in Phase II of the Sandpiper Place development off Old South Road in Nantucket, Massachusetts. The Affordable homes will be sold at prices accessible to households with incomes at or below 80% of the Area Median Income. The Workforce home will be sold to households with incomes at or below 175% of the Area Median Income. There are more units within this development to be awarded by lottery in the coming years. We hope to continue this partnership with the developer.
- b. Housing Nantucket has partnered with the Richmond Company to build three (3) 175% AMI units adjacent to Housing Nantucket's office in the Sandpiper Place development. Currently, RGPD is developing surrounding lots in Sandpiper Place which allows them to capitalize on efficiencies that are already in place. Our goal for this project is to secure stable housing for three 175% AMI year-round households in perpetuity. This income bracket is grossly underserved through existing programs, and demand in this income-bracket far exceeds supply.

- IV. 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, Nantucket Bank, Something Natural, Cisco Brewers, ACK FM, The Beet Restaurant, The Chicken Box, Botticelli & Pohl, Current Vintage, Grey Lady Insurance, Isobel & Cleo Knitwear, LegaSea Raw Bar, Marine Home Center, Millie's Restaurant, Nantucket Bake Shop, Nantucket Martial Arts, Protex Electric, Sandcastle Construction, Toscana Corporation, The Water Closet, White Elephant Resorts.

- V. Memberships – Housing Nantucket is currently a member of the following organizations

- a. Nantucket Chamber of Commerce
- b. Nantucket Builders Association
- c. Citizen's Housing and Planning Association
- d. Massachusetts Association of Community Development Corporations

- VI. 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.
- VII. 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 Strategic Plan, Master Plan, the Workforce Housing Needs Assessment, and the Affordable Housing Trust’s Housing Production Plan.

The Town’s 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.

Updated in July 2021, Town officials endorsed a Housing Production Plan, which expands upon the Housing Needs Study and Master Plan. This plan names “a shortage of housing at all market levels—especially rental housing – and not enough variety in the housing stock” as a key contributor to the housing crisis. Creating permanently affordable rental housing for low- and very-low income households was identified as a qualitative goal in order to “reduce the incidence of over-occupied, substandard housing.”

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.

Further elucidation of the island’s significant deficit of affordable housing can be seen through demand for Housing Nantucket’s rental units. We accept rental applications on a rolling basis, and eligible applicants are added to our “Ready-to-Rent” waitlist. As of October 2022, our Ready-to-Rent list contains 290 pre-qualified households seeking stable housing solutions. This demand trend has been on a consistent uptick, as more island households solicit our help in securing safe, stable, price- accessible housing.

These studies and data points all point to the same conclusion: In order to support decent living standards for all who visit and reside on Nantucket, quality rental housing opportunities must be expanded and preserved.

### Section 8 – Financing

Housing Nantucket has demonstrated the capacity to implement this CIP. In the past three years, Housing Nantucket has completed one major construction project and begun construction on twenty-two more units at Wiggles Way. Housing Nantucket has overseen twenty five Covenant Home transactions, operated the 38 unit Affordable Rental Program, assisted the Nantucket Housing Authority with operations during their recent executive director search, held education classes, and more.

Housing Nantucket is an experienced affordable housing developer. Many of our thirty-eight rental units were financed with AHT and 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
- Community Foundation of Nantucket
- ReMain Nantucket Fund
- Tupancy Harris Foundation
- Nantucket Cottage Hospital Foundation
- Nantucket Garden Club
- MassCEC

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 will be spent on maintaining existing units (~\$200,000), 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 nine member volunteer board, a newly formed six member advisory board, and four 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 Peter Kaizer grew up on Nantucket and is a Vice President at Cape Cod Five. Vice President Stacy Montes is a Principal at Grey Lady Insurance. 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 Wilda Falconer joined Housing Nantucket in 2020 with a background in bookkeeping and Spanish language skills. Marketing and Development Director Elizabeth Blair joined the team in 2022 with a nonprofit and real estate background. Program Administrator Charlyn Puza was hired in 2022 and brings experience in facilities management and utility services. 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-nine rental housing units with another 22 under construction, the creation of one hundred and ten Covenant homeownership units, and the education of over six hundred 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- specifically the Affordable Housing Trust, Select Board, and Planning & Land Use Services - streamlines the regulatory and permitting processes while 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 contractors, 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.

Additionally, a new initiative implemented over the last 18 months uses rooftop solar panels to reduce energy costs for our low-income rental tenants. Energy costs on Nantucket Island continue to rank among the highest in the United States, primarily due to the transmission logistics of delivering energy to a remote location. For low income residents, high utility costs consume a significant portion of the household budget and present a barrier to financial stability. These households spend disproportionately more of their income on utility costs because they must pay the same surcharges and distribution rates as higher income ratepayers in the service area. In these cases, heavy energy burdens often lead to energy insecurity, meaning households must choose between heat and other essential needs.

Providing underserved households with access to renewable power brings predictable, more manageable electricity rates to those who need it most. To implement this concept, we will use the [clean energy “revolving fund” model](#) we recently developed in partnership with the [Massachusetts Clean Energy Center’s \(MassCEC\) EmPower Massachusetts Program](#), MassCEC and the Department of Energy Resources (DOER). The model allows us to share the benefits of renewable energy with our tenants. By installing solar PV systems on affordable rental home sites, we can offer utility bill savings directly to residents. With Housing Nantucket as owner of the panels, we can access long term financial benefits from the Solar Massachusetts Renewable Target (SMART) Program. We will reinvest revenue earned from decarbonization into future solar and energy efficiency programs. Secondary community benefits include educational opportunities that inspire others to adopt solar initiatives, as well as lessening the island’s overall energy demand. Through two phases of solar installations we will have successfully reduced utility costs for over 30% of our tenants and we are now expanding this initiative to our Wiggles Way development.

The solar initiative at Wiggles Way consists of a 120 kw DC, 276 panel, two carport/ pergola solar design. This project will allow us to equip the property with solar pVs generating enough power to operate the facility at a net-zero state. In other words, the energy consumed from electricity, heating, cooling and maintaining these residential units would be off-set by the solar power harnessed on-site. (see figure 4)

**Figure 4 - Solar rendering for Wiggles Way**



Housing Nantucket’s Community Investment Plan facilitates the Commonwealth’s stated 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.