

# Trust Building: Building Relationships & Establishing Credibility

MHP TRAINING FOR MUNICIPAL HOUSING TRUSTS

Presented by: Jennifer M. Goldson, AICP

JM GOLDSON community preservation + planning



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community preservation  
+ planning



# JM Goldson

community preservation + planning

- ▶ Established consulting practice in 2006 with focus on:
  - ▶ Community preservation planning & implementation
  - ▶ Local affordable housing plans and Housing Trust action plans
  - ▶ Facilitate interactive meetings and community workshops
- ▶ Background:
  - ▶ Historic preservation and community planning
  - ▶ Municipal Planner – comprehensive planning and zoning/site plan review
  - ▶ Architecture & planning firm – neighborhood master plans and visioning

What is the point of this presentation?

Weak confidence in the Trust

Strong confidence in the Trust

To explore how to build local trust for your Housing Trust.



## Discussion Question 1



Ask your partners:

**How do you/would you define success for your Trust?**

*If your Trust were to be totally successful, what would be the best possible outcome?*

## Discussion Question 2



Ask your partner:

**What are some positive factors that could help your Trust succeed?**

# Traps that turn initiatives into failures

- Lack of common and clear purpose
- Inadequate engagement and participation
- Voices that are essential but not included
- Frustrated participants and nonparticipants
- Resistance to change
- Nightmarish implementation for disproportionately small impact



**Any  
examples?**

## Discussion Question 3



Ask your partner:

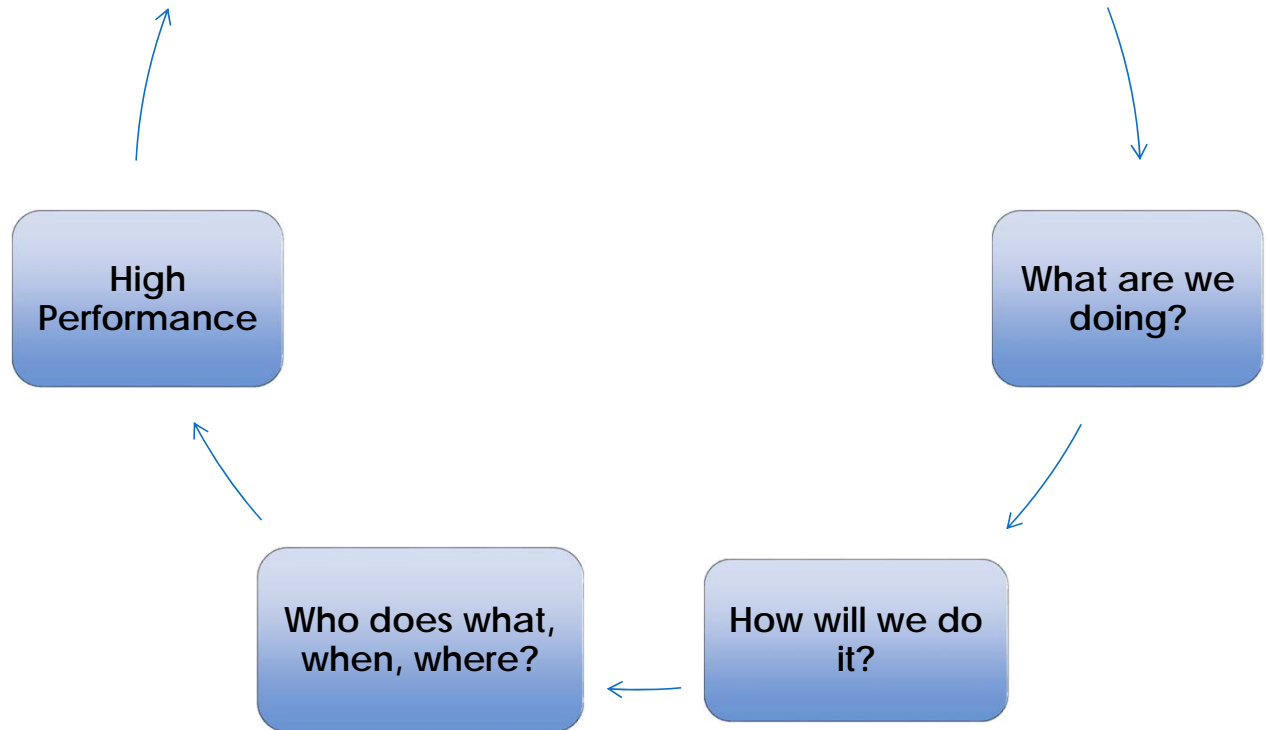
**What are/could be some of the challenges or barriers to your Trust's success?**

**Of those challenges, what do you think is the greatest barrier to its success?**

# Tip #1: View the Trust as a "Team"



**Drexler/Sibbet Team Performance Model:**  
The big picture of what is involved of getting people to cooperate over time.



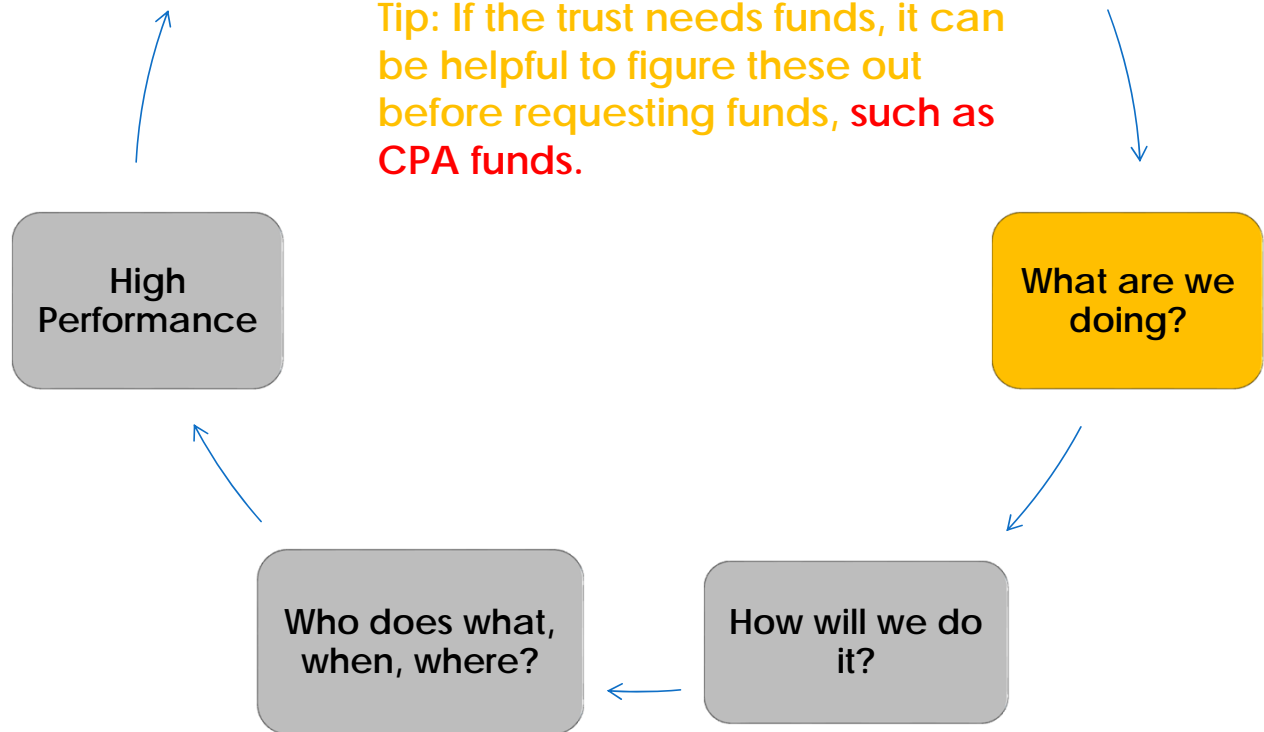


# Tip #1: View the Trust as a "Team"



**Drexler/Sibbet Team Performance Model:**  
The big picture of what is involved of getting people to cooperate over time.

Tip: If the trust needs funds, it can be helpful to figure these out before requesting funds, such as CPA funds.





## Quick Poll – Let's see show of hands

1. Does your trust rely on CPA funds for revenue?
2. If yes to #1, does your trust have to request funds annually? (As opposed to having an "automatic" allocation incorporated as part of the annual budget.)
3. If no to #1, do you hope to secure CPA funds in the future?



## Three Primary Models for CPA Allocations to Housing Trusts

- ▶ Model #1: Trust as housing arm of the CPC
- ▶ Model #2: Hybrid – Standard % Allocation and Ability for Additional Allocations
- ▶ Model 3: Housing Trust submits applications to CPC for specific project/program or to support general, unspecified, CPA-eligible trust initiatives

# Model #1 – Trust as housing arm of CPA

- ▶ CPA funds allocated for housing trust are included in annual budget
- ▶ No annual application to CPC
- ▶ CPC and Trust membership may overlap
- ▶ Trust can rely on expected standard designated percentage allocation of CPA funds annually
- ▶ Housing applicants seeking CPA funds would apply solely to the Trust
- ▶ This is the **STRONGEST** model for a Trust
- ▶ Example – Cambridge (80% CPA allocation)

## Model #2 – Hybrid – Standard % Allocation and Ability for Additional Allocations

- ▶ Trust budgeted to receive standard % of CPA funds and applies for additional funding on an as-needed basis.
- ▶ CPC and Trust membership may or may not overlap
- ▶ Trust can rely on expected standard designated percentage allocation of CPA funds annually
- ▶ Housing applicants can go to both the Trust and/or CPC to request CPA funds (depending on local policy)
- ▶ This is a **MODERATELY-STRONG** model for a Trust
- ▶ Examples
  - ▶ Somerville (+/- 45%)
  - ▶ Yarmouth (10%)

## Model #3 – Trust as an Applicant (no different from other housing applicants)

- ▶ Trust is not budgeted to receive standard % of CPA funds and must apply for any CPA funding
- ▶ CPC and Trust membership often do not overlap
- ▶ Housing applicants can go to the Trust and/or CPC to request CPA funds
- ▶ This is a **WEAK** model for a Trust as CPA is not a reliable funding source, which creates uncertainty and more time devoted to securing funds
- ▶ Also presents concerns for poor coordination of local housing priorities as little or no communication is required between CPC and Trust in reviewing separate applications
- ▶ Examples: Groton, Easton, name another trust and it's probably this model

## Tip #2: Work on things that matter

- Identify high priority, high impact initiatives to focus efforts on.
- Integrated with:
  - local policy agenda (including local **Community Preservation goals**)
  - local issues/needs
  - community feedback



# Tip #3: Support good projects

- What is a “good project” for your community?
- Set criteria that reflect these characteristics and select projects based on this criteria



## TOWN OF WESTFORD AFFORDABLE HOUSING TRUST FUND BOARD OF TRUSTEES' FUNDING PRIORITIES

The following priorities are primarily based on the Westford Housing Production Plan 2011-2015 and will be considered by the Board of Trustees when making funding determinations.

**Overall: The Trust Funds will be prioritized to preserve and create affordable housing units that count on the state's Subsidized Housing Inventory.**

### Neighborhood Context, Design, and Sustainability

- Create and preserve affordable housing that is consistent with the density, scale, and design of surrounding homes and neighborhoods.
- Create and preserve affordable housing that is consistent with the Commonwealth's Sustainable Development Principles.
- Affordable housing that is disbursed through town and in mixed-income developments.

### Multi-Family & Mixed-Use

- Create multi-family houses in the villages and mixed-use developments on routes 110 and 40 and for adaptive reuse of historic mills.

### Land Conservation

- Create affordable housing that is consistent with community land conservation goals and objectives, including rehabilitation of existing structures, infill development in existing neighborhoods, and Open Space Residential Design projects.

### Target Populations

- Low-income households
- Rental units for homeless families
- Homebuyer and rental for low-income young adults and families, primarily for larger families needing 3+ bedrooms

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- Rental units for homeless families
- Low-income households



## Tip #4: Showcase success

- Draw attention to the Trust's successful initiatives
- Use local media, hold events, keep an updated online home
- Stay in the public eye



## Tip #5: People should know each other

- Trust members should be well known by:
  - Key town officials
  - Town boards & committees
  - Community members
- Network



## Tip #6: Know your message

Know your audience and develop the best message to reach them with.

Why should the community care about and support the work of your Trust?

Why should they care about affordable housing?



# Messaging strategies based on research/public opinion



Make it clear the whole community benefits –

research finds that decent, affordable housing has positive impact on overall community health, economic investment, and education.

Source: Center for Housing Policy

# Messaging strategies based on research/public opinion

## WHO IS SPENDING MORE THAN HALF OF THEIR INCOME ON HOUSING COSTS?



Almost 1 of every 5 total households.



More than 1 of every 2 households with low/moderate-income.\*



More than 3 of every 4 renter households with low/moderate-income.

Create a relationship between income, housing cost, and economic benefits

Source: Center for Housing Policy

**About 1,040 (48%) of Barnstable's extremely and very low-income households spend more than half of gross income on housing.**

*Can you imagine working full time for \$10/hr making \$1,600 a month and spending more than \$800 on rent? This leaves you with \$800 for groceries, childcare, healthcare, gas, car insurance, and taxes. You get the idea.*



## Contact info

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