

Sturbridge Affordable Housing Trust
Meeting Minutes
Tuesday, June 20, 2023

Present:

Diane Trapasso
Margaret Darling
Wally Hersee
Ed Goodwin
Jamie Goodwin
Kathy Neal
Jean Bubon, Town Planner
Robin Grimm, Town Administrator
Jeneé Lacy, Administrative Assistant
Will Downie, Barrett Planning Group

K. Neal called the meeting to order at 4:30 PM.

Approval of Minutes of May 16, 2023

Motion: To approve the minutes of May 16, 2023 as written.

By: J. Goodwin

2nd: D. Trapasso

Vote: All in Favor (6-0)

Review of Framework for the Action Plan

J. Bubon introduced Will Downie from Barrett Planning Group. W. Downie gave a brief background on what has been discussed already in previous meetings. He discussed the following:

- Mission, Vision, Values
 - Mission
 - The mission statement should communicate what you do or what you seek to do.
 - What do we do today?
 - Whom do we serve?
 - What are we trying to accomplish?
 - What is the benefit?
 - Advice: be concise, clear, and outcome-oriented.
 - Vision
 - The vision statement should describe the future of your group. It should reveal what the Trust aspires to be or hopes to achieve in the long term.

- The vision statement should be inspirational and motivational while also providing direction, mapping out where your group is headed. It serves as a guide for choosing current and future courses of action.
 - Where are we going moving forward?
 - What do we want to achieve in the future?
 - What kind of future community do we envision for Sturbridge?
 - Thinking about housing, what will Sturbridge be at its very best?
 - Advice: communicate where you're going and why. Think of the vision as the foundation for your strategic plan.
 - Values
 - The values statement highlights an organization's core principles and philosophical ideals. It is used to guide the decision and behaviors of the people inside the organization and signal to external stakeholders what's important to your group.
 - What do we stand for?
 - What behaviors do we value over all else?
 - How will we conduct our activities to achieve our mission and vision?
 - How do we treat members of our own organization and community?
 - Do they inspire pride and bring out the best in us?
- Vocabulary of a Strategic Plan – Process and Outcomes
 - Inputs
 - Resources that go into a program or intervention – what we invest; including financial, personal, volunteers, and in kind resources of any source.
 - Activities
 - Events undertaken by the program or partners to produce desired outcomes – what we do.
 - Outputs
 - Direct, tangible results of activities – what we get.
 - Outcomes
 - Desired results of the program – what we achieve.
 - Short-term outcomes
 - Intermediate outcomes
 - Long-term outcomes
 - Impact
 - The ultimate impact of the plan
 - Assumptions
 - The beliefs we have about our plan and the resources involved.
 - Contextual Factors

- Describe the environments in which our projects and activities exist and external factors that interact with and influence our plan.
- Diagramming the Plan
- Developing and testing assumptions – If/Then statements
- Plan as an evaluation tool
 - Implantation (process) – Is the program implemented as planned? Were all the activities carried out as expected?
 - Effectiveness (outcome) – Is the program achieving its intended short-, intermediate-, and/or long-term effects/outcomes?
 - Efficiency – How much “product” is produced for a given level of inputs/resources?
 - Casual attribution – Is progress on outcomes due to your program or intervention?
- Lessons from Start-up Housing Trusts
 - First-year activities
 - Planning process;
 - Public education and outreach;
 - Identifying, analyzing second-year opportunities;
 - Developing a program budget and getting support;

W. Downie asked the Trust for input on the following topics:

- Mission
 - J. Bubon – Educate about affordable housing, what we already have. Be active in creating housing that is compatible with the community. Support everyone’s right to live in the community.
 - W. Hersee – Explore all housing units that are available. Be creative.
 - D. Trapasso – How do we get builders to be creative?
 - K. Neal – Partnerships
 - R. Grimm – We serve the whole community, making sure there is support from the community.
 - W. Downie – Can invite builders to meet/hold town halls for builders.
 - E. Goodwin – Have to develop energy within the residents to get onboard. Need a support group. How do you get that support from the community?
 - J. Bubon – Agreed with E. Goodwin – hard to get people to feel good about housing.
 - W. Hersee – Education, what housing is/what it is not. Advertising.
 - J. Goodwin – Demonstrate success first. Define morals and goals and how to execute something.
 - The Trust discussed needing a few small projects to complete to advertise what could be done. Discussed more about public outreach and community programs with community partners.
- Vision

- J. Bubon – 19 affordable housing units a year. Safe housing, safe neighborhoods for elderly and families.
- J. Goodwin – Stabilizing housing for the community.
- E. Goodwin – Subdivision should include mixed inclusionary zoning in development. (J. Bubon agreed)
- R. Grimm – How to allow people to stay in the community, downsize here, young people can stay where they grew up or come back.
- J. Bubon – discussed accessory dwelling unit bylaw
- W. Hersee – Something that blends in with the community and isn't seen as affordable.
- J. Goodwin – Discussed overbuilding in 2008.
- E. Goodwin – Empowering housing choice, focus on programs for low-income housing and assistance programs. Don't add or take away things that will take away quality of life in the community.
- R. Grimm – Discussed the impact on school systems in regards to adding housing. Focus should be on elderly populations instead of adding more families that will put a burden on the school system.
- Values
 - J. Bubon – Equality and respect for everyone.
 - R. Grimm – Protecting the interest of the Town.
 - J. Bubon – Serve the Community.
 - K. Neal – Keep small town values.
 - W. Hersee – Small town mentality of everyone helping the community.
 - R. Grimm – Affordable doesn't mean cheap.
 - J. Bubon – Workforce housing.
 - E. Goodwin – Not making mistakes other towns are making, doing things the right way.
 - K. Neal – Organizations and residents helping the community.

W. Downie discussed homework he would like everyone to work on to prep for the August 15th meeting. He asked if everyone could review the draft Mission, Vision, and Values and give comments along with developing 5 if/then statements.

J. Bubon stated that they wouldn't be able to have a meeting on the 15th since it is the Sturbridge town takeover at the Woosox game. She asked the Trust if everyone could meet August 22nd instead. The Trust agreed to have the next meeting on August 22nd at 4:30pm.

Old/New Business

J. Bubon discussed current work with Ofs and Habitat for Humanity. And asked W. Downie if he knew of any non-profit developers. W. Downie stated that he would discuss with Judi Barrett.

Adjourn

Motion: To adjourn.

By: D. Trapasso

2nd: E. Goodwin

Vote: All in Favor (6-0)

Meeting adjourned at 5:51 pm