



Town of Arlington, MA Redevelopment Board

Agenda & Meeting Notice January 13, 2020

The Arlington Redevelopment Board will meet Monday, January 13, 2020 at 7:00 PM in the **Senior Center, Main Room, 1st Floor, 27 Maple Street, Arlington, MA 02476**

- 1. Meeting called to order by Chair of Select Board and Chair of Arlington Redevelopment Board**
- 2. Welcome and introductions (Board and staff introductions)**
- 3. Housing in Arlington overview and highlights of Town Manager / Director of Planning and Community Development presentations to each board and overview of community plans in progress**
- 4. Proposed Board review of future Warrant Articles**
- 5. Potential articles for Annual Town Meeting**
 - a. Creation of a Municipal Affordable Housing Trust Fund – adoption of MGL 44 s. 55C
 - b. Real Estate Transfer Fee – Home Rule petition
- 6. Proposed Community Outreach Strategy for housing dialogue/ recommendations moving forward**
- 7. Public Comment**
- 8. Future joint meeting dates**
- 9. Adjourn**
- 10Correspondence received:**



Town of Arlington, Massachusetts

Proposed Board review of future Warrant Articles

ATTACHMENTS:

Type	File Name	Description
Reference	Agenda_Item_4_-	Memo regarding proposed warrant article
Material	_Memo_regarding_proposed_warrant_article_review_process_for_SB_ARB_for_discussion.pdf	review process for SB_ARB for discussion



TOWN OF ARLINGTON
DEPARTMENT OF PLANNING and
COMMUNITY DEVELOPMENT

TOWN HALL, 730 MASSACHUSETTS AVENUE
ARLINGTON, MASSACHUSETTS 02476
TELEPHONE 781-316-3090

MEMORANDUM

Date: January 9, 2020

To: Members of the Select Board and Redevelopment Board and Select Board

From: Jennifer Raitt, Director, Planning and Community Development

cc: Adam Chapdelaine, Town Manager

RE: Proposed Warrant Article – Redevelopment and Select Board review process for discussion on January 13, 2020

As part of our discussion on Monday, January 13, 2020, the Boards will discuss the review of Town Meeting warrant articles. We would like to establish a framework for those reviews. Identifying the steps for review and the communication between the Boards will also be important to communicate to the general public, warrant article proponents, and Town Boards, committees, and staff.

The following process is proposed for review of warrant articles by the Arlington Redevelopment Board and Select Board for Town Meeting. After warrant articles are filed with Town Counsel in January, the Chair of the Redevelopment Board, Chair of the Select Board, Town Manager, and Director of Planning and Community Development shall meet in February to discuss all articles as filed. This meeting will provide all attendees with an opportunity to discuss and recommend which articles their respective Boards will review. A review shall constitute an opportunity for the Boards to review, comment, and engage with the Article proponent during a regularly scheduled meeting. Board review will likely occur in late February through early April. Each Board will provide written comments on any Articles reviewed and votes taken by early April. If needed, the Boards may determine that it is appropriate to hold a joint meeting to further discuss articles prior to filing their respective reports to Town Meeting.

There are a number of items to consider as part of this process. The first important matter will be determining if the board discussions should be incorporated into and noticed as a public hearing or as a regular agenda item. The second matter for consideration would be how to reconcile comments from each board as part of a final review and set of recommendations. Lastly, the Boards may want to hold time for joint meetings during the course of Town Meeting warrant article review.

We look forward to this opportunity to discuss this proposed review structure, process, and timeline on Monday evening.



Town of Arlington, Massachusetts

Potential articles for Annual Town Meeting

Summary:

- a. Creation of a Municipal Affordable Housing Trust Fund – adoption of MGL 44 s. 55C
- b. Real Estate Transfer Fee – Home Rule petition

ATTACHMENTS:

Type	File Name	Description
▢ Reference Material	Agenda_Item_5a_-_Draft_Municipal_Affordable_Housing_Trust_Bylaw_01-09-20.pdf	Draft Municipal Affordable Housing Trust Bylaw 01-09-20

ARTICLE ____ TOWN BYLAW AMENDMENT/ MUNICIPAL AFFORDABLE HOUSING TRUST FUND

"To see if the Town will accept Massachusetts General Laws c. 44 § 55C, to authorize the creation of a Municipal Affordable Housing Trust Fund to support the development of affordable housing in Arlington."

Section 1. Name of the Trust

The Trust shall be called the "Arlington Affordable Housing Trust Fund."

Section 2. Purpose

The purpose of the Trust shall be to provide for the preservation and creation of affordable housing in the Town of Arlington as defined by the Arlington Zoning Bylaw for the benefit of households earning at or below 80 percent area median income.

Section 3. Board of Trustees

- A. Composition. There shall be a Board of Trustees (Trustees) of the Arlington Affordable Housing Trust Fund composed of one ex officio non-voting member and seven voting members. The Town Manager or the Town Manager's designee shall serve as the ex officio member. The voting members shall include: a member of the Select Board (designated by the Select Board) and six members appointed by the Select Board. The voting members shall include residents with relevant experience in the fields of real estate, housing, banking, finance, law, architecture, social services, or other areas of expertise applicable to advancing the purpose and goals of the Trust.
- B. Appointment of Trustees. Trustees shall serve for a term of two years, except that two of the initial Trustee appointments shall be for a term of one year, and may be re-appointed at the discretion of the Select Board.
- C. Officers. The Trustees shall designate a chair, vice chair, treasurer, and clerk.
- D. Removal. A Trustee may be removed by the Select Board for cause following a hearing.
- E. Declaration of Trust. The Trustees are authorized to execute a Declaration of Trust and Certificate of Trust for the Arlington Affordable Housing Trust Fund, to be recorded with the Middlesex South Registry of Deeds and filed with the Middlesex South Registry District of the Land Court, following approval by the Select Board.
- F. Authority and Responsibilities.
 - 1) The powers of the Trustees, all of which shall be carried on in furtherance of the purposes set forth in G.L. c.44, §55C, and inclusive of any future amendments, and pursuant to the provisions of a Declaration of Trust to be approved by the Select Board, shall include the following:
 - a) To accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other

property tendered to the Trust in connection with any ordinance or by-law or any general or special law or any other source, including money from chapter 44B; provided, however, that any such money received from chapter 44B shall be used exclusively for community housing and shall remain subject to all the rules, regulations and limitations of that chapter when expended by the Trust, and such funds shall be accounted for separately by the Trust; and provided further, that at the end of each fiscal year, the Trust shall ensure that all expenditures of funds received from said chapter 44B are reported to the Arlington Community Preservation Act Committee for inclusion in the community preservation initiatives report, form CP-3, to the Department of Revenue;

- b) To purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
- c) To sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to Trust property as the Trustees deem advisable notwithstanding the length of any such lease or contract;
- d) To execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Trustees engage for the accomplishment of the purposes of the Trust;
- e) To employ advisors and agents, such as accountants, appraisers and lawyers as the Trustees deem necessary;
- f) To pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Trustees deem advisable;
- g) To apportion receipts and charges between incomes and principal as the Trustees deem advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
- h) To participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
- i) To deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Trustees may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Trustees may deem necessary and appropriate;
- j) To carry property for accounting purposes other than acquisition date values;

- k) With Town Meeting approval, to borrow money on such terms and conditions and from such sources as the Trustees deem advisable, to mortgage and pledge Trust assets as collateral;
 - l) To make distributions or divisions of principal in kind;
 - m) To comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the Trustees may deem appropriate;
 - n) To manage or improve real property and to abandon any property which the Trustees determine not to be worth retaining;
 - o) To hold all or part of the Trust property uninvested for such purposes and for such time as the Trustees may deem appropriate; and
 - p) To extend the time for payment of any obligation to the Trust.
- 2) The powers and duties enumerated above are intended to encompass all powers and duties of the Trustees. Any action, power or duty not enumerated above shall require prior approval of the Select Board.

Section 4. Acts of Trustees

- A. A majority of Trustees may exercise any or all of the powers of the Trustees hereunder and may execute on behalf of the Trustees any and all instruments with the same effect as though executed by all the Trustees, with the exception that any purchase, sale, lease, exchange, transfer or conveyance of any interest in real property must be approved by at least two-thirds of the appointed Trustees.
- B. No Trustee shall be required to post bond.
- C. No license of court shall be required to confirm the validity of any transaction entered into by the Trustees with respect to the Trust Estate.
- D. Any borrowing by the Trust shall require the prior approval of the Arlington Town Meeting, and may not exceed 80 percent of the Trust's total assets. Any debt incurred by the Trust shall not constitute a pledge of the full faith and credit of the Town of Arlington, and all documents related to any debt shall contain a statement that the holder of any such debt shall have no recourse against the Town of Arlington, with an acknowledgement of said statement by the holder.

Section 5. Funds Paid to the Trust

Notwithstanding any general or special law to the contrary, all moneys paid to the Trust in accordance with any zoning bylaw, exaction fee, or private contribution shall be paid directly into the Trust and need not be appropriated or accepted and approved into the Trust. General revenues appropriated into the Trust become Trust property and these funds need not be further appropriated to be expended. All moneys remaining in the Trust at the end of any fiscal year, whether or not expended by the Trustees

within one year of the date they were appropriated into the Trust, remain Trust property set forth in G.L. c.44, §55C.

Section 6. Meetings of the Trust

The Trust shall meet at least quarterly at such time and at such place as the Trustees shall determine. Notice of all meetings of the Trust shall be given in accordance with the provisions of the Open Meeting Law, G.L. c. 39, §§ 23A, 23B and 23C. A quorum at any meeting shall be a majority of the Trustees qualified and present in person.

Section 7. Custodian of Funds

The Arlington Treasurer/Collector shall be the custodian of Trust's funds and shall maintain separate accounts and records for such funds. Any income or proceeds received from the investment of funds shall be credited to and become part of the Trust Fund. In accordance with G.L. c. 44, § 55C, the books and records of the Trust shall be audited annually by an independent auditor in accordance with accepted accounting practices or take any other action relative thereto. Upon receipt of the audit by the Trustees, a copy shall be provided forthwith to the Select Board. The Trustee designated as treasurer shall also liaise with the custodian of the funds on a monthly basis.

Section 8. Legal Status

- A. The Trust is public employer and the Trustees are public employees for the purposes of G.L. c. 258.
- B. The Trust shall be deemed a municipal agency and the Trustees special municipal employees for the purposes of G.L. c. 268A.
- C. The Trust is exempt from G.L. c. 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the Commonwealth or any subdivision thereto.
- D. The Trust is a governmental body for purposes of Sections 23A, 23B and 23C of G.L. c. 39.
- E. The Trust is a board of the Town for purposes of G.L. c. 30B and G.L. c. 40 § 15A but agreements and conveyances between the Trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the town shall be exempt from said Chapter 30B.

Section 9. Duration of the Trust

This Trust shall be of indefinite duration, until terminated in accordance with applicable law. Upon termination of the Trust, subject to the payment of or making provisions for the payment of all obligations and liabilities of the Trust and the Trustees, the net assets of the Trust shall be transferred to the Town and held by the Select Board for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval of the Select Board, sell all or any portion of the Trust property and distribute the net proceeds thereof or they may distribute any of the assets in kind. The powers of the Trustees shall continue until the affairs of the Trust are concluded.



Town of Arlington, Massachusetts

Proposed Community Outreach Strategy for housing dialogue/ recommendations moving forward

ATTACHMENTS:

Type	File Name	Description
▢ Reference Material	Agenda_Item_6_-_STM_2021_Engagement_Schedule_Revised_01-06-20.pdf	STM 2021 Engagement Schedule Revised 01-06-20

STM 2021 Engagment Schedule

Intent/notes	2020												2021	
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
0 Engagement Awareness (Inform)														
0.1 Joint Select Board/ARB meeting in order to define the need and consider options as solutions	X													
0.2 Publicize summary document outlining all opportunities for input	X													
0.3 Design materials for phase 1	X													
1 Broad open engagement (interact)														
1.1 Open ended campaign to solicit residents opinions and ideas about housing in Arlington		X	X	X										
1.2 Community workshops / open houses			X	X										
1.3 Interdepartmental/committee engagement		X	X	X										
1.4 Town Survey	X	X	X	X										
1.5 Prep materials for phase 2				X										
Needs: facilitation guides, data, FAQ, engagement plan with meeting dates, presentations for community workshops														
2 Feedback / Comment Period														
2.1 Present what was heard in Phase 1 and the information we gathered back to the community / public meetings					X									
2.2 Survey / online comment box					X	X								
2.3 Postcard Campaign for soliciting input / feedback					X	X								
2.4 Finalize and promote engagement summary / what we heard in phase 2						X								
2.5 Interdepartmental/committee engagement					X	X								
Needs: presentation for public meetings, survey, comment cards, FAQ														
3 Policy development														
3.1 Develop recommendations for policy changes based on engagement and data							X	X	X	X	X			
3.2 Focused ARB / Select Board meetings depending on policy proposals							X	X	X	X	X			
3.3 Community workshops / open houses									X	X	X			
3.4 Interdepartmental/committee engagement							X	X	X	X	X			
4 Town Meeting Preparation														
4.1 Warrant Submission												X		
4.2 Select Board / ARB Hearings depending on the warrant article submissions												X	X	
4.3 Town Meeting (February 2021)														X



Town of Arlington, Massachusetts

Correspondence received:

ATTACHMENTS:

Type	File Name	Description
▢ Reference Material	Letter_from_SR_re_Arlington_Real_Estate_Market_received_via_email_1-13-2020.pdf	Letter from SR re Arlington Real Estate Market received via email 1-13-2020
▢ Reference Material	Cover_Letter_from_PH_received_via_email_1-14-2020.pdf	Cover letter from PH received via email 1-14-2020
▢ Reference Material	Letter_from_PH_re_Regional_Housing_Shortage_received_via_email_1-14-2020.pdf	Letter from PH re Regional Housing Shortage received via email 1-14-2020

From: Stephen Revilak, 111 Sunnyside Ave

Date: Jan 13, 2020

Re: Comments for Joint Select Board/Redevelopment Board meeting

Steve Revilak, 111 Sunnyside Ave. In the interest of disclosure, I live in market rate housing that was built by a developer.

At the end of December, a friend sent me an article that appeared on Redfin's blog, which ranked the most competitive real estate markets in 2019 [1]. Out of 20 listings, three were neighborhoods in Arlington: East Arlington at #3, the Brattle Street Area at #5, and Arlington Center at #12. This is only one data point, but Redfin is a national realtor and works in markets all across the country. Arlington is a desirable place to live.

Housing costs have steadily increased over the last 20 years, modulo a brief reset during the economic recession of 2008. For example, the prior owner of my house purchased it for \$151,000 in 1999. I purchased it for \$359,000 in 2007 (when it was assessed at \$287k). Today, it's assessed at \$501k, which is consistent with similar home sales from 2018.

The net effect: each year a new family moves to town, they have to have a more money (or be willing to spend more on housing) than a

family who moved in the year before. With that in mind, I'd like to cite a few figures from the 2019 Town Survey:

- Question 37: Indicate the number of years lived in Arlington. 59% of respondents indicated 15 years or less. Nearly 30% indicated five years or less. Despite the prices, people still move here.
- Question 40: What was your annual household income in 2018. The most common response was "more than \$200,000", with over 28% answering that way. Nearly 71% of respondents indicated earning \$100,000/year or more. Arlington's median income is likely higher than HUD's AMI for the Metro Boston area.
- Question 41: What is the highest level of education completed by a member of your household. Over 73% indicated having a masters degree or higher.

I don't mean to knock people who've lived here 15 or fewer years, have advanced degrees, or have household earnings of \$200,000 or more per year. I check every single one of those boxes myself. But I do want to point out that we are a highly educated and affluent community. Put another way, we have a population that matches the cost of our housing.

Twenty years of gentrification haven't killed us: we've expanded town

staff and services, we're renovating public buildings, and we're getting a new high school. Those are all good things, made possible because residents have the money to pay for them, and have been willing to do so.

We can absolutely keep the status quo we've had, but I want to recognize that the combination of the housing market and Arlington's policies have created an economic barrier to living here. I see two issues: one is affordability, and the other is an imbalance between supply and demand.

There are a variety of things we could do, and I think we should consider all of them. I don't see a viable way to relieve housing pressure that doesn't involve more housing. And that's what I hope we can do over the coming years: find ways to build more housing.

s/Stephen A. Revilak/

[1] <https://www.redfin.com/blog/most-competitive-neighborhoods-2019/>

January 13, 2020

Jennifer Raitt
Director of Planning & Secretary of the Redevelopment Board
Town of Arlington
730 Massachusetts Avenue, Annex
Arlington MA 02476

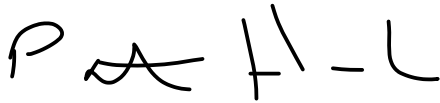
Marie A. Krepelka
Administrator, Select Board
Town of Arlington
730 Massachusetts Avenue
Arlington MA 02476

Re: Addressing the Regional Housing Shortage: Arlington's Role

Dear Jennifer and Marie:

I was unable to attend the joint meeting of the Select Board and the Redevelopment Board tonight. I am attaching a submission to the boards. I would appreciate your including this submission in the record.

Very truly yours,

A handwritten signature in black ink, appearing to read 'P. Hanlon'.

Patrick Hanlon
Town Meeting Member, Precinct 5

Submission to the Town of Arlington Redevelopment Board and Select Board

From: Pat Hanlon, Town Meeting Member, Precinct 5

Date: January 13, 2020

Re: Meeting the Regional Housing Shortage: Moving Forward in Arlington

I applaud the decision of your two boards to work jointly on addressing Arlington's policy regarding housing. Housing is an Arlington problem. While Arlington is unfortunately not especially diverse in some dimensions, it is economically diverse. Many households in Arlington (and many of those headed by elderly people) spend an excessive portion of their income on housing. At the same time, the Arlington housing market provides much too little choice for residents who would like to age in the community, but not necessarily in the houses in which they raised their families. It ought to be a town goal to provide a diversity of housing opportunities to support a thriving and balanced community. I believe that that is Arlington's goal. I hope that the result of the process on which you are embarked will lead to a resounding and unambiguous restatement of that goal.

This is not exclusively an Arlington issue: The shortage of housing in the Boston metropolitan area is a regional concern. Still, Arlington is not, in the words of John Donne, "an island, entire of itself." We are privileged to live in an economically vibrant area. The regional shortage of housing is a threat to the regional economy and to the wellbeing of all Arlingtonians. We have a responsibility to do our part, in cooperation with others, to address the housing shortage in our region.

Our role, of course, must take into consideration the built environment in our community as well as generally accepted principles of urban planning. Although Arlington is largely built-out, there are still opportunities to build up and fill in. Our town is close to the Boston-Somerville-Cambridge urban core. We have the opportunity to add housing where it can be served by transit. Communities further out do not have that opportunity to the same extent, and few residents of Arlington would welcome more traffic from the outer suburbs clogging the roads here.

While addressing the housing problem is important, it doesn't take precedence over everything else. It needs to be balanced against other objectives, particularly environmental ones. It is important for the process going forward to be clear on how to achieve the necessary balance, and, even better, how to take advantage of possible synergies. Too often our planning documents identify goals in a way that allows all sides of a proposal to cite them to their own purpose – thus leaving the town without guidance on controversial questions.

This is not the occasion for addressing substantive policy. I would, however, like to make a few points about the process going forward and the issues that ought to be on the agenda.

1. The issues before you have to do with housing, not just zoning. Of course zoning is an important aspect of housing policy. Land use regulations hold back housing development, and unreasonable regulations hold it back unreasonably. A part of the problem, therefore, is to examine the town's zoning regulations to identify and reform

rules that are unreasonably restrictive. This is the task on which your two boards are now focused. However, your collaboration cannot be a simple matter of the Select Board providing appropriate encouragement, advice, and support for zoning decisions taken by the Redevelopment Board. There is plenty of work for the Select Board to do on matters within its own jurisdiction.

- a. For example, if the housing policy that emerges from the engagement process under way involves redevelopment of existing housing, the Select Board will need to think about whether and how to protect the people being displaced. What compensation might they receive? How might we deal with displacement issues? Could we work out ways of giving those people priority in newly constructed houses? What to do about zoning is for the Redevelopment Board; how to deal with the unintended side effects of zoning changes may be for the Select Board.
 - b. Similarly, the Select Board needs to address housing issues that have nothing to do with zoning. At the simplest level, increasing housing boils down to reducing costs (which is where deregulation come in) or increasing funding. The expected ATM 2020 warrant article seeking home rule authority for a transfer tax on certain housing sales is an example of attending to funding issues. So is the establishment of an Affordable Housing Trust Fund. While the Redevelopment Board has some role (e.g., in inclusionary zoning), the Select Board has the lead on the funding side. Arlington's housing issues cannot be reduced to zoning alone. Attention must be paid to funding also. I want to be clear that I'm not recommending any particular funding solutions now. This is a complex matter that should be addressed in the sort of engagement process you are discussing. I do want to stress that some people who cannot find common ground on zoning issues might well see eye-to-eye on funding..
2. Engagement with the community means listening. It is also important to consult the people of Arlington intensively (and comprehensively) before broaching solutions to housing issues. The Engagement Schedule is intended to make sure that the consultation process works better in 2020-2021 than it did in 2018-2019. This means listening as well as explaining. I heard several people who attended the precinct and outreach meetings last spring complain that they felt lectured to. These were not people already committed to one side of the debate. Perhaps they missed chances earlier on to influence the shape of the proposals. Certainly the perception at Town Meeting, however, was that the consultation process was primarily about soliciting support for decisions already made rather than soliciting advice on what decisions should be made. Our housing policy needs to be, and be seen to be, community driven rather than expert driven.
3. Credible and Complete Factual Analysis. The engagement process needs to be based on careful and credible factual analysis that addresses every important area of concern. For example, housing skeptics argue that new housing will disproportionately increase the cost of public services, particularly schools, and thus lead to higher taxes. This argument needs to be addressed in a rigorous analysis of the financial impact of new housing. The engagement process needs to identify factual issues of this kind early on and commit to their analysis in a timely way.
4. The Issue is Housing, Not Just Affordable Housing. The Metro Mayors Coalition has identified a mismatch between housing production in the Boston area and demand

brought about by our thriving economy. It is not as though the housing market is working well for everyone but the poor (even though, as usual, it works least well for the poor). The market is badly serving people in the middle of the income distribution, young people starting out, people with disabilities, people who would like to age in the community without necessarily aging in their houses, and people experiencing financial hardship because they cannot afford rent or other housing costs and others. While Arlington needs to increase its supply of (regulatory) affordable housing – “Affordable Housing” in caps - that is only one part of a larger problem: a housing market that is increasingly dysfunctional for much of our community.

5. Housing issues need to be considered in the context of other issues. Housing strategies need to promote other important goals, where that is possible, and to minimize the adverse impact on other goals, where it isn't. New housing might, for example, provide opportunities for moving more quickly to zero net greenhouse gas emissions. It might provide ways of increasing climate change resiliency. Done sensitively, new housing could improve the streetscape, provide better designed and more useful open space, promote the use of public transit, provide customers for local businesses, and more. While sometimes housing must yield to other goals, our new housing strategies must be sensitive to the desirability of promoting values other than housing.
6. Engagement should include a broad range of stakeholders, including town boards and committees and civil society organizations whose missions are touched by strategies to address the housing puzzle. Some of these stakeholders are obvious – for example the Housing Plan Implementation Committee, HCA, the Community Preservation Committee and so on. Many others, however, might provide useful advice and information, even though they might not think of themselves as deeply involved in housing policy. These might include the Council on Aging, the Disability Commission, Sustainable Arlington, the Clean Energy Futures Committee, the Tree Committee, TAC, the Sustainable Transportation Advisory Committee, the Economic Development Committee, the School Committee and others. On the civil society side, the town should be sure to involve organizations representing potentially affected businesses (builders and brokers, property owners, commercial tenants) as well as public interest groups interested in housing and issues touching on housing. This list of organizations is illustrative. Some organizations will not want to participate in the discussion, and I've no doubt left out some organizations that are important and do want to participate. Many of these organization will be interested in parts of the housing question and not all of it. The important things are to identify the key organizations in town with an interest in this issue and to encourage those organizations to be actively involved throughout the engagement process. We need their involvement not just to avoid surprise interventions at town meeting time, but also because these organizations will have information and ideas that we will need.

It is exciting to see the Redevelopment Board and Select Board collaborating on strategies to address failing local and regional housing markets. What a remarkable potential there is! But, make no mistake, time is short. Winter 2021 is only a year away, and there is a lot to do. The Town Manager first proposed this joint meeting in a presentation last July, almost 5 months ago. You will not get where you want to go at that pace. So, my last recommendation to you is this: Recognize that success next February requires a new sense of urgency starting now. There is not a moment to waste.