



TOWN OF SOUTH HADLEY

Affordable Housing Trust Strategic Plan

FY2026-2030

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CHAPTER 1: INTRODUCTION

PLAN'S PURPOSE

The South Hadley Affordable Housing Trust's Strategic Plan (this plan) serves as a focused roadmap to guide the Trust's efforts over the next five years. Rooted in the community's values and priorities, this plan aims to establish the Trust's mission, identify its goals, and lay out a clear path for action.

This plan reflects a commitment to creating and preserving affordable housing opportunities that meet the diverse needs of South Hadley residents—whether that's supporting seniors, families, single-income households, individuals with disabilities, or first-time homebuyers. By identifying funding sources, fostering partnerships, and outlining practical steps, the Strategic Plan ensures the Trust's initiatives are both effective and sustainable.

Ultimately, this plan empowers the Trust to act strategically and transparently, helping to shape a more inclusive and vibrant South Hadley for years to come.

BACKGROUND

Purpose of Municipal Affordable Housing Trusts

A Municipal Affordable Housing Trust (MAHT) in Massachusetts is a powerful local tool designed to help communities create and preserve affordable housing. Established by enabling legislation in 2005 under Massachusetts General Laws Chapter 44, Section 55C, MAHTs provide municipalities with greater flexibility and control over local housing initiatives.

The law allows towns and cities to establish trusts that can acquire, manage, and invest funds specifically for affordable housing efforts—without needing further approval from the local legislative body (e.g., Town Meeting or Town/City Council) or the local chief executive (e.g., Select Board or Mayor) for each expenditure.

This structure empowers communities to act swiftly and strategically, whether that means supporting new housing development, preserving existing affordable homes, or offering direct financial assistance to residents. In short, a Municipal Affordable Housing Trust gives local leaders the authority and resources they need to address housing needs in a way that reflects their community's unique character and goals.

Adoption of the South Hadley Affordable Housing Trust

At the Special Town Meeting held on June 20, 2013, Town Meeting Members voted unanimously to adopt the South Hadley Municipal Affordable Housing Trust under the authority of Massachusetts General Laws Chapter 44, Section 55C. This vote formally established the South Hadley Municipal Affordable Housing Trust Fund, signaling the Town's recognition of the growing need for affordable housing and its intention to create a flexible, locally governed entity to address it.

However, following this initial vote, the Trust was not immediately implemented. For a number of years, no trustees were appointed, bylaws were not established, and the fund was not capitalized. While the precise reasons for this delay are unclear—particularly given the time that has passed and changes in local leadership—it appears the initiative was paused and not prioritized during that period.

Now, under the leadership of a newly appointed Town Administrator and with renewed interest from Town officials, the effort to activate the Trust has been revitalized. This new momentum reflects a broader commitment to addressing affordable housing needs in South Hadley and represents an important opportunity to build upon the original vision set forth in 2013.

As part of this renewed effort, the Town is now moving forward with the development of Trust bylaws, the appointment of trustees, and planning for future capitalization of the Trust fund. These actions are supported by a recent grant from the Municipal Vulnerability Preparedness (MVP) 2.0 Program, which has provided initial seed funding. In alignment with the MVP program, the Trust is committed not only to housing affordability but also to advancing climate resilience and sustainability through its projects and partnerships.

Through thoughtful planning, collaboration, and stewardship of resources, the South Hadley Affordable Housing Trust is poised to play a vital role in promoting inclusive, resilient, and community-centered housing solutions for years to come.

Role of the Board of Trustees

The South Hadley Municipal Affordable Housing Trust is governed by a seven-member Board of Trustees responsible for overseeing the Trust's funds and activities. Guided by Massachusetts General Laws Chapter 44, Section 55C, the Trustees manage the Trust's assets with the goal of creating and preserving affordable housing opportunities in South Hadley. The Board acts much like a financial steward—authorized to acquire, manage, and invest in real and personal property to further the Trust's mission. Their powers include accepting and distributing funds, purchasing property, supporting affordable housing development, and facilitating direct assistance programs.

Reflecting South Hadley's commitment to diverse expertise and inclusive representation, the Board's membership includes one Selectboard member, the Town Administrator (or designee), and five additional appointees selected by the Selectboard. Priority is given to individuals with backgrounds in real estate law, finance, planning, architecture, and banking, as well as one member who currently resides in affordable housing. Trustees are appointed to two-year terms, with staggered initial appointments to maintain continuity. Together, this group provides strategic leadership to ensure the Trust operates effectively, collaborates with local and regional partners, and advances the community's affordable housing goals.

Funding Sources for Housing Trusts

Municipal Affordable Housing Trusts across Massachusetts have access to a range of potential funding sources to support their work. These can include annual appropriations from the town's budget, grants from state and federal programs, payments negotiated through development agreements, proceeds from the sale of tax-title properties, revenue from municipal leases, and private donations. Many communities also benefit from inclusionary zoning payments, where developers contribute funds in lieu of constructing affordable units. Importantly, some municipalities enhance their Trust's capacity by tapping into funds generated through the Community Preservation Act (CPA), which allows for dedicated revenue streams earmarked explicitly for affordable housing, historic preservation, and open space projects.

In South Hadley's case, the town has not adopted the CPA to date, which means this particular funding source is not currently available. As a result, the South Hadley Affordable Housing Trust will

focus on identifying and pursuing other viable funding avenues—through municipal budget support, state and federal grant opportunities, and creative partnerships—to ensure a stable financial foundation for advancing affordable housing initiatives.

SOUTH HADLEY'S HOUSING NEEDS

The 2023 South Hadley Housing Production Plan identifies several pressing housing needs within the community. First and foremost, housing affordability is a major concern. About 30% of South Hadley households are paying more than they can reasonably afford for housing, and approximately 40% of households would qualify for housing assistance if it were available.

Additionally, South Hadley currently falls short of the state's 10% minimum for deed-restricted affordable housing, with only about 5.78% of its units included in the Subsidized Housing Inventory. There is also a mismatch between the available housing stock and the specific needs of many residents. Seniors make up a significant and growing portion of the population, yet there are limited options for accessible, senior-appropriate housing.

Younger people, families, and those with disabilities also face barriers to finding suitable homes due to low vacancy rates, limited rental options, and rising home prices. Many of South Hadley's homes are older and may require updates or repairs, further limiting affordable options for current and prospective residents.

To address these needs, the HPP outlines a range of strategies, several of which align closely with the role and capabilities of the South Hadley Affordable Housing Trust. Key strategies include:

- **Land acquisition and disposition:** The Trust can play an active role in purchasing property—whether vacant land, existing homes, or underutilized buildings—for the development or preservation of affordable housing.
- **Direct funding support:** The Trust can provide financial assistance to affordable housing developments, including gap funding for projects struggling with rising costs, or offering down payment assistance to income-eligible homebuyers.
- **Partnership development:** By collaborating with nonprofit developers, local housing authorities, and community organizations, the Trust can help bring new projects to fruition and ensure long-term affordability.
- **Preservation and rehabilitation:** The Trust could invest in programs to help low-income homeowners with critical repairs, ensuring that existing affordable homes remain safe and habitable.

The Affordable Housing Trust has an important role to play in helping South Hadley make meaningful progress toward its housing goals. Once capitalized, the Trust is uniquely positioned to take swift, strategic action—whether by acquiring land, supporting affordable housing developments, or preserving the affordability of existing homes. By coordinating efforts and leveraging available resources, the Trust can ensure that South Hadley continues to create housing opportunities that reflect the town's values of inclusivity, sustainability, and community well-being.

STRATEGIC PLANNING PROCESS

To inform the development of this Strategic Plan, the South Hadley Affordable Housing Trust Advisory Committee convened a working session on February 27, 2025, facilitated by JM Goldson LLC. The session brought together 15 participants representing a range of local committees and

boards, including the Planning Board, Selectboard, Redevelopment Authority, Human Rights Commission, and Council on Aging. Through four interactive exercises, participants explored a shared vision for the Trust’s future, identified key barriers to affordable housing, and proposed creative solutions for funding and implementation.

The session revealed strong support for the Trust to play an active, visible role in producing affordable housing, particularly through land acquisition, adaptive reuse, and collaboration with developers and institutions. Participants emphasized the importance of permanent affordability, diversified funding sources, and community engagement to shift public perception and build long-term support. The ideas and priorities raised during this session provided a foundation for the goals and actions included in this plan. A detailed summary of the working session is available under a separate cover.



*Participants at the 2/27/25 Trust Working Session, working in small groups.
Photo Credit: Jenn Goldson, 2025*

PLAN’S ORGANIZATION

This Strategic Plan is organized to provide a clear and actionable framework for the South Hadley Affordable Housing Trust’s work over the next five years. Each chapter builds on the last, ensuring Trustees, municipal partners, and community members have a shared understanding of the Trust’s mission, goals, and operating structure.

- **Chapter 1: Introduction** offers essential context by outlining the Trust’s purpose, history, housing needs, and funding sources, setting the stage for the detailed strategies that follow.
- **Chapter 2: Mission, Goals, and Priorities** defines the Trust’s guiding mission, its long-term goals, and key priority actions. This chapter establishes the Trust’s focus areas—financial sustainability, direct assistance, housing development, and community engagement—and articulates specific steps to achieve measurable progress.
- **Chapter 3: Operating Approach** explains how the Trust will conduct its work, including its initiator role, subcommittee structure, meeting schedule, and compliance with applicable state laws. It emphasizes best practices for transparency, accountability, and collaboration.

- **Chapter 4: Five-Year Budget and Funding Plan** will outline the Trust's financial strategy, detailing projected expenses and potential funding sources to support its initiatives.
- **Appendices** include supporting materials, including the Trust's bylaws, the Declaration of Trust, and guidance for property disposition under Massachusetts General Laws.

CHAPTER 2: MISSION, GOALS, & PRIORITY ACTIONS

As housing costs continue to rise and residents' needs evolve, the South Hadley Affordable Housing Trust stands ready to take meaningful action. Chapter 2 centers on this mission, defining the Trust's purpose and setting a clear path forward.

This chapter begins by articulating the Trust's mission statement, which reflects South Hadley's values of inclusivity, sustainability, and community well-being. It then presents the Trust's five-year goals, organized around key themes. Together, these goals provide a strategic framework designed to foster collaboration, leverage resources, and create lasting impact.

Finally, Chapter 2 identifies the Trust's priority actions—specific, achievable steps that will move South Hadley closer to meeting its affordable housing needs. These priorities reflect both immediate opportunities and long-term strategies, ensuring the Trust's efforts remain responsive, community-driven, and results-oriented.

MISSION

The mission statement clarifies who the Trust aims to serve, what types of housing it will support, and how it will carry out its work. It defines the Trust's core purpose and guiding principles, shaping its strategic direction and decision-making. While the trust's statutory purpose is to “create and preserve housing for low—and moderate-income households,” the mission statement expands on this by articulating the Trust's broader vision, approach, and priorities.

The South Hadley Affordable Housing Trust (Trust) creates and preserves affordable housing opportunities for households at or below 30%, 50%, and 80% of the Area Median Income (AMI). Through strategic partnerships, funding, education, and advocacy, the Trust seeks to expand rental and homeownership options, ensure long-term affordability, and promote policies that support inclusivity, sustainability, climate-resilience, and community connection.

Informed by its founding support from the Municipal Vulnerability Preparedness (MVP) 2.O Grant Program, the Trust also prioritizes investments to create or preserve affordable housing that address climate change impacts and enhance environmental resilience.

FIVE-YEAR GOALS

The South Hadley Affordable Housing Trust's five-year goals are organized around five key themes: financial sustainability, direct assistance, housing development, community engagement and advocacy, and climate resilience. Financial sustainability is the most urgent priority, as securing a stable and predictable funding stream is essential for the Trust to be effective in the long term.

Financial Sustainability

1. **Ensure a robust and predictable funding stream** through regular allocation of municipal funds as well as applications for , state and federal grants, and private donations and in-kind services, to sustain the Trust's short and long-term efforts.

Direct Assistance

2. **Work with partners to offer direct assistance programs to create immediate benefits for existing residents**, such as a rental assistance program, home rehab program, heating and cooling assistance, and similar targeted initiatives to meet immediate resident needs.

Housing Development

3. **Increase affordable rental and homeownership opportunities** by leveraging the Trust's resources to create affordable units for households earning at or below 80% AMI, including targeted options for extremely and very low-income households ($\leq 30\%$ and 50% AMI), to make progress towards the state's 10 percent goal under 40B.
4. **Identify and advance strategic opportunities for the development of housing that aligns with community needs**, including redevelopment and adaptive reuse of underutilized and surplus municipal properties, tax-title properties, and private sites.

Community Engagement & Advocacy

5. **Ensure strong relationships** with the Select Board, Planning Board, Redevelopment Authority, regional development partners, and institutions such as the Five Colleges to align efforts and secure resources.
6. **Expand community awareness and inclusive public participation** by increasing outreach efforts, offering multiple avenues for engagement, and ensuring that housing initiatives reflect broad community input.
7. **Advocate for local policy changes** that promote diverse housing options, including zoning reforms and incentives for affordable housing.

Climate Resilience

8. **Ensure that all Trust-funded projects incorporate climate resilience strategies**—such as energy efficiency, green infrastructure, and location-based risk mitigation—to help reduce climate vulnerabilities and support long-term sustainability in South Hadley. Collaborate with the Town's MVP initiatives and regional climate adaptation efforts to align housing strategies with broader environmental goals.

FIVE-YEAR PRIORITY ACTIONS

The priority actions for the next five years are designed to advance each of the main goal categories while placing an initial emphasis on financial sustainability to ensure the Trust has the necessary resources to be effective. The early years focus on securing funding through municipal allocations and grants, as well as the potential adoption of the Community Preservation Act (CPA) in the later years of the plan's horizon.

Simultaneously, the Trust will begin implementing both a development project and a programmatic initiative to create new affordable housing opportunities in town. These early efforts are intentionally structured to contribute directly toward meeting South Hadley's state-mandated affordable housing goal—ensuring that at least 10 percent of the Town's year-round housing stock qualifies as affordable under Chapter 40B. This progress will be measured, tracked, and reported transparently to keep the community informed and engaged.

In parallel, the Trust will initiate a regional housing study to identify collaborative strategies and shared resources with nearby communities. While regional in scope, the study's purpose is to uncover approaches that can be tailored to South Hadley's unique context—specifically those that could help accelerate the creation of affordable homes locally, support preservation of existing affordability, and reduce costs or barriers to development. All regional considerations will be assessed through the lens of how they contribute to South Hadley's own housing production goals.

Year 1 (FY 2026)

Financial Sustainability

1. Seek allocation of municipal funding through Town Meeting and/or state/federal grants to capitalize the Trust fund in accordance with the Budget as described in Chapter 4 and discuss the possibility of other funding sources in the future, such as CPA.

Direct Assistance

2. Launch a heating and cooling equipment assistance program to provide grants to income-eligible South Hadley households, with clear guidelines, an application process, and outreach to ensure equitable access.

Housing Development

3. Collaborate with town staff to initiate communications to establish productive relationships with regional housing developers, regional organizations such as the Five Colleges, and financial institutions. Begin discussions with the Five Colleges to collaborate on a regional housing plan initiative.
4. Develop clear Property Evaluation Criteria to evaluate property acquisition opportunities as they arise. These criteria will help Trustees assess whether a property is a strong candidate for acquisition and redevelopment into affordable housing, considering factors such as location, feasibility, cost, and alignment with South Hadley's housing goals.
5. Begin identifying potential development or redevelopment sites. Based on factors like property availability, potential number of affordable units, location, and development constraints, prioritize one or two sites to investigate further. Conduct preliminary due diligence on top-ranked sites, including feasibility analysis, as warranted based on the identification process.

6. Develop project guidelines that require or incentivize climate-resilient design and construction methods for any Trust-supported development. This includes considerations for flood risk, energy efficiency, heat mitigation, and alignment with Municipal Vulnerability Plan (MVP) priority actions.

Community Engagement & Advocacy

7. Create and implement a year-1 engagement plan that includes activities the Trust will fund and/or facilitate, such as housing forums or guest speaker series, tabling opportunities at other community events, a social media campaign, or the like to foster support and expand public understanding of housing issues and needs in South Hadley and the region.

Year 2 (FY 2027)

Financial Sustainability

1. Continue to seek allocation of municipal funding and/or state/federal grants to capitalize the Trust fund in accordance with the Trust's budget and continue to discuss the possibility of other funding sources in the future, such as CPA.

Direct Assistance

2. Consider sustaining or expanding the direct assistance program established in Year 1. Work with the partner organization to refine the program as needed.

Housing Development

3. Utilize the Trust's Property Evaluation Criteria, created in Year 1, to systematically assess available properties and prioritize those best suited for affordable housing development or redevelopment. Continue to conduct preliminary due diligence on top-ranked sites, including feasibility analysis.

Community Engagement & Advocacy

4. Create a year-2 engagement plan that identifies activities the Trust will fund and/or facilitate to foster support and expand public understanding of housing issues and needs in South Hadley and the region.

Year 3 (FY 2028)

Financial Sustainability

1. Continue to seek allocation of municipal funding and/or state/federal grants to capitalize the Trust fund in accordance with the Trust's budget and lay the groundwork with open space and historic preservation advocates for a collaborative CPA adoption campaign in future years.

Direct Assistance

2. Consider sustaining the program established in prior years and/or launching a second direct assistance program with a different focus by identifying the program's focus and seeking a partner to administer and launch the new program.

Housing Development

3. Advance planning and feasibility studies for one to two priority development sites identified in years 1 or 2 to make one priority site ready for developer selection in year 4. This could include property acquisition, either through the purchase of private property or the transfer of town-owned property.

Community Engagement & Advocacy

4. Create a year-3 engagement plan that identifies activities the Trust will fund and/or facilitate to foster support and expand public understanding of housing issues and needs in South Hadley and the region.

Years 4-5 (FY 2029-2030)

Financial Sustainability

1. Advocate for Town adoption of the Community Preservation Act (CPA) through a public awareness campaign and collaboration with town officials to prepare for a Town Meeting vote.

Direct Assistance

2. Evaluate the performance and impact of the Trust's direct assistance programs launched in previous years. Use feedback from partner organizations and participating households to refine program guidelines, improve outreach strategies, and ensure equitable access.
3. Based on the evaluation, described above, determine whether to adjust, refocus, or consolidate the direct assistance programs to best meet the community's evolving needs and ensure the Trust's resources are used effectively.

Housing Development

4. Facilitate a 30-B compliant selection process to seek a development entity for the site acquired per year 3.
5. Support the development initiative efforts through financial and/or political support to ensure necessary permits are granted and additional funding is secured.
6. Utilize the Trust's Property Evaluation Criteria to identify a potential development/redevelopment site to begin working on next and conduct planning and feasibility studies.

Community Engagement & Advocacy

7. Continue public engagement efforts with a year 4 and year 5 engagement plan to maintain educational efforts and build support for housing initiatives.

Ongoing Actions

In addition to the specific year-by-year priorities, the Trust will carry out several ongoing actions essential to maintaining its effectiveness and ensuring steady progress toward its goals. These actions represent continuous efforts that will support the Trust's overall mission throughout the five-year period.

- 1. Support zoning reforms that facilitate affordable housing development.**
Participate regularly in Planning Board discussions, public hearings, and working groups related to zoning bylaw updates. Advocate for policies that promote needed housing diversity, such as infill development, cottage courts, two-family homes, multi-family housing, mixed-use housing, and affordable housing.
- 2. Maintain strong relationships with municipal boards and regional partners.**
Schedule regular meetings or check-ins with key municipal bodies such as the Selectboard, Planning Board, and Redevelopment Authority, as well as regional organizations and housing developers. Use these meetings to align efforts, share updates, and collaborate on housing initiatives.
- 3. Provide regular updates to the Selectboard and community on the Trust's progress.**
Prepare and present at least one formal annual report to the Selectboard detailing the Trust's activities, accomplishments, and financial status. Supplement this with periodic updates through newsletters, the town website, or public forums to keep residents informed and engaged.
- 4. Ensure compliance with the Trust fund audit requirement per M.G.L. c.44, §55C.**
Engage an independent auditor annually to review the Trust's financial records in accordance with accepted accounting practices. Share audit results with the Selectboard and include a summary in the Trust's annual report to promote transparency and accountability.

CHAPTER 3: OPERATING APPROACH

The South Hadley Affordable Housing Trust is positioned to take an active leadership role in supporting affordable housing creation and preservation. This chapter lays out the Trust's operating structure and approach, ensuring that the Trust's efforts over the next five years are sustainable, focused, and strategic.

The five-year priority action plan outlined in this strategy is intentionally ambitious. To effectively advance these actions, the Board of Trustees must rely on strong organizational practices—clear meeting schedules, well-coordinated subcommittees, compliance with applicable laws, and regular progress evaluation.

TRUST'S ROLE: INITIATOR, NOT FUNDER

In South Hadley, the Trust will operate primarily as an initiator rather than a funder. As described in the Massachusetts Affordable Housing Trust Fund Guidebook, initiators are proactive leaders. They identify housing needs, build partnerships, spearhead projects, and develop programs. This differs from a funder, whose main role is to distribute financial resources through grant-making or similar processes. An initiator is more engaged, guiding projects from concept through completion, often working alongside community members, developers, and municipal boards.

Being an initiator means that the Trust does not wait for others to bring fully formed projects to the table. Instead, the Trust actively shapes opportunities—whether that's identifying municipal land suitable for redevelopment, advocating for policy changes to support affordable housing, or launching new assistance programs. This approach is particularly well-suited to South Hadley, where housing challenges are nuanced and creative, and hands-on leadership is needed to bring about meaningful solutions.

Importantly, the initiator role allows the Trust to maximize its flexibility. Without the limitations of functioning strictly as a grantor, the Trust can be nimble, responding quickly to new opportunities, convening key partners, and strategically investing its time and resources where it can have the greatest long-term impact. Over time, this leadership approach fosters stronger relationships with local boards, developers, and regional organizations—laying the groundwork for collaborative efforts that benefit the entire community.

While the Trust will not function primarily as a grant-making body, it may provide targeted financial support to advance its initiatives—especially when direct investment is necessary to move a Trust-led program or development project forward.

BOARD STRUCTURE AND MEETING SCHEDULE

The Board of Trustees will meet monthly to provide consistent oversight and guidance. Selecting a regular meeting day—such as the third Wednesday of each month—will help Trustees and partners plan and maintain steady momentum.

In addition to regular monthly meetings, the Board is responsible for:

- Conducting an annual audit, as required by statute.
- Updating the Trust's budget annually to align with this strategic plan.

- Reviewing and updating this plan in Year Four to assess progress and prepare for the next five-year period.
- Participating in an annual retreat, ideally facilitated by a third party, to reflect on accomplishments, evaluate progress, revisit priorities, and update the budget. The retreat offers the opportunity to step back from routine business and realign with the Trust's long-term mission and goals.

Subcommittees: Focused, Collaborative Implementation

To distribute responsibilities and maintain focus on key priorities, the Trust may consider establishing standing subcommittees aligned with the plan's goal categories, such as below:

1. **Financial Sustainability Subcommittee**
Responsible for identifying and securing sustainable funding sources, developing fundraising strategies, and ensuring the Trust's long-term financial health.
2. **Direct Assistance Subcommittee**
Tasked with designing and managing direct assistance programs such as rental support, home repair grants, or first-time homebuyer programs.
3. **Housing Development & Climate Resilience Subcommittee**
Focused on identifying development or redevelopment opportunities, engaging developers, and guiding projects from concept through completion, including with development and climate resilience criteria.
4. **Community Engagement & Advocacy Subcommittee**
Charged with organizing public outreach, educational efforts, and advocacy activities to build community support and foster collaboration.

Each subcommittee could consist of 1-2 Trustees and 1-2 members from other boards, committees, or partner organizations—such as the Planning Board, Redevelopment Authority, or Selectboard—depending on the area of focus. This interdisciplinary approach helps leverage the expertise and resources of South Hadley's broader leadership.

Subcommittees will meet between Board meetings and are subject to the Massachusetts Open Meeting Law, which requires public notice of meetings and recorded minutes. Subcommittee members will provide regular updates and recommendations at Board meetings.

LEGAL COMPLIANCE: KEY MASSACHUSETTS LAWS

As a municipal entity, the South Hadley Affordable Housing Trust must comply with several important Massachusetts laws. Trustees should be familiar with the following:

1. Open Meeting Law (M.G.L. c. 30A, §§ 18-25)

All meetings of the Board of Trustees and its subcommittees are subject to the Open Meeting Law. This law requires meetings to be publicly noticed in advance, held openly, and documented with meeting minutes. Trustees must also be aware of the requirements for executive sessions and public record access.

Learn more: [Massachusetts Open Meeting Law Guide](#)

2. Conflict of Interest Law (M.G.L. c. 268A)

As public officials, Trustees must adhere to the state’s Conflict of Interest Law, which governs ethical conduct and prohibits using one’s position for personal gain or participating in matters where there may be a financial conflict. Regular training and disclosure are part of compliance.

Learn more: [State Ethics Commission: Conflict of Interest Law](#)

3. Public Procurement Law (M.G.L. c. 30B)

The Trust is subject to Chapter 30B requirements when procuring goods and services or disposing of real property. These laws ensure transparency and fairness in public procurement. Trustees should pay particular attention to thresholds and bidding requirements when contracting services or entering into agreements related to Trust initiatives.

Learn more: [Section 2-6 of the Chapter 30B Manual – Supplies or Services](#)

4. Land Acquisition and Disposition (M.G.L. c. 30B, Chapter 8)

When acquiring or disposing of property, the Trust must follow specific procedures to ensure the transaction is in the public interest. This includes determining property value, developing clear reuse restrictions, advertising for proposals, and evaluating offers transparently. To assist with this process, the Trust can reference **Jenn’s Tips for Disposition of Public Land**, which is included in the Appendix of this plan. This checklist provides a step-by-step overview of the key actions and legal requirements to comply with M.G.L. c. 30B when disposing of public land.

Learn more: [Section 8 of the Chapter 30B Manual - Real Property Transactions](#)

YEAR 1 PROPOSED SCHEDULE OF ACTIVITIES

The first year of implementation is foundational for the South Hadley Affordable Housing Trust. This schedule outlines a clear seasonal approach to organizing the Board, establishing subcommittees, launching key initiatives, and aligning efforts with the Town’s annual budget cycle. It balances early action—such as the launch of the heating and cooling assistance program—with structured opportunities for reflection, including an annual retreat, ensuring the Trust builds capacity and momentum for long-term success.

Timeframe	Activity	Lead Responsibility
Spring 2025	Convene Board of Trustees, elect officers, adopt regular meeting schedule	Board of Trustees
	Review/adopt bylaws, declaration, orient Trustees to applicable laws	Board of Trustees
	Consider assigning Trustees to subcommittees, recruit members from other boards/committees	Board of Trustees
	Schedule annual retreat for early winter	Board of Trustees
Spring/Summer 2025	Launch heating & cooling assistance program with South Hadley Municipal Light Department	Direct Assistance Program Subcommittee

Timeframe	Activity	Lead Responsibility
	Establish detailed work plans for each subcommittee	All Subcommittees
	Develop long-term funding strategy	Financial Sustainability Subcommittee
	Create work plan to manage direct assistance program operations, evaluate impacts, plan for next year	Direct Assistance Program Subcommittee
	Draft property evaluation criteria and climate resilience guidelines, identify development opportunities	Development Subcommittee
	Prepare initial public outreach strategy	Community Engagement & Advocacy Subcommittee
Fall 2025	Evaluate heating & cooling program participation & initial outcomes	Direct Assistance Program Subcommittee
	Continue site feasibility assessments	Development Subcommittee
	Launch public engagement activities	Community Engagement & Advocacy Subcommittee
	Begin preparation of budget request	Financial Sustainability Subcommittee
Winter 2026	Hold Annual Retreat	Board of Trustees
	Review Year 1 progress, adjust priorities, finalize budget requests	Board of Trustees & All Subcommittees
	Present evaluation of heating & cooling program, plan next steps	Direct Assistance Program Subcommittee
Spring 2026	Advance development planning efforts	Development Subcommittee
	Plan Year 2 direct assistance program	Direct Assistance Program Subcommittee
	Conduct public engagement/outreach events	Community Engagement & Advocacy Subcommittee
	Present status update to Selectboard (April/May)	Board of Trustees
	Finalize Town Meeting funding request	Financial Sustainability Subcommittee
Late Spring/Early Summer	Complete annual audit	Board of Trustees & Treasurer
	Finalize annual report, summarize accomplishments and lessons learned	Board of Trustees & All Subcommittees
	Use audit results, program evaluations, and feedback to inform Year 2 planning	Board of Trustees & All Subcommittees

CHAPTER 4: FIVE-YEAR BUDGET AND FUNDING PLAN

The South Hadley Affordable Housing Trust will play an active leadership role in addressing local housing needs through strategic investments in development, direct assistance, and capacity-building. A well-structured and realistic financial plan is crucial to delivering on the Trust's five-year goals.

This budget chapter lays out a five-year funding and expenditure plan (FY2026–FY2030) that aligns with the Trust's mission and priority actions. It reflects the Trust's role as an initiator, rather than a passive funder, emphasizing capacity-building, early-stage development support, and catalytic investments that position the town for long-term success.

Budget Framework and Philosophy

The Trust's five-year budget is designed to:

- Build a foundation of financial sustainability through municipal appropriations and state/federal grants;
- Fund a portion of a shared staff position to support Trust implementation;
- Provide targeted direct assistance (e.g., heating and cooling equipment grants);
- Prepare for affordable housing development through feasibility work and land acquisition;
- Support robust community engagement and advocacy;
- Maintain a buffer to preserve fund flexibility and build reserves.

This plan assumes a gradual ramp-up of spending, with Year 1 focused on capacity-building and planning. Annual updates will adjust the plan based on funding realities and evolving priorities.

	FY26	FY27	FY28	FY29	FY30	5-Year Total	Notes
Sources							
Carry forward from prior year	\$0	\$25,400	\$68,312	\$28,431	\$57,191	na	
Municipal Appropriation (Town Meeting) *	\$75,000	\$150,000	\$250,000	\$150,000	\$275,000	\$900,000	Assumes an increase in funding some years to support potential trust property acquisitions.
Grants (e.g., MHP, AARP, State TA)	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	State and private grant availability are likely to fluctuate. This budget assumes steady efforts to apply for grants.
Donations / In-Kind Services	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	Private donations may fluctuate. Note: this may include in-kind services
Interest (3%)	\$2,400	\$6,912	\$11,199	\$7,003	\$11,616	\$39,130	
Total (Revenue)	\$82,400	\$237,312	\$384,511	\$240,434	\$398,807	\$1,164,130	
Uses							
Town staff/ professional support	(\$25,000)	(\$52,000)	(\$54,080)	(\$56,243)	(\$58,493)	(\$245,816)	Assumes half of staff time is covered by Trust fund and builds in a 4% maximum annual cost of living increase.
Direct Assistance Programs	\$0	(\$40,000)	(\$50,000)	(\$50,000)	(\$50,000)	(\$190,000)	Assumes expanded or additional programs year 28 and beyond.
Predevelopment and development initiatives	(\$30,000)	(\$75,000)	(\$250,000)	(\$75,000)	(\$250,000)	(\$680,000)	See below market prices for vacant land based on a Zillow search on 4/15/25. ** Alternatively, the Town could transfer town-owned property, which would reduce this expense.
Community engagement	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$10,000)	Assumes steady engagement efforts each year.
Total (Expenses)	(\$57,000)	(\$169,000)	(\$356,080)	(\$183,243)	(\$360,493)	(\$1,125,816)	
Revenue-Expenses	\$25,400	\$68,312	\$28,431	\$57,191	\$38,314		

* Note: FY26 budget indicates a half year of staff costs for budgeting purposes, however the Town Meeting request may be to secure a full-year's cost as a practical matter to ensure ability to secure a new hire

** Zillow search results: or lots/vacant land for sale in South Hadley, listing prices included \$99K for 0.17 acre lot (0 McKinley Ave); \$100K for 0.29 acre lot (36 Bridge St); \$109.9K for 0.23 acres (0 Camden Lawn);

APPENDIX A

TRUST BYLAWS

CERTIFICATE OF TOWN MEETING VOTE May 14, 2025 ARTICLE 15

I, Sarah Gmeiner, Town Clerk of South Hadley, Massachusetts do hereby certify the following vote from a Town Meeting of the Town of South Hadley held beginning on May 14, 2025:

ARTICLE 15: Affordable Housing Trust

To see if the Town will vote pursuant to the provisions of M.G.L. Chapter 44, Section 55C, to establish a trust to be known as the South Hadley Affordable Housing Trust Fund, the purpose of which shall be to provide for the preservation and creation of affordable housing in the Town of South Hadley for the benefit of low- and moderate-income households, to support efforts to improve housing affordability for the Town of South Hadley in general, and to fund community housing, as defined in General Laws Chapter 44B, and, in implementation thereof, to vote to amend the General Bylaws by adding a new Article 7-24 – South Hadley Affordable Housing Trust Fund, under Chapter 7 as follows:

Section 7-24, Affordable Housing Trust Fund

A. Name of the Trust

Pursuant to the authority of G.L. Chapter 44, Section 55C, there is hereby created a local municipal affordable housing trust fund, which shall be called the “Town of South Hadley Affordable Housing Trust Fund” (referred to hereinafter as “the Trust”).

B. Purpose

The purpose of the Trust shall be to provide for the preservation and creation of affordable housing in the Town of South Hadley for the benefit of low- and moderate-income households. In furtherance of this purpose, the Trustees are hereby authorized, in accordance with the procedures set forth herein, to acquire by gift, purchase or otherwise real property, personal property, or money, both tangible and intangible, of every sort and description; to use such property, both real and personal, and money in such manner as the Trustees shall deem most appropriate to carry out such purpose, provided however, that all property and money held by the Trust and the net earnings thereof shall be used exclusively for the preservation and creation in the Town of South Hadley of affordable housing.

C. Board of Trustees

There shall be a board of trustees of the South Hadley Affordable Housing Trust Fund, in this section called “the Board,” which shall consist of seven Trustees appointed by the Selectboard as follows:

- one member of the Town’s Selectboard
- the Town Administrator or designee
- five members to be appointed by the Selectboard, with a preference for members who have professional expertise in fields such as real estate law, architecture, planning, banking, finance, and real estate, as well as a member who currently lives in affordable housing

Excluding the Town Administrator, only persons who are residents of the Town of South

Hadley shall be eligible to hold the office of Trustee. Trustees shall serve two year terms, except that three of the initial trustee appointments shall be for a one year term, and may be re-appointed at the discretion of the Selectboard. Any Trustee who ceases to be a resident of the Town of South Hadley shall cease to be a Trustee hereunder and shall promptly provide a written notification of the change in residence to the Board and to the Town Clerk. Any Trustee may resign by written instrument, signed and acknowledged by such Trustee and duly filed with the Town Clerk. If a Trustee ceases to be a Trustee hereunder before his/her term of office expires, a successor shall be appointed by the Selectboard to fill such vacancy provided that in each case the said appointment and acceptance in writing by the Trustee so appointed is filed with the Town Clerk. Upon the appointment of any succeeding Trustee and the filing of such appointment the title to the Trust estate shall thereupon and without the necessity of any conveyance be vested in such succeeding Trustee jointly with the remaining Trustees. Reference to the Trustee shall mean the Trustee or Trustees for the time being hereunder.

D. Declaration of Trust

The Trustees are hereby authorized to execute a Declaration of Trust and Certificate of Trust for the South Hadley Affordable Housing Trust Fund to be recorded with the Hampshire County Registry of Deeds and filed with the Hampshire Registry District of the Land Court.

E. Meetings of the Trust

The Trust shall meet at least quarterly at such time and at such place as the Trustees shall determine. Special Meetings may be called by the Chair or by two (2) Trustees. Notice of all meetings of the Trust shall be given in accordance with the provisions of the Open Meeting Law, M.G.L. c. 30A, §§ 18 through 25. A quorum at any meeting shall be a majority of the Trustees, qualified and present in person.

F. Powers of Trustees

The powers of the board of trustees, all of which shall be carried on in furtherance of the purposes set forth in General Laws Chapter 44 Section 55C, shall include the following:

- (1) 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;
- (2) to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
- (3) 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 board deems advisable notwithstanding the length of any such lease or contract;
- (4) to execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the board engages for the accomplishment of the purposes of the trust;
- (5) to employ advisors and agents, such as accountants, appraisers and lawyers as the

board deems necessary;

(6) to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the board deems advisable;

(7) to apportion receipts and charges between incomes and principal as the board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) 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;

(9) to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the board may deem proper and to pay, out of trust property, such portion of expenses and compensation of such committee as the board may deem necessary and appropriate;

(10) to carry property for accounting purposes other than acquisition date values;

(11) to borrow money on such terms and conditions and from such sources as the board deems advisable, to mortgage and pledge trust assets as collateral; however, the Trust borrowing shall not exceed \$15,000,000 at any one time without Town Meeting approval.

(12) to make distributions or divisions of principal in kind;

(13) 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 board may deem appropriate;

(14) to manage or improve real property; and to abandon any property which the board determined not to be worth retaining;

(15) to hold all or part of the trust property uninvested for such purposes and for such time as the board may deem appropriate; and

(16) to extend the time for payment of any obligation to the trust.

G. Acts of Trustees

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. No Trustee shall be required to give bond. 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.

H. Funds Paid to Trust

Notwithstanding any general or special law to the contrary, all monies paid to the Trust in accordance with any zoning Bylaw, exaction fee, or private contributions 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 to be expended these funds need not be further appropriated. All moneys remaining in the Trust at the end of the fiscal year, whether or not expended by the Board within one year of the date they were appropriated into the Trust, remain Trust property.

I. Taxes

The Trust is exempt from G.L. Chapters 59 and 62 and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the Commonwealth of Massachusetts or any political subdivision thereof.

J. Governmental Body

The Trust is governmental body for the purposes of the Open Meetings Law, G.L. Chapter 30A, Sections 18 – 25.

K. Board of Town

The Trust is a board of the Town of South Hadley for the purposes of G.L. Chapter 30B and Chapter 40, Section 15A, but agreements and conveyances between the Trust and agencies, boards, commissions, authorities, departments of public instrumentalities of the Town of South Hadley shall be exempt from said Chapter 30B.

L. Compensation of Trustees

Trustees shall not receive a salary, stipend, bonus or other means of compensation for their service as a Trustee, nor shall they be eligible for any benefits from the Town of South Hadley by virtue of their position as Trustee. Trustees may be compensated for reasonable out-of-pocket expenses for travel and other Trust-related expenses. All such out-of-pocket expenses shall be fully documented with receipts for each such expenses prior to reimbursement by the Trust.

M. Liability

Neither the Trustees nor any agent or officer of the Trust shall have the authority to bind the Town, except in the manner specifically authorized herein. The Trust is a public employer, and the Trustees are public employees for the purposes of G.L. Chapter 258. The Trust shall be deemed a municipal agency and the Trustees special municipal employees for the purposes of G.L. Chapter 268A.

N. Custodian of Funds

The Town Treasurer shall be the custodian of the funds of the Trust and oversee investments. The books and records of the Trust shall be audited annually by an independent auditor in accordance with accepted accounting practices for municipalities.

O. Amendments

The provisions of this Trust can only be amended by a vote of the South Hadley Town Meeting.

P. 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 Selectboard for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval of the Selectboard, 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.

Q. Titles

The title to the various Articles herein are for convenience only and are not to be considered part of said Articles nor shall they affect the meaning or the language of any such Article. ;or take any other action thereon.

Motion: I move that the Town amend the General Bylaws by adding Section 7-24 as written in the warrant.

Amendment – Member Carol Constant submitted a motion to amend the proposed Section 7-24, specifically Section N, titled Custodian of Funds, by adding the phrase “and oversee investments.” to the end of the first sentence thereof.

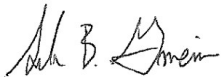
Vote on Amendment - Majority Vote: The amendment to Article 15 was adopted by a majority vote.

Yes – 81 No – 5 Abstain – 3 Total – 89

Motion: I move that the Town amend the General Bylaws by adding Section 7-24 as amended.

Yes – 81 No – 6 Abstain – 1 Total – 88

A TRUE COPY, ATTEST



Sarah B. Gmeiner
Town Clerk

APPENDIX B DRAFT DECLARATION OF TRUST

A Declaration of Trust lays the foundation for a municipal affordable housing trust. It outlines the trust’s authority, rules, and responsibilities. Once it’s signed by the board of trustees and recorded at the Registry of Deeds, it becomes a public document. While not required by law, creating and recording a Declaration of Trust is strongly recommended. Recording provides public notice that the trust exists and has the legal authority to hold and transfer property.

It’s important to note that the Land Court Registry District has specific requirements and will only accept a Declaration when it’s filed with a deed, but the Registry of Deeds will accept it on its own.

The draft included in this appendix is a helpful starting point. Still, South Hadley should have their town attorney carefully review the document to ensure it aligns with their local trust bylaw before finalizing and recording it.

THE DECLARATION OF TRUST (DRAFT) SOUTH HADLEY AFFORDABLE HOUSING TRUST FUND

Pursuant to Town of South Hadley Bylaw § 7-24.A and the authority of G.L. c. 44, § 55C referenced therein, as well as the authorization set forth within Bylaw § 7-24.D, this Declaration of Trust is made as of this ___ day of _____, 2025, by the undersigned _____, _____, _____, _____, _____, _____, and _____ (each a “Trustee,” and collectively, the “Trustees”), who hereby acknowledge and agree for themselves and their successors to hold all property of the South Hadley Affordable Housing Trust Fund together with such other property and funds as may be added thereto in trust, for the benefit of all inhabitants of the Town of South Hadley, under the terms and conditions set forth herein.

ARTICLE FIRST Name of Trust

The trust governed by the terms set forth herein shall be called the “South Hadley Affordable Housing Trust Fund” (the “Trust”). In accordance with Bylaw § 7-24.D, this Declaration shall be recorded with the Hampshire County Registry of Deeds (the “Registry of Deeds”) and the Hampshire Registry District of the Land Court (the “Land Registration Office”).

ARTICLE SECOND Purpose

The purpose of the Trust shall be to provide for the preservation and creation of affordable housing in the Town of South Hadley for the benefit of low- and moderate-income households, to support efforts to improve housing affordability for the Town of South Hadley in general, and to fund community housing, as that term is defined in G.L. c. 44B. In furtherance of this purpose, the Trustees are authorized to acquire by gift, purchase or otherwise real and personal property, tangible or intangible, of every sort and description, and to use such property in such manner as the Trustees deem most appropriate to carry out said purpose; provided, however, that all property and monies comprising the Trust and the net earnings thereof shall be used exclusively within the Town for the foregoing purposes.

ARTICLE THIRD Composition and Tenure of Trustees

1. **Board Composition.** The Trust shall be administered by a Board of seven (7) Trustees appointed by the Selectboard as follows:
 - o one (1) member of the Selectboard;
 - o the Town Administrator or designee; and
 - o five (5) residents of South Hadley appointed by the Selectboard, with preference for individuals possessing professional expertise in real-estate law, architecture, planning, banking, finance, or real-estate, and for at least one member who currently resides in affordable housing.
2. **Terms.** Trustees shall serve two-year terms, except that three of the initial appointments shall be for one-year terms to create staggered expirations. Trustees may be re-appointed at the discretion of the Selectboard.
3. **Vacancies and Removal.** Any Trustee may be removed for cause by the Selectboard after an opportunity for a hearing. Vacancies shall be filled by the Selectboard for the unexpired portion of the term; upon filing of the new appointment with the Town Clerk, title to Trust assets vests automatically in the successor and remaining Trustees.
4. **Residency Requirement.** Excluding the Town Administrator or designee, only persons who are residents of the Town of South Hadley are eligible to serve. A Trustee who ceases to be a resident shall promptly notify the Board and the Town Clerk and thereupon cease to be a Trustee.
5. **Resignation.** Any Trustee may resign by written instrument signed and acknowledged by such Trustee and filed with the Town Clerk and recorded with the Registry of Deeds and the Land Registration Office.

ARTICLE FOURTH Meetings of the Trust

The Trust shall meet at least quarterly at such times and places as the Trustees determine. Special meetings may be called by the Chair or by any two (2) Trustees. Written notice stating the place, date, hour, and agenda shall be filed with the Town Clerk and posted in accordance with the Open Meeting Law, G.L. c. 30A, §§ 18–25, at least forty-eight (48) hours prior to the meeting. A quorum shall be a majority of the Trustees, qualified and present in person. A quorum is required for any vote.

ARTICLE FIFTH Powers of Trustees

Except as otherwise provided herein, the Trustees shall have all powers set forth in G.L. c. 44, § 55C and Bylaw § 7-24.F, including but not limited to the power:

- to accept and receive real or personal property or money by gift, grant, contribution, devise or transfer from any public or private source, including funds under G.L. c. 44B;
- to purchase, retain, lease, sell, exchange, transfer, convey, or otherwise dispose of any real or personal property;
- to execute instruments necessary or incidental to any transaction;
- to employ advisors, agents, and staff and pay reasonable compensation and expenses;
- to apportion receipts and charges between income and principal, create reserves, and carry property for accounting purposes other than acquisition date value;
- to participate in reorganizations, to delegate voting powers, and to deposit securities with protective committees;
- to borrow money on such terms and conditions and from such sources as the Trustees deem advisable, and to mortgage and pledge Trust assets as collateral; provided, however, that the

Trust's outstanding borrowing shall not exceed fifteen million dollars (\$15,000,000) at any one time without Town Meeting approval;

- to make distributions of principal or income in cash or in kind;
- to settle or adjust claims;
- to manage, improve, or abandon property;
- to hold assets temporarily uninvested; and
- to extend the time for payment of any obligation owed to the Trust.

All monies paid to the Trust in accordance with any zoning bylaw, exaction, or private contribution shall be paid directly into the Trust without further appropriation; general revenues appropriated to the Trust become Trust property and may thereafter be expended without additional appropriation. Monies remaining at fiscal year-end remain Trust property.

ARTICLE SIXTH Acts of Trustees

Pursuant to Bylaw § 7-24.G, a majority of Trustees may exercise any or all powers of the Trustees and may execute instruments on behalf of the Trust with the same effect as though executed by all Trustees. The Trustees may, by unanimous written instrument, delegate powers and duties to agents or employees, but may not delegate the authority to amend this Declaration. No Trustee shall be required to give bond or be liable for acts of another Trustee, provided that reasonable care is exercised.

ARTICLE SEVENTH Liability

Neither the Trustees nor any agent or officer of the Trust shall have authority to bind the Town except as expressly authorized herein. The Trust is a public employer and the Trustees are public employees for purposes of G.L. c. 258, and the Trust is deemed a municipal agency and the Trustees special municipal employees for purposes of G.L. c. 268A.

ARTICLE EIGHTH Amendment of Declaration of Trust

The provisions of this Declaration may be amended only by a vote of the South Hadley Town Meeting. A certified copy of any vote amending this Declaration shall be recorded with the Registry of Deeds and filed with the Land Registration Office.

ARTICLE NINTH Accounts

The Town Treasurer shall be the custodian of the funds of the Trust and oversee investments. The books and records of the Trust shall be audited annually by an independent auditor in accordance with accepted municipal accounting practices, and an annual report of Trust activities shall be provided to the Town.

ARTICLE TENTH Duration of the Trust

This Trust shall continue indefinitely until terminated in accordance with applicable law. Termination may occur only by a two-thirds vote of Town Meeting, with an instrument of termination and certified vote recorded with the Registry of Deeds and filed with the Land Registration Office.

Upon termination, after payment or provision for all obligations of the Trust, the net assets shall be transferred to the Town and held by the Selectboard for affordable-housing purposes. In making any distribution, the Trustees may, subject to the approval of the Selectboard, sell assets and

distribute the proceeds or distribute assets in kind. Trustee powers continue until the affairs of the Trust are concluded.

ARTICLE ELEVENTH Authority Shown by Record to Be Conclusive

Every deed, lease, mortgage, contract, or other instrument executed by a majority of Trustees appearing of record shall be conclusive evidence of full Trust authority, except that delegations of authority (Article Sixth), amendments (Article Eighth), or terminations (Article Tenth) are conclusive only if executed or effected as therein required. Any person dealing with the Trust may rely on a certificate signed by any recorded Trustee regarding the identity of Trustees and pertinent facts.

ARTICLE TWELFTH Compensation of Trustees

Trustees shall not receive salary, stipend, bonus, or other compensation, nor shall they be eligible for Town benefits. Trustees may be reimbursed for reasonable out-of-pocket expenses upon presentation of receipts.

ARTICLE THIRTEENTH Status of Trust

The Trust is a governmental body for purposes of the Open Meeting Law (G.L. c. 30A, §§ 18–25) and a board of the Town for purposes of G.L. c. 30B and G.L. c. 40, § 15A (agreements and conveyances with other Town entities are exempt from c. 30B). The Trust is exempt from G.L. c. 59 and c. 62 taxes and from any other tax based on property or income imposed by the Commonwealth or its political subdivisions.

ARTICLE FOURTEENTH Titles for Convenience Only

The titles to the various Articles herein are for convenience only and shall not be considered part of said Articles nor shall they affect the meaning of any Article.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK — SIGNATURE PAGE FOLLOWS]

[Name], Trustee [Name], Trustee

[Name], Trustee [Name], Trustee

[Name], Trustee [Name], Trustee

[Name], Trustee

COMMONWEALTH OF MASSACHUSETTS

County of _____

On this ___ day of _____, 2025, before me, the undersigned notary public, personally appeared _____, as members of the South Hadley Affordable Housing Trust, proved to me through satisfactory evidence of identification to be the persons whose names are signed on the preceding document, and acknowledged that they signed it voluntarily for its stated purpose.

markdown
Copy

NOTARY PUBLIC
My Commission Expires: _____

APPENDIX C

JM GOLDSON’S TIPS FOR DISPOSITION OF PUBLIC LAND PER MGL C.30B

Process Checklist

The following are JM Goldson’s tips to help you through a public land disposition process for communities in Massachusetts that are subject to MGL c.30B requirements. These tips are meant to be helpful to our clients as they navigate the process of land disposition for to create affordable housing, but it is important to note that these tips are not intended as legal advice. Neither Jenn nor her team are municipal procurement officers or lawyers, so we cannot provide you with legal advice. This checklist is primarily based on the state’s 30B Manual (Nov 2016) Chapter 8 Real Property Transactions.¹

Chapter 30B applies to the purchase, sale, lease, or rental of real property. It establishes a process that municipalities and Municipal Affordable Housing Trusts (MAHTs) must follow to acquire or dispose of real property for sale or rental with a value greater than \$35,000, with additional requirements for disposition, regardless of its value.

#	TASK	WHO IS RESPONSIBLE?	DATE COMPLETED
1	Declare property available for disposition and identify reuse restrictions (i.e., what use is it intended for? e.g., affordable housing that is eligible for inclusion on the Subsidized Housing Inventory)	Individual or body with authority to make such a determination (e.g., Town Meeting, Municipal Affordable Housing Trust (MAHT), City Council, Redevelopment Authority)	
2	Determine the value of the property or property interest. Must determine the property’s value by using procedures customarily accepted as valid by the appraising profession. You may hire an appraiser, but you are not required to do so. You may rely on the municipal assessment if it is current and assessed at 100 percent and determined through valid procedures. For a lease, you may use market rent data. For a long-term ground lease, hiring an experienced and qualified appraiser is likely the best course of action to determine the value of the lease.	Municipal entity given authority to dispose of property or its designee (e.g., Select Board, MAHT, Town Manager)	
3	Develop the solicitation (i.e., the Request for Proposals (RFP) for properties or property interests exceeding \$35,000. Components of the solicitation: description of the property or property interests selling or leasing and any use restrictions; evaluation criteria; rule for award; proposal submission requirements; required/mandatory contract terms and conditions	Consultant or other designee of the municipal entity given authority to dispose of property (e.g., municipal planning staff)	
4	Solicit community feedback, particularly regarding evaluation criteria and development objectives, revise the RFP to reflect community feedback	Municipal entity given authority to dispose of property or designee	

¹ <https://www.mass.gov/doc/the-chapter-30b-manual-procuring-supplies-services-and-real-property-legal-requirements/download>

14	Upon fulfillment of all terms of the LDA, execute the lease agreement or close on the sale of the property	Municipal entity given authority to dispose of property	
15	Retain a file of all written documents required by MGL C.30B for at least six years from the date of the final payment under contract.		