



## VI. Housing

### A. Introduction

The following housing goal statement was developed by the Moultonborough Master Plan Steering Committee (MPSC) and provides a point of focus for the recommendations developed in this chapter:

**“Assess future housing opportunities and promote the development of a diverse housing stock that meets the needs of working-age population, aging population, and young families that may be encouraged to locate in Moultonborough.”**

#### 1. Key Findings and Trends

##### Future Home Sales

Many analysts agree on one thing: More housing will need to be built for Millennials (born between 1981-1997, aged 21-37 in 2018)—and it needs to be scaled to *their* desires, not those of their parents'. “Millennials are likely to prioritize different features in their homes, such as greener materials or in-law suites.” And according to the Harvard Joint Center’s projections, nearly 90 percent of those looking for homes in 2035 will be under 35 or 70 and over—and both groups tend to buy less square footage. The challenge for local governments and developers “is to anticipate these future needs and build different and smaller homes now—before getting trapped with too many larger homes later.”<sup>1</sup> More recently, as the state’s economy continues to recover from recession and demographic trends have shifted away from rapid growth, the shortage of single family homes has been mitigated somewhat, but a significant shortage of rental housing persists. During the recession, the great number of families impacted by foreclosure added pressure to the already-stressed rental market. Now, changing demand and consumer preferences point toward longer term changes for New Hampshire’s housing market. These changes are driven both by the needs and preferences of aging Baby Boomers, and by Millennials who tend to prefer the lifestyle offered by renting and are therefore less inclined to value homeownership.<sup>2</sup>

<sup>1</sup> Source: <https://www.citylab.com/equity/2017/04/who-will-buy-baby-boomers-homes/522912/>

<sup>2</sup> Source: *Housing Solutions for New Hampshire*, June 2014, New Hampshire Housing

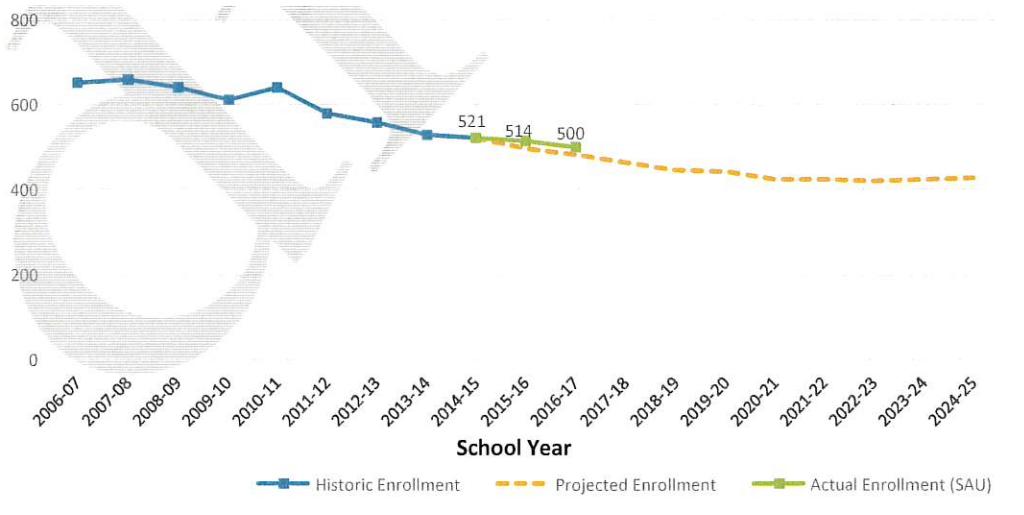
## Working Age Population

The working age population, when defined as persons age 25 to 64, is projected to decline in the Lakes Region by 9.2 percent from 2010 to 2025 according to the NH Center for Public Policy. This is the second largest percentage decrease in any region after the North Country where the projected decline is 12.9 percent. The implication of this decline is "a limiting factor" on the growth of employment.<sup>3</sup> Planning future economic development and local housing demand requires consideration of changing trends and the associated implications. Specifically, the trends important to rural locations include: 1) high retirement rates as 'baby boomers' (born between 1946 – 1964), aged 53-71 in 2017) transition out of work; 2) younger workers trending towards jobs in more urban areas and states; and 3) a recent trend away from ownership and towards rental for young workers especially those carrying high college debt. Declines are projected throughout the state, but are more pronounced north of Concord. The decline in workers may mean less demand for workforce housing in the absence of active economic development policies which Moultonborough is encouraged to undertake (see related Economic Development Chapter of Town Master Plan).

## School Enrollment

A recent study indicates Moultonborough School District (SAU 45) enrollment may decrease by nearly 240 students from a period high of 658 students (2007-08 school year) to a twenty-year, projected low of 422 students in 2022.<sup>4</sup> (See Figure 1 below). Actual SAU 45 student counts for the most recent three years (2015-2017) since the study was conducted are slightly higher than the projections, but trending downward. This trend is affecting schools throughout New Hampshire and will have an impact on state aid for adequate education, excess school capacity, and reduced demand for educators. In a companion report published the same year, recommendations for the future included consideration of attracting tuition students to enhance enrollment and to engage and involve the community in the schools.<sup>5</sup>

**Figure 1: Moultonborough School District Enrollment, 2006-2024**



<sup>3</sup> Laconia Daily Sun, *Aging Population Could Limit Job Growth*, April 2015.

<sup>4</sup> New Hampshire School Administrators Association, *Demographic Analysis/Enrollment Projections*, June 2015.

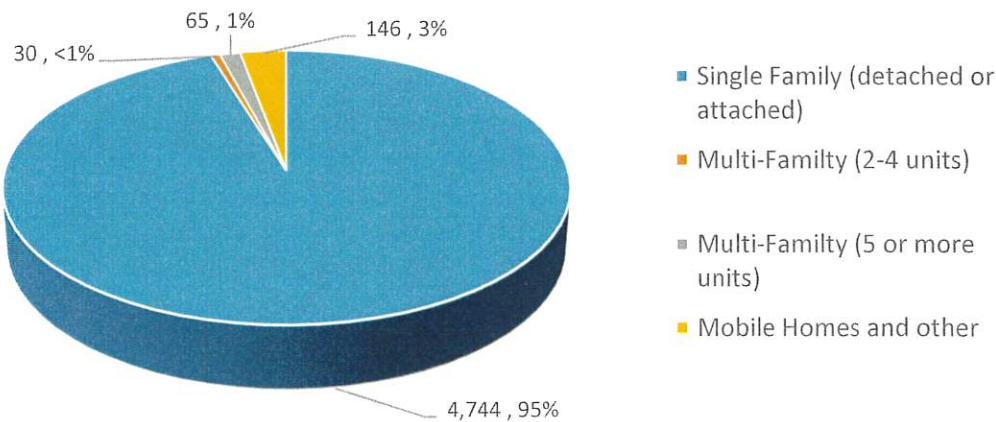
<sup>5</sup> New Hampshire School Administrators Association, *Assessment of Elementary and Middle/High School Facility and Programmatic Options*, November 2015.

## B. Existing Housing Stock

### 1. Housing Types

The Moultonborough housing stock is predominately comprised of single-family houses (95 percent). (See Figure 2 below). It is estimated there are a total of 4,985 housing units in Moultonborough. Nearly 65 percent or 3,186 housing units are used seasonally; the remaining 1,799 units are: 86 percent owner occupied (1,545) and 14 percent renter occupied (254). The primary sources of housing data for this chapter are the American Community Survey (ACS) and Moultonborough Tax Assessor database. While the ACS provides additional detail, such as age of housing stock, age of renters and owners, etc. the data is based on a survey and is subject to margins of error. For example, the total 4,985 housing units is subject to a margin of error of +/- 149 units. The 2017 Moultonborough assessor data indicates a total of 5,668 residential units which includes 25 in-law units. A third source, the NH Office of Strategic Initiatives (NH OSI - formerly the NH Office of Energy and Planning) annual report entitled: *New Hampshire's Housing Supply: Current Estimates and Trends, December 2017*, estimates the 2016 Moultonborough housing stock to be 5,062 units. The method used for the NH OSI report is the sum of 2010 Census housing units plus residential permits issued annually, minus any demolitions and expired permits. While the ACS data has limitations, it is the most detailed and often cited source of housing information.

Figure 2: Moultonborough Housing Stock - 2015



Source: American Community Survey

## 2. Housing Costs

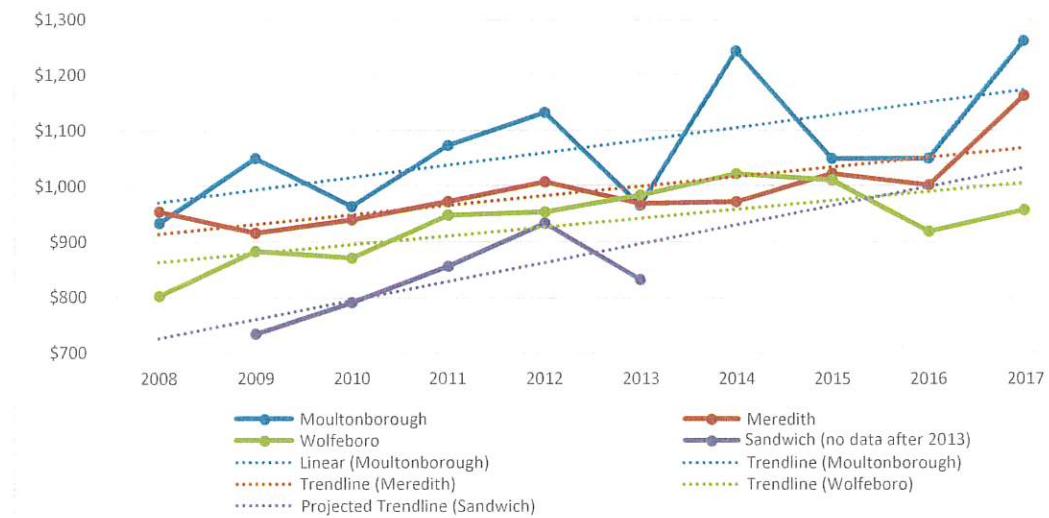
The Great US Recession (2007-2009) had significant depreciative impacts on the country's housing market. The result was home prices fell by 30 percent on average and mortgage delinquencies were at an all-time high. The New Hampshire Housing Finance Authority (New Hampshire Housing) notes in 2017, "there is a rise in the number of housing permits issued this year, but "construction activity remains at only half of the level just prior to the Great Recession. New Hampshire continues to lag behind the US on average." The report noted that the first seven months of 2017 saw an 8 percent drop in foreclosure notices.

Review of assessor data for calendar year 2017 indicates 146 single family residences sold in Moultonborough during this twelve-month period. Of these sales, 60 were houses with waterfront or water access with an average price of approximately \$860,000. The remaining 86 single-family residences, without water frontage or access, had a median price of approximately \$246,500. The non-water, single-family homes are within the price range of previously owned homes sold in New Hampshire, two-thirds of which sold in the \$150,000 to \$299,000 range. For Moultonborough, these homes represented about 59 percent of all the single-family homes sold during this timeframe. Considering all single-family homes sold during 2017, the median price was approximately \$350,000.

New Hampshire Housing Finance Authority conducts an annual rental survey and these results are used to determine the median gross monthly rent by municipality, county, and the state. Gross rental costs include rent and utility costs. The median or middle rent indicates that 50 percent of the rents are higher, and 50 percent are lower. In 2017, the gross median monthly rent for all rental units was comparable for Belknap County (\$1,011/month) and Carroll County (\$968/month). The gross median monthly rental costs in Moultonborough are shown in Figure 3 for the years 2008 to 2017 in comparison to other area communities. It was not possible to compare all communities within the Meredith Labor Market Area, because data was not available for Center Harbor and New Hampton. The graph indicates rental costs are trending higher during this time-period and in 2017 the median gross rent in Moultonborough (\$1,260/month) was higher than both Belknap and Carroll Counties median costs. The gross median monthly rent for two-bedroom units remains above \$1,000 per month for a tenth straight year. The proportion of renter households versus ownership households continues to grow, sustaining strong demand for rental housing.<sup>6</sup>

<sup>6</sup> New Hampshire Biennial Housing Plan 2017-2018

**Figure 3: Gross Median-Monthly Rental Costs  
Moultonborough and Area Communities-2008 to 2017**



## C. Housing Choice and Income

### 1. Workforce Housing

Effective January 2010, the state of New Hampshire requires communities to provide “reasonable and realistic opportunities” for workforce housing to be developed as outlined in NH RSA 674:58-61. The statute is founded in several findings including: a shortage of housing affordable for working households which poses a threat to labor force expansion and new business development. Workforce housing is considered housing types that are generally affordable to people in the workforce with earnings at or below certain income levels. In the statute, “workforce housing” specifically refers to housing that is affordable for those families whose income is at or below the median income in specific region. In the statute, it is defined as:

- Housing for sale which is affordable to a household at or below 100 percent of the Area Median Income (AMI) for a four-person household; or
- Rental housing affordable at 60 percent of the Area Median Income (AMI) for a three-person household.

The term “workforce housing” targets a broader segment of the population than the definitions of “low-income” housing. The workforce housing statute defines “affordable” housing as: housing with combined rental and utility costs or combined mortgage loan debt services, property taxes, and required insurance that do not exceed 30 percent of a household's gross annual income. The NH Housing website contains a 2017 example of affordable home purchases and rents in Carroll County. A similar assessment is outlined in the following examples and summarized in Figure 4 for homes, and Figure 6 for rental.

### Example 1 – Maximum Purchase Price

Assumes:

- 5 Percent down payment
- 30 Year fixed mortgage at 4.25 percent annually with zero points
- Private mortgage insurance (PMI) 1 percent of loan amount
- 2017 Moultonborough tax rate of \$8.22/thousand on purchase price
- Homeowner insurance at \$600 annually

**Figure 4: 2017 Affordable Home Purchase Price in Carroll County**

Carroll County Median Area Income - Family of Four (published annually by HUD)	\$63,300
30 Percent of Income (defined by statute)	\$18,990
<b>Monthly income needed for housing costs</b>	<b>\$1,583</b>
Purchase price	\$ 250,000
Loan amount (purchase price minus 5%)	\$ 237,500
Monthly principle and Interest (30-year fixed mortgage at 4.25% interest; zero points)	\$ 1,168
Monthly PMI (1 percent of loan amount / 12)	\$ 198
Property Taxes (.00822 purchase price/12)	\$ 171
Homeowner Insurance (\$600 annually/12)	\$ 50
<b>Monthly housing costs</b>	<b>\$ 1,587</b>

Given these assumptions, the maximum purchase price for a Carroll County family of four spending 30 percent of the AMI on housing is approximately \$250,000. Where approximately two-thirds of the non-water access houses sold in Moultonborough (2008-17) ranged from \$150,000 to \$299,000, it appears a family of four may have had opportunity to become residents; and the low tax rate contributed to the affordability. Figure 5 illustrates the property tax rate and total taxes for select Carroll County towns, which ranges from \$182.08 per month for Moultonborough to \$477.92 per month for Tamworth for the same priced house. This variable increases the buying power for Moultonborough properties as compared with all other Carroll County communities.

**Figure 5: 2017 Carroll County Select Communities Tax on \$250,000 Home**

	Tax Rate	Annual	Monthly
Tamworth	\$22.94	\$5,735	\$447.92
Conway	\$19.31	\$4,828	\$402.29
Ossipee	\$19.30	\$4,825	\$402.08
Madison	\$16.56	\$4,140	\$345.00
Wolfeboro	\$14.63	\$3,658	\$304.79
Sandwich	\$14.46	\$3,615	\$301.25
Freedom	\$12.60	\$3,150	\$262.50
Albany	\$12.50	\$3,125	\$260.42
Tuftonboro	\$10.43	\$2,608	\$217.29
Moultonborough	\$8.74	\$2,185	\$182.08

When comparing Moultonborough to Belknap County municipalities, the median area income changes from \$63,300 for Carroll County to \$71,600 for Belknap County thereby increasing the maximum estimated affordable purchase price. However, the tax rates are higher for all Belknap County municipalities. Given these considerations, a \$250,000 house is affordable at the family of four incomes in all four towns in the Meredith labor market area (Moultonborough, Center Harbor, Meredith and New Hampton.)

Assessment of future housing supply needs should consider cost as well as housing unit size in determining local and Labor Market Area workforce housing needs. When encouraging younger families and workers, consideration should be given to the fact that 88 percent of first time buyers purchased home between 1,001 to 2,500 square feet. Opportunities to minimize land costs through smaller lot sizes and higher densities may be beneficial. This can be accomplished through cluster housing developments, community water and septic systems, off-lot septic systems and where practical, the provision of municipal water and sewer. The concept of off-lot septic systems allows for much smaller lots than for traditional and conservation zoning. The leach fields may serve individual dwellings or shared systems serving two or more dwellings.

#### **Example 2 – Maximum Gross Rental Cost**

The New Hampshire Housing Finance Authority (NH Housing) conducts an annual rental survey. The results for Carroll County are listed in Figure 6 by number of bedrooms. The gross rent figures include the estimated costs for utilities and rent monthly. Samples of less than 20 are considered too small to accurately reflect costs (N/A for 0 and 4 Bedroom Units).

**Figure 6: 2017 Carroll County Gross Monthly Rental Cost by Number of Bedrooms**

	All Units	0-Bedroom Units	1-Bedroom Units	2-Bedroom Units	3-Bedroom Units	4+Bedroom Units				
Year	Median Gross Rental Cost	Sample Size	Median Gross Rental Cost	Sample Size	Median Gross Rental Cost	Sample Size	Median Gross Rental Cost	Sample Size	Median Gross Rental Cost	Sample Size
2017	\$968	169	#N/A	8	\$855	60	\$1,040	67	\$1,281	29

In comparison to the median gross rental costs, the estimated maximum monthly gross rental cost for a Carroll County family of three was calculated at \$850. The calculation assumes not more than 30 percent for rent and utilities, and is based on 60 percent of AMI as outlined in the Workforce housing statute. Given the median gross rent in Moultonborough of \$1,260 compared to Carroll County \$968 for all units, Moultonborough is faced with affordable workforce rental unit challenges. Another indicator is low percentage of rental units in Moultonborough in comparison to single-family homes. A more comprehensive local rental survey would be beneficial to understanding future workforce rental needs.

Changes to the workforce housing statute allow municipalities discretion on location and the types of housing that satisfies the definition. The passage of an accessory dwelling unit (ADU) ordinance expressly naming each accessory dwelling as a unit of workforce housing aids Moultonborough's compliance with the workforce housing statute. The ordinance permits ADU's in all zones and defines ADUs as a subordinate dwelling residence with complete and independent living facilities on the same lot attached to or contained within an existing single family dwelling.

Applying the concept of affordability provides the potential for a range of housing types corresponding to a range of incomes. The Planning Board, in consultation municipal officials, should periodically gauge community progress in meeting workforce housing needs. Also, the Planning Board should review and determine the adequacy of land use practices around the procedures outlined in NH RSA 674:60. A proactive approach may include the identification of workforce housing targets and best suited areas to accommodate needs within the community.

## 2. Affordable Housing

Demand for year-round rental housing currently exceeds supply.

## 3. Local Worker Characteristics

Figure 7 summarizes demographic information about workers employed in Moultonborough.

**Figure 7: Characteristics of Workers Employed in Moultonborough Jobs**

	Internal Jobs Filled by Residents n = 280	Internal Jobs Filled by External Workers n = 960	External Jobs Filled by Residents n = 1,163
Workers Aged 29 or younger	53 18.9%	182 19.0%	257 22.1%
Workers Aged 30 to 54	148 52.9%	478 49.8%	555 47.7%
Workers Aged 55 or older	79 28.2%	300 31.3%	351 30.2%
Workers Earning \$1,250 per month or less	65 23.2%	151 15.7%	244 21.0%
Workers Earning \$1,251 to \$3,333 per month	102 36.4%	369 38.4%	413 35.5%
Workers Earning More than \$3,333 per month	113 40.4%	440 45.8%	506 43.5%
Workers in the "Goods Producing" Industry Class	26 9.3%	196 20.4%	172 14.8%
Workers in the "Trade, Transportation, and Utilities" Industry Class	53 18.9%	183 19.1%	237 20.4%
Workers in the "All Other Services" Industry Class	201 71.8%	581 60.5%	754 64.8%

For comparative purposes with a livable hourly wage, the monthly primary job wages convert to the following hourly rates based on a 40-hour work week:

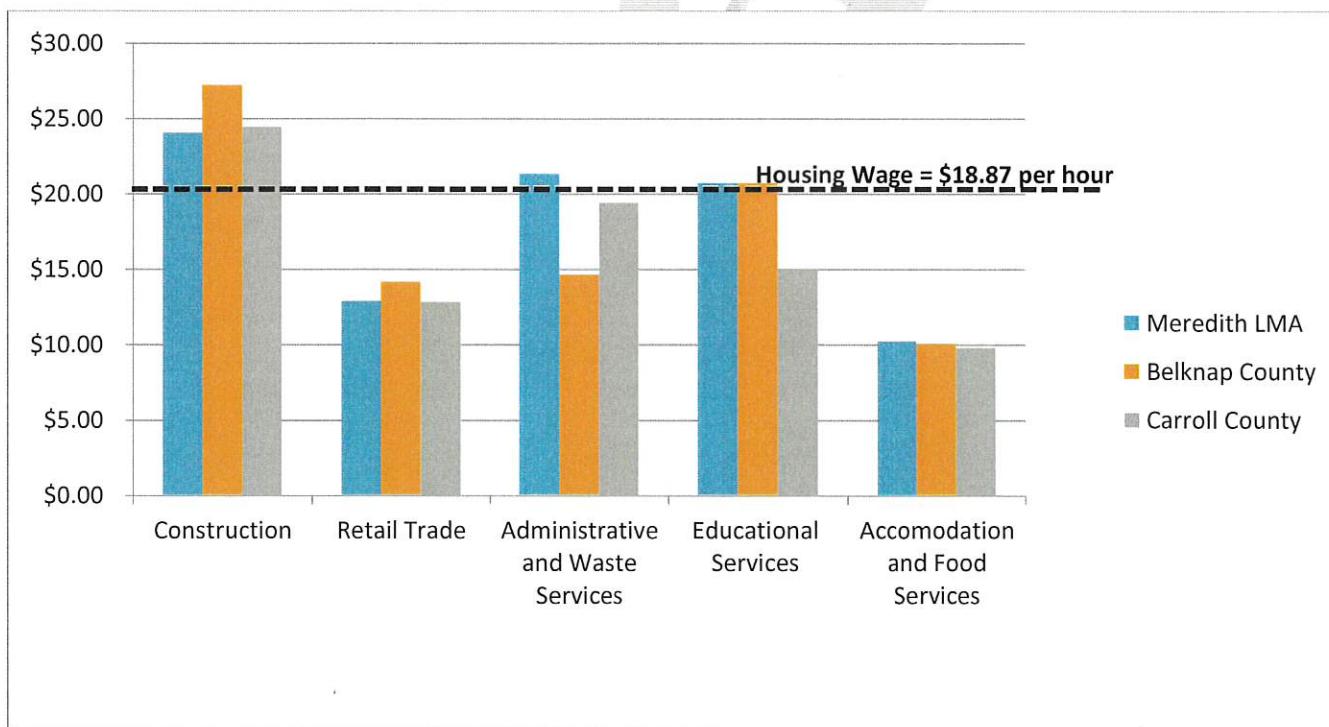
\$1,250/month or less = up to \$7.21 per hour

\$1,252 - \$3,333/month = \$7.22 to \$19.23 per hour

More than \$3,333/month = > \$19.23 per hour

An assessment of the top five industry sectors in Moultonborough, identified in the Economic Development Chapter, compares the 2017 median wages with a local housing wage to gauge affordability for workers to work and live in town. The housing wage is defined as the hourly wage needed to afford two-bedroom apartment at fair market rent. Fair Market Rent (FMR) is the rent amount, including utilities (except telephone), to rent privately owned, existing, decent, safe, and sanitary rental housing of modest (non-luxury) nature with suitable amenities.<sup>7</sup> The 2017 FMR for a two-bedroom apartment in Moultonborough was \$1,049 (FMR is determined to the county level and applied to all communities within the county). By comparison, the FMR for New Hampshire was \$1,029 and for Belknap County \$1,065. Leading Moultonborough industry wages shown in Figure 8 are provided for the Meredith Labor Market Area, plus Belknap County and Carroll County for the second quarter of 2017. An example interpretation from the graph is: a single income family earning the average educational wage working in Carroll County could not afford a two-bedroom rent at fair market value in Moultonborough, assuming not more than 30 percent of annual gross wages is spent on housing and utility costs. Persons in retail trade and accommodation/food service industries are also over-burdened by housing costs according to the graph.

**Figure 8: Moultonborough Industry Average Wages Compared to Housing Wage (2<sup>nd</sup> Q/2017)**



<sup>7</sup> <https://www.rentdata.org/states/new-hampshire/2017>

Significant economic and demographic shifts presently influence New Hampshire's housing environment. The state is growing much more slowly than it has in the past, reducing demand for ownership housing. Younger residents have improving job prospects, but high levels of student debt (reported as the highest in the nation in October 2016 by the Project on Student Debt for the second time in three years), are delaying household formation, and showing uncertainty over the benefits of homeownership vs. mobility, all of which have slowed the first-time buyer market. Seniors, who are not the largest but are the fastest growing segment of the housing market, will occupy a growing proportion of the state's housing. They typically want to age in place, if possible, but the services and supports that would facilitate that are not uniformly available throughout the state. Overall, New Hampshire's housing supply is poorly aligned with the preferences of both older and younger age groups. There is a mismatch between smaller household sizes and larger homes, most of which are not near urban amenities and services. Rental units are in short supply, and land use regulations are not presently geared toward today's evolving market needs.

## D. Future Housing Needs

Aggressive programs exemplified by the "Stay, Work, Play" initiative should be considered to retain young adults, encourage those who left to return, and attract more young adults to the state. Currently, only about half of the state's college graduates stay in New Hampshire. The mission of the "Stay, Work, Play" initiative is "To work collaboratively across New Hampshire to support ongoing economic, workforce, and community development by promoting the state as a favorable place for young workers and recent college graduates to stay, work and play, when considering employment and lifestyle opportunities."<sup>8</sup>

More information is needed to fully assess future housing needs in Moultonborough. For example, the effects of the recently accessory dwelling unit ordinance could have unrealized potential and known impact on the rental housing stock. It would be beneficial to understand future rental needs if new and existing accessory dwelling units could be tracked through the assessor database.

Opportunities exist for municipal land use boards, committees, and town officials to work together with the Moultonborough school district as they assess declining enrollment strategies. The availability of reasonably priced (affordable) housing and local jobs paying wages that match with local housing costs should integrate with changing school policy as enrollment change over time.

The recently-created Moultonborough Community Development Advisory Committee (CDAC) will play an integral role in determining future housing needs as the group assesses economic development opportunities in town.

The Planning Board's continued exploration into development within the VCOD and potential future nodes along NH Route 25 can have a significant impact on the type of housing that is

<sup>8</sup> <http://stayworkplay.org/about-us/>

allowed, promoted, and desirable. Land being a leading factor in housing development costs can be diminished through increased density. Equally important to the demographic changes impacting housing is the need for the local land use board leadership in guiding developers toward an appropriate mix of housing units that complements existing stock and is designed to meet economic development goals. A simple first step is to include affordable housing as a consideration for all residential development applications. The questions, if and how each developer has considered local housing needs articulated in this chapter could be included in the site plan review and subdivision checklists. Even where specific affordable housing requirements may not be included in the local zoning ordinance, asking developers can lead to mutually beneficial outcomes, which are supported by concepts in the ordinance such as mixed use and accessory dwelling units. Alternatively, a meeting with area builders and realtors may reveal housing opportunities. Important to note is the fact that at the March 2009 Town Meeting, the Town of Moultonborough adopted RSA 79-E (known as the Community Revitalization Tax Relief Incentive Program) intended to encourage investment in the village zone and to promote smart growth with the rehabilitation and active re-use of historic buildings. Qualifying structures that increase downtown housing can benefit from an additional 2 years of tax relief if new housing units are created (4 years for affordable housing). Information is on the Town website.

## **E. Conclusion / Summary**

This summary reviews the state of the local housing market, the town's goals for the housing market of the future and some of the ways these goals will be accomplished.

### **THE STATE OF THE LOCAL HOUSING MARKET**

Moultonborough has two primary housing segments, with or without water access. This report, and all the data cited, focuses on non-water access, year-round residential housing. The second home market, full-time waterfront residents and tourist rental market, while significant, is excluded from this plan.

In 2017, the median average price for Moultonborough real-estate (\$235,000) was slightly above the mid-point of all homes in NH, but well above the mid-point price point for Carroll County homes. Based on affordability guidelines, families with income at Moultonborough's median level of \$63,300, or \$5,275/month can afford median level priced homes. The town's low tax rate factors into the monthly housing costs of \$1,587 for the median priced home.

The rental story is not as positive. Only 14% (254) of Moultonborough dwellings are rental units. According to US Census national averages for rural areas, this figure should be closer to 19%. The median rental price in Moultonborough (\$1,260) is 30% higher than the median for Carroll County (\$968) and 24% above Belknap County (\$1,011).

Over half of the town's working population and over half of those that commute into town for work earn less than \$3,333 per month. Based on guidelines of using no more than 30% of income on a family's housing, this would permit \$999 for rent and utilities. Therefore, over half of our workers and commuters into town will struggle to purchase a home in Moultonborough at the median price and require two incomes to rent a median priced dwelling. There is a shortage of affordable rental properties. Another 90 rental units in the inventory would bring the town up to the national rural average.

Another factor in the housing market is the demand for elderly housing. The average age of residents in Moultonborough is 55. Those that want to downsize as they age, while staying in town, need housing options that cater to the elderly, including assisted living services.

There are still many buildable lots in town, but as documented in a 2016 build-out study, some of the available building lots compete with the rural and scenic nature of the town or its environmentally sensitive areas.

### **Moultonborough's Housing Goals**

In addition to providing adequate housing for local demand, the town also has the goals to increase the school population and raise the economic viability of local businesses. With only 22% of the local jobs filled by Moultonborough residents, it is likely that there is latent demand for low-cost housing for local workers. This unmet demand impacts the ability of local businesses to attract workers. Therefore, there are several target markets for housing market goals.

1. Workers with monthly family income below \$3,333. Those at this income level are most likely looking for rental units that cost (with utilities), less than \$1,000 a month. There is little rental inventory today at this level, and so the first goal is to boost the availability of this type of housing.
2. Families, aged 25-35 with school aged children. Attracting this segment to town will help repopulate the school system. This segment presents a challenge. The trends among this age group include a preference for renting their dwelling over owning and being near urban areas. The low inventory of rental units and the rural nature of Moultonborough, especially when compared to Meredith, Plymouth and Laconia, puts Moultonborough at a disadvantage of attracting this segment. But, it is too important to be ignored.
3. Those over 70 years old. This segment needs “age-in-place housing” and an increase of home helper services. The goal is not to attract new residents, but to retain those already here.

### **THE PATH TO A BETTER HOUSING MARKET**

While the free-market is the biggest force in determining the type and price of residential dwellings, the town can impact the housing market. Targeted zoning changes and offering exceptions to willing builders can encourage investments in new inventory that the town needs. The most logical locations for first attempts are the Village District and the Village West area, near the Center Harbor border.

Another approach is to encourage new low-income and elderly housing into common locations. This brings an opportunity for synergy of those needing companionship with those struggling to raise children on a limited budget. The typical dwelling size for both population segments is 1001 to 2500 square feet. This demand is met by multi-dwelling apartment buildings or small clusters of homes with shared grounds and utilities.

The passage of an “accessory dwelling unit” ordinance is a wild-card in the housing mix. While intended for age-in-place for in-laws, it provides rental housing options for younger and lower-wage families along with the elderly. There are 25 “in-law” apartments in the assessor’s database

and soon could be more. Information is needed about if they are used for full-time or seasonal rental.

In the long term, better information is needed to understand the supply and demand of Moultonborough's housing market, across the segments of interest. Innovative ways to gather data must be found. While home sales are well documented, the rental market operates without transparency. Price and availability data can be gleaned from classified listings and the numbers of renters can be estimated by comparing voter registration lists with property tax payer lists. A better handle on the population's income is needed too. It is difficult to manage what can't be measured. Decisions have to be made based on the data that is available, but should be made in small steps until the housing market is better understood and the impact of decisions can be better measured.

## F. Implementation of Housing Goals and Objectives

In order to implement the housing goals and objectives recommended in this Housing Chapter of the Master Plan, the following objectives, strategies, tactics, timeframes and responsible parties are provided in a detailed "task matrix" shown in Figure 9 on page 14. The "task matrix" is advanced by the Moultonborough Planning Board as the Town's housing policy to support effective land use and housing development practices.

Each objective is equally important and works in concert with the other objectives to achieve Moultonborough's goals for future housing development. The Master Plan Steering Committee, Planning Board and Planning Consultant developed the "task matrix" shown in Figure 9 to successfully achieve Moultonborough's housing goals. Priority strategies were determined based on the timeframe for implementation. Generally, the timeframe is defined as: Near-Term – zero to thirty-six months; Mid-Term – three to five years; and Long-Term – greater than five years.

The parties charged with the responsibility for implementing the housing goals and objectives include the Board of Selectmen, School Board, Planning Board, staff of the Moultonborough Land Use Department, staff of the Moultonborough Assessing Department and the newly-established Community Development Advisory Committee. A concerted and sustained team effort by these various boards and committees will be needed if Moultonborough is to satisfy the long-range housing needs of our community.

**Figure 9: HOUSING CHAPTER GOAL & OBJECTIVES TASK MATRIX - 4/20/2018**

**Goal: Housing - Promote the development of a diverse housing stock that meets the needs of working-age population, aging population, and young families.**

Objectives	Strategies	Tactics / Comments	Short: 6mo.- 3 yrs. Mid: 3-5 yrs. Long: > 5 years	Responsible Party/Board/Commission
Adopt housing strategies to attract families with school-age children.	Municipal land use boards, committees, and town officials to work collaboratively with the school district.	Put in place specific strategies and steps to promote /attract families with school-age children and assess/address declining enrollments	Short Mid: 3-5 yrs. Long: > 5 years	BOS and School Board
Develop future zoning nodes along NH Route 25 which provide for mixed use development.	Land use boards to develop zoning ordinance changes/additions to facilitate nodal development	Bring proposals for Zoning Ordinance Changes to Town Meeting	Short	MPB and CDAC
Encourage development of appropriate mix of housing units that complements existing stock and is designed to meet economic development goals.	Define: appropriate sized housing and affordable housing for various age groups	1)Pursue grant for Housing Consultant to attract affordable housing; 2)Request assistance from ELRHC and LACLT and; 3)Conduct a housing education and outreach program for the general public	Mid	MPB and CDAC
Increase inventory of affordable/appropriate sized housing	Include affordable housing as a consideration for all residential multi-unit development applications.	1)Make appropriate changes to land use regulations and 2)Reduce minimum lot size requirements (in certain zones) by amending the Zoning Ordinance	Short	MPB
Promote and track Accessory Dwelling Units	1)Educate developers on Master Plan objectives and 2)Promote Community Development Advisory Committee (CDAC) as a resource	1)Work with Assessing Department to track ADUs; 2)Implement system to investigate code compliance of ADU's; 3)Conduct a housing education & outreach program for general public and 4)Encourage local realtors/home service companies to share data	Short	Land Use Dept., Assessing Dept. and CDAC
Develop procedures to obtain accurate employment/family income data	1)Track this data and update on a regular predetermined basis and 2)Periodically evaluate validity of data	Routinely obtain and evaluate new employment/family income data from LRPC	Short	MPB and LRPC