



## community development partnership

*Creating opportunities for people to live, work, and thrive on the Lower Cape*

November 20, 2023

Walter North  
Chair, Orleans Community Preservation Committee  
Town of Orleans  
19 School Road  
Orleans, MA 02653

**RE: FY25 CPA PROJECT FUNDING REQUEST: 2024-2025 Lower Cape Housing Institute**

Dear Mr. North:

I am pleased to enclose a copy of an application from the Lower Cape Cod Community Development Corporation d/b/a Community Development Partnership (CDP) in submission for 2023 CPA Project Funding for the 2024-2025 Lower Cape Housing Institute (our fiscal year 2025).

The CDP is excited about continuing year eight of our Lower Cape Housing Institute and providing training opportunities to municipal officials and town staff in Orleans on advanced level topics for those who have already attended the Lower Cape Housing Institute. The Institute is a much-needed continuing education opportunity as evidenced by the 306 people who have attended the past six Housing Institutes including 45 participants from the Town of Orleans. These participants include members of the Board of Selectmen, Finance Committee, Housing Authority, Zoning Board of Appeals, Planning Board, Community Preservation Committee, and the Administration department.

With 31 years of experience in managing and developing affordable housing, the CDP understands that creating more affordable housing in our region is complicated. That's why we created the Lower Cape Housing Institute to demystify the process and support towns in creating and implementing a comprehensive housing supply strategy to meet current and future housing needs.

We look forward to the Committee's response and please feel free to contact me with questions or comments.

Sincerely,

Jay Coburn  
Chief Executive Officer  
Community Development Partnership

260 Cranberry Hwy, Unit 1  
Orleans, MA 02653

p 508.240.7873  
800.220.6202

[contact@capecdp.org](mailto:contact@capecdp.org)  
capecdp.org



# Town of Orleans

Community Preservation Committee  
9 School Road Orleans MA 02653-3699  
Telephone (508) 240-3700 – Fax (508) 240-3388

## FY25 COMMUNITY PRESERVATION PROJECT APPLICATION

### SECTION A

**Project Title:** Lower Cape Housing Institute      **Submission Date:** 10/16/2023

**Applicant** (*note if Town, individual or non-profit*): Lower Cape Cod Community Development Corporation  
d/b/a Community Development Partnership (non-profit)

**Mailing Address:** 260 Cranberry Highway, Unit 1, Orleans, MA 02653

**Co-Applicant, if any** (*note if Town, individual or non-profit*): Not applicable  
**Mailing Address:**

**Project Contact Person:** Terri Barron

**Telephone:** 508-290-0114

**E-mail:** grants@capecdp.org

**Federal Tax Identification Number** (if non-profit): 22-3191450

**Project purpose** (*Check all that apply*):

Open Space       Historic Preservation       Community Housing       Recreation

**Project Location/Address:** 260 Cranberry Highway, Unit 1, Orleans, MA 02653

**Community Preservation Funding Request:** \$10,000

**Brief Project Summary, including justification of project category checked above:**

The CDP's Lower Cape Housing Institute is one of three components of our Lower Cape Community Housing Partnership (LCCHP). The LCCHP harnesses the urgency to address the deepening housing crisis by providing opportunities for business owners, low-moderate income households, historically marginalized communities, and year-round residents to advocate for housing production and related policies at annual town meetings.

Since 2017, the CDP has offered an annual Lower Cape Housing Institute (LCHI) to educate at least 40 local elected and appointed officials, per year, from the eight towns on the Lower Cape including the town of Orleans. Over the past six years, 306 Lower and Outer Cape officials have attended the LCHI, including 45 from Orleans.

The LCHI helps overcome many of the barriers to developing more affordable housing in the region in order to better meet the housing needs of working families. Through quality training, peer-to-peer learning and technical assistance, the LCHI builds municipal capacity to address the housing needs of Orleans residents.

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## SECTION B

### Please attach the following information with all applications:

- **Detailed Narrative:** A detailed but succinct description of the project including goals and objectives, consistency with Community Preservation Act goals, compatibility with the Orleans Community Preservation Plan and the Orleans Comprehensive Long Range Plan, and relevance to the community and its needs.
- **Action Plan and Timeline:** Note the estimated dates for project commencement and completion and list (with an explanation) all action and steps that will be required for project completion, including any legal requirements or any impediments to implementation.
- **Financial Data:** Provide financial information for the project including detailed and total cost, additional revenue sources (public, private, in-kind, volunteer time and services), basis for the fiscal estimates and any other fiscal details currently available. Costs relating to historical rehabilitation/renovation should be clearly identified (if possible) compared to other costs, such as code compliance or accessibility improvements. Applicants are encouraged to submit more than one quotation from potential contractors.

### GUIDELINES FOR PROJECT SUBMISSION

- A) Complete Section A, and submit to the CPC via email, between July 1 and Oct. 31
    - You will be contacted by the CPC regarding detailed information to complete the application
  - B) Fully completed applications need to be submitted by Nov. 20. Late applications may be accepted at the discretion of the CPC.
    - Submit **two (2) complete paper copies** of the application and other materials to the Community Preservation Committee, c/o Town Administrator, Town of Orleans, 19 School Road, Orleans, MA 02653. Applications can be dropped off at the front desk.
    - **Applicants must also email complete applications in PDF** to Jennifer Fountain, Administrative Assistant, at [jfountain@town.orleans.ma.us](mailto:jfountain@town.orleans.ma.us). A **single PDF file** which appends materials described in item 3 to the application form is preferred.
1. **Complete Applications must be received by Monday, November 20 to be considered for recommendation at the Annual Town Meeting.**
  2. Funds for approved projects will be available on July 1<sup>st</sup> following the Annual Town Meeting upon submission of appropriate invoices and accounting.
  3. Applicants may be asked to include any maps, diagrams, and/or photographs pertaining to the project. Letters of Support for the project from community organizations or other sources may also be submitted. Clear, concise presentation of materials is appreciated by the Committee.
  4. The Community Preservation Committee may require additional (or more detailed) information or further clarification to a submitted application.
  5. Prior to submission of funding applications, applicants should review the Community Preservation Act (MGL, Chapter 44B, through the Community Preservation Coalition website), the Orleans Community Preservation Plan and the Orleans Community Preservation Bylaw, copies of which are available on the Town Web site at <https://www.town.orleans.ma.us/community-preservation-committee>. Nonprofit organizations applying for historic preservation funds for historic structures should obtain a sample copy of an acceptable historic preservation deed restriction (available from the Town Administrator's office) since this type of document will be required. Applicants other than the Town of Orleans should also obtain a sample copy of the Agreement with the Town of Orleans that all successful nonprofit applicants will be required to sign. Please contact the Administrative Assistant by email with any questions.
  6. Eligible projects must address one or more of the uses outlined in the Community Preservation Act, Sections 2 and 5 (2), as follows:

**Open Space: Acquisition, creation, and preservation** of land to protect existing water supply/aquifer areas, agricultural and forest land, coastal lands, frontage to inland water bodies, wildlife habitat, nature preserves and scenic vistas.

**Community Housing: Acquisition, creation, preservation, and support** of community housing defined as housing for low and moderate income individuals and families, including low and moderate income senior housing. The Community Preservation Committee is required to recommend, wherever possible, the reuse of existing buildings or construction of new buildings on previously developed sites.

**Historic Preservation: Acquisition, preservation, rehabilitation and restoration** of historic structures and landscapes that have been determined by the local historic preservation commission to be significant in the history, archeology, architecture or culture of the Town or that are listed on the State Register of Historic Places. Plans for restoration and rehabilitation must comply with Secretary of the Interiors' standards.

**Recreation: Acquisition, creation, preservation, rehabilitation, and restoration** of land for active and passive recreational uses, including land for community gardens, trails and noncommercial youth and adult sports and the use of land as a park, playground, or athletic field and for preservation and restoration of recreational facilities. (Community Preservation funds cannot be used for a stadium, gymnasium, or similar structures or for the acquisition of artificial turf for athletic fields.)

*Dec. 1, 2022*

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*Dec. 1, 2022*

**TOWN OF ORLEANS**  
**FY25 COMMUNITY PRESERVATION PROJECT APPLICATION**

**Project Narrative**

**1. COMMUNITY NEED**

Cape Cod has the most severe housing shortage in the state after Boston. Year-round rentals are in short supply due to the premium placed on high-priced summer vacation rentals, and lower-wage workers cannot afford market rate rents for year-round housing, assuming they can find a rental. Many workers have moved off-Cape to find housing, which has led to many small businesses needing to reduce their hours due to staffing shortages. Between 2010 and 2015, the Cape lost 3,800 year-round housing units while gaining 5,000 seasonal units. These figures are based on pre-pandemic data and the housing crisis has worsened significantly since then.

According to the Cape Cod Commission, “the region’s housing market did not meet its residents’ diverse needs prior to COVID-19, and challenges to the adequate provision of affordable and attainable housing on Cape Cod have only increased throughout the pandemic. The annual median sales price of single-family homes increased in Barnstable County to \$749,000 in May 2022 compared to \$600,000 in June 2021. To afford a mortgage at this price, a household would need an estimated annual income of \$172,374. The median household income for Barnstable County based on the 2020 Census was \$76,287. At the same time, the inventory of homes for sale continued to decrease, from 1,744 in 2019 to 388 in 2021. These trends have thus far persisted through 2022, (<https://datacapecod.org/pf/real-estate-trends/>, accessed September 28, 2022).

The pre-Covid housing shortage was driven by second homeowners with higher incomes that out competed year-round households. While this is still true, the post-Covid housing shortage is exacerbated by a new group of residents who fled urban centers to find safety on the rural Lower and Outer Cape. These so-called Covid refugees have added significant pressure to an already strained housing market. There is a large body of both qualitative and quantitative evidence showing that homes at all price points are being purchased above asking price in cash within hours of hitting the market. The economic impacts of Covid are significant as it has become commonplace in the region for businesses to operate for reduced hours due to staff shortages from housing insecurity.

The Lower Cape Housing Institute will assist the Town of Orleans in responding to this crisis by supporting the creation of affordable and community housing in its town.

**2. GOALS AND OBJECTIVES**

The Lower Cape Housing Institute advances the purpose of the Community Preservation Act by providing training and technical assistance to the Town of Orleans to create, preserve and support affordable and community housing in the town and across the Lower and Outer Cape region.

The Lower Cape Housing Institute (LCHI) is a component of the Lower Cape Community Housing Partnership (LCCHP) – a comprehensive response to insufficient affordable and attainable housing in

Orleans and throughout the Lower and Outer Cape. The region's ability to respond to this housing crisis is hindered by land use policies that encourage sprawl and discourage smart growth oriented multi-family housing. Existing zoning has resulted in a housing monoculture: over 80% of the Cape's housing is single family, detached homes. Local elected and appointed municipal officials, and town staff seek training and technical assistance in the complexity of developing and managing affordable housing to year-round residents to address this situation.

Another major factor hindering the creation of affordable housing in the region has been community resistance to specific proposals to build affordable housing. Many voters have misconceptions and harbor stereotypes about working families in need of affordable housing. Few voters understand the economics of development and the need for density to reduce costs and reduce negative impact on the environment.

In June of 2017, the Community Development Partnership (CDP) launched a comprehensive community-based strategy entitled the Lower Cape Community Housing Partnership (LCCHP). It is designed to build public support for affordable housing and equip LMI (low to moderate-income) residents, business and community leaders, and local elected and appointed officials with the knowledge and skills to support the creation of more year-round housing.

The LCCHP helps overcome many barriers to developing more affordable housing in the region to better meet the housing needs of our communities. Without an informed electorate, skilled and knowledgeable volunteer officials, and town staff with expertise in affordable housing development, little progress can be made in addressing the region's affordable and year-round housing challenges.

The LCCHP advances outcomes under the following categories:

- Increased funding for housing production that serves low- and moderate-income households in Orleans.
- Zoning changes that encourage multifamily housing development by right in Orleans activity/village centers.
- Increase in units on Orleans' Subsidized Housing Inventory.
- Increased public support for housing in Orleans.

### **Lower Cape Housing Institute**

Since 2017, the CDP has offered an annual Lower Cape Housing Institute (LCHI) to educate at least 40 local elected and appointed officials from towns on the Lower Cape including the Town of Orleans, per year. Over the past six years, 306 Lower and Outer Cape officials attended the LCHI including 45 Orleans officials and staff.

For the first three years, the Institute consisted of a series of six workshops intended to equip officials with the knowledge and skills to support affordable housing development in their towns. In 2020, the pandemic forced the Institute to be held online and sparked a change in format. All offerings were online, and each workshop was independent of each other rather than building on the subsequent one. This is the format the CDP has chosen to stay with to increase access to the material. We

collaborate with the Massachusetts Housing Partnership (MHP), Citizens' Housing and Planning Association (CHAPA) and the Cape Cod Commission to refine and deliver the LCHI curriculum.

The Lower Cape Housing Institute has covered a wide range of topics. For example, our current 2023-2024 LCHI includes: "Housing 101", "Community Engagement", "ADUs to Zoning Changes: Strategies to Encourage Housing Production", "Local Preference", and "Financing Attainable Housing". The 2023-2024 LCHI Calendar of Events is enclosed and **all CPC members are encouraged to attend**.

Beginning in 2022, the CDP implemented a three-year work plan for the Lower Cape Housing Institute that prioritizes zoning reform outcomes. We continue to offer monthly learning opportunities throughout the year from September to June. Housing 101 will be the first workshop every year and is designed to provide participants with a comprehensive foundation of knowledge and skills to address housing issues. Since it is structured as an introductory course, many topics are covered at a basic level. To provide more in-depth knowledge of issues such as affordable housing finance, zoning reform and development of community housing, advanced trainings are offered for elected and appointed officials who already have a basic understanding of housing issues. In 2023 – 2025, workshops will focus on high impact rural zoning strategies, innovative wastewater solutions, effective community engagement and building for climate change. We typically offer 5 workshops per year at minimum.

Due to town participation in these trainings, Orleans will be better positioned to implement changes in zoning by-laws that support affordable housing development and ultimately increase the number of affordable units in Orleans' Subsidized Housing Inventory. Furthermore, the LCHI encourages towns to increase their use of Community Preservation Act funding for affordable housing and make optimal use of the town's Affordable Housing Trust.

In addition to the workshops, Peer Group Meetings are held quarterly for Lower and Outer Cape participants. These meetings are open to Town staff involved in housing issues (i.e., Town managers, planners, housing specialists) and elected and appointed officials. The meetings provide an opportunity for the exchange of ideas and the development of regional solutions to address the Lower and Outer Cape's housing crisis. Since the pandemic, we have moved to a hybrid format where we hold fall and summer peer groups meeting in person for each sub-region and then in the winter and spring, we hold virtual meetings that include all eight towns. This change was a direct result of responding to past participant feedback.

Our short-term annual goals for the Lower Cape Housing Institute are:

- 2 towns create or amend zoning bylaws to increase density in their village center.
- 2 towns work toward implementing a wastewater treatment system that will allow them to allow for higher density.
- 2 towns increase their allocation of short-term rental tax revenue for housing production OR adopt a real estate transfer fee.

### **3. ALIGNMENT WITH THE TOWN OF ORLEANS PLANNING GOALS**

#### Alignment with Community Preservation Goals

The Lower Cape Housing Institute is specifically designed to assist the Town of Orleans in creating, preserving and supporting community housing for low-to-moderate income residents including families and seniors. As such, this project is eligible for CPA funds under the Community Housing eligible use. By attending the Lower Cape Housing Institute, Town officials and staff will have the knowledge and tools that they need to make decisions and implement strategies that increase affordable housing in a way that is appropriate for the town. Furthermore, Orleans will be better positioned to support the creation of affordable housing in a way that protects open space, maintains its historic character, and enhances recreational use of land.

The LCHI is well-aligned with the following decision guidelines in the March 2023 update of the Orleans CPC Plan:

**#2. Preservation of the essential character of the Town and #4. Meeting more than one CPA purpose (linking open space, historic preservation, recreation, and community/affordable housing):** Housing 101 and other workshops highlight the need to think about and plan for the community's future in a holistic way. Housing contributes to the character of the community and housing developments should be sited in already-developed areas to preserve open space and our natural resources.

**#3. Serving populations in town that have specific financial needs:** The Covid real estate boom combined with recent inflation has pushed many segments of the population into financial instability. The LCHI has always been grounded in understanding and supporting the needs of low-to-moderate income households, which now comprise many families, people working in a range of positions essential to the community, and our older adults on fixed incomes.

**#6. Affordability and practicality of the project, including determination that the benefits of the project outweigh the costs, and #7. Feasibility of implementing the project expeditiously, including spending the granted funds within the proposed fiscal year, and the leveraging of additional sources of non-CPA public and/or private funds:** As a non-profit entity, we constantly pursue all available grant opportunities to continue to be able to provide high-quality, valuable programming and pay our staff livable wages. The contributions from each of the eight CPCs in our region help make it possible for the CDP to have a dedicated staff member, the Director of Housing Advocacy, to design, implement, and improve this program. Having Town officials who are well-educated about the benefits of affordable housing and their role in supporting housing production is invaluable in making progress towards Orleans' housing goals.

**#9. Demonstration by applicant, through successful performance on similar projects and/or financial self-sufficiency, of the ability to implement and maintain the project as proposed, and #10. Assurance that the individuals, teams, or organizations who will administer a CPC-funded project are qualified to do so in a timely and thorough manner:** The CDP has been running the LCHI since 2017 and includes both external feedback and internal review as an integral part of program evaluation. Workshop and peer group attendees have an opportunity to evaluate each session, and staff coordinate throughout the year on how to improve program offerings and ensure timely financial reporting.

Alignment with the 2006 Orleans Comprehensive Plan

As stated in the 2006 Orleans Comprehensive Plan, the town's housing goals are:

- To promote the provision of fair, decent, safe, affordable housing for rental or purchase that meets the needs of present and future Orleans' residents. The Town will seek to raise its affordable housing stock to 10% of all year-round units by 2020.
- To promote equal opportunity in housing, both ownership and rental, and give special consideration to meeting the housing needs of the most vulnerable segments of Orleans' population including, but not limited to: very low income (50% of median income), low income (51%-80% of median income), single parent heads of households, elderly, minorities, the homeless, disabled, and others with special needs.
- To utilize, seek out, provide support and encourage the development of innovative strategies designed to address the housing needs of Orleans' residents, with particular attention to the needs of low- and moderate-income renters.
- To integrate the development of affordable housing with protection of the Cape's environment.

The following policies to accomplish these goals are taken from the 2006 Orleans Comprehensive Plan and will be directly supported by the Lower Cape Housing Institute:

Planning Policies:

- The Town should consider other options for affordable housing alternatives adhering to the needs of displaced residents and seasonal employees.
- The Town should monitor changes in the special needs population and provide additional programs and facilities as necessary.

Housing 101 lays the foundation for the Institute by reviewing regional and town-level data on the current and future housing needs. The Institute draws from both local and state-wide experts to share new strategies and best practices on a range of topics. Throughout the workshops and peer groups meetings, we offer guidance on roles and responsibilities for town boards involved in planning.

Zoning Policy:

- Affordable housing should be encouraged in all areas including areas of mixed-use residential and business development, but not in industrial areas.

Each year, the Institute offers a session on a particular aspect of zoning that is important to our region. Last year, we partnered with MHP to present on the History of Land Use Policy as a path to understanding the decisions that led to our restrictive zoning landscape and illuminate the reform necessary to be better stewards of our public resources. This year, we provided a late of zoning options that are available to rural and small towns through our workshop "Zoning Basics for Rural Communities". The Lower Cape Housing Institute includes zoning considerations throughout the Institute. Understanding housing types as well as analyzing the housing stock that is missing in your town is critical to making informed decisions about the range of zoning tools available to meet production goals. In last year's "Community by Design" workshop we provided a unique perspective to

zoning options and how they can help or hinder a town in utilizing zoning options that attract the type of development that Orleans desires and requires to reach 10% of affordable housing stock.

Throughout the Institute, we focus on reducing sprawl and protecting open spaces by encouraging smart growth principles such as locating housing close to infrastructure and amenities, which residents prefer.

#### Finance & Development Policies:

- Residential construction and redevelopment of 10 units or more should provide at least 10% of the proposed units as affordable units, under a program of qualification administered by the Orleans Housing Authority.
- Affordable housing units should be compatible with respect to design, appearance, construction, and quality of materials with other structures in the area.
- Housing contributions should be placed in the Affordable Housing Trust Fund, to be used to further affordable housing initiatives as recommended by the Joint Committee on Affordable Housing.
- Reuse of existing structures as a means for creating affordable housing should be encouraged.

Housing 101 covers the complex financing required to develop affordable housing as well as the phases of development as they pertain to the town. Participants will learn about funding sources and municipal subsidies that can support these processes and attract high quality developments. Each year, we offer a workshop related to an aspect of funding housing initiatives. This year, we will hold a workshop on "Funding Housing Development".

#### Fair Housing Policy:

- In all of its actions the Town shall work to prevent discrimination in housing because of race, color, creed, religion, sex, national origin, primary language, age, political affiliation, disability, sexual orientation or any other consideration prohibited by law, and shall not knowingly approve any development that so discriminates.

Each year, we weave Fair Housing considerations into our workshops to review the historical policies which have led to the homogenous population that we have on the Cape and the resulting Fair Housing regulations that towns must abide by. Participants will understand why each town is legally obligated to act to increase diversity in our region.

#### Additional Policies:

- Affordable housing units should remain affordable long-term through the use of deed restrictions or rental restrictions.
- The Town should actively participate in regional affordable housing strategies, funding opportunities, and initiatives

Peer Group Meetings are designed to promote regionalism, the utility of sharing housing staff and knowledge across towns to leverage limited resources and share solutions across the region. The Lower

Cape Housing Institute works in combination with the quarterly Peer Group Meetings to support Orleans participants in identifying concrete action items that are specific to the Town of Orleans such as the goals above. Progress on these goals can be supported by strengthening communication with neighboring towns who are striving toward the same goal or who are hoping to do so.

#### Alignment with the 2017 Orleans Housing Study

In addition to supporting the goals stated in Orleans' 2006 Orleans Comprehensive Plan, the Lower Cape Housing Institute aligns with strategies laid out in the 2017 Orleans Housing Study:

- Make community education on housing issues a priority
- Provide sustainable funding sources and incentives for affordable housing
- Consider adopting a Municipal Affordable Housing Trust Fund or Other Similar Fund
- Fund a Part-time Housing Coordinator
- Better promote accessory dwelling units
- Explore inclusionary zoning
- Partner with private developers on private property
- Further explore regional partnerships
- Identify suitable Town-owned property for development

The Lower Cape Housing Institute will support the Town of Orleans in achieving each of these goals. However, it is particularly notable that the Lower Cape Housing Institute is described on page 92 as an educational opportunity of particular importance.

The purpose of the Lower Cape Housing Institute is to provide Orleans elected and appointed officials, and staff with the knowledge and skills necessary to increase the supply of affordable housing in their town. By definition, these units will add to Orleans' Subsidized Housing Inventory (SHI) thereby getting closer to meeting the Commonwealth's 10% affordability goal. However, the Institute will go further by teaching participants how to exceed this goal by planning for the future needs of town residents at all income levels. The Lower Cape Housing Institute will support the Town of Orleans in determining its affordable housing needs and implementing strategies to meet those needs in a way that is place-based and contextual.

#### **4. ACTION PLAN AND TIMELINE**

See attached 2024-2025 LCHI Work Plan

See Attached 2023-2024 Flyer & Brochure

#### **5. FINANCIAL DATA**

The Lower Cape Housing Institute is a component of our Lower Cape Community Housing Partnership initiative. The requested funding of \$10,000 from the Orleans CPC grant will be used to partially fund

staff time spent on the Lower Cape Housing Institute. Total budgeted salaries for the Lower Cape Community Housing Partnership in FY24 are \$429,745.

The remaining costs outlined below for the Lower Cape Community Housing Partnership, including the Lower Cape Housing Institute, will be covered by CPA granted funds from the other seven Lower and Outer Cape towns, an annual state earmark administered by the MA Executive Office of Housing & Livable Communities, and a MA Community Health & Healthy Aging Funds grant administered by the MA Department of Public Health. The CDP will use revenue earned through the Cape & Island License Plate program to cover any shortfalls.

Advertising/Marketing: \$1,000

Travel: \$5,000

Computers/Software: \$6,500

Postage: \$250

Printing: \$3,400

Town Planner Consultant: \$10,000

Video Production: \$9,000

Other Professional Services: \$20,000

Meeting Space Rent: \$300

Training/Professional Dev.: \$7,000

Memberships: \$1,250

Training/Educ. & Meeting Supplies: \$6,000

Telephone: \$900

Administrative Costs: \$37,878

**2023-  
2024**

# Lower Cape Housing Institute

## SEPTEMBER 2023

### Outer Cape Peer Group

Tuesday, 9/12 at 3 pm - 4:30 pm

### Lower Cape Peer Group

Thursday, 9/14 at 3 pm - 4:30 pm

## MARCH 2024

### Regional Peer Group Meetings

Tuesday, 3/12 at 3 pm - 5 pm

## OCTOBER 2023

### Workshop: Housing 101

Tuesday, 10/17 at 10 am - 11:30 am

### Workshop: Community Engagement

Tuesday, 10/31 at 10 am - 11:30 am

## APRIL 2024

### Workshop: Financing Affordable Housing

Tuesday, 4/2 at 10 am - 11:30 am

## DECEMBER 2023

### Regional Peer Group Meetings

Tuesday, 12/12 at 3 pm - 5 pm

## MAY 2024

### 2024 Annual Town Meetings

### Town Captain Huddle

Thursday, 5/30 at 12 pm - 2 pm

## JANUARY 2024

### Workshop: ADU's to Zoning Changes: Strategies to Encourage Housing Production

Tuesday, 1/9 at 10 am - 11:30 am

## JUNE 2024

### Outer Cape Peer Group

Tuesday, 6/11 at 3 pm - 4:30 pm

### Lower Cape Peer Group

Thursday, 6/13 at 3 pm - 4:30 pm

## FEBRUARY 2024

### Workshop: Local Preference - "But who's going to live there?"

Tuesday, 2/13 at 10 am - 11:30 am

To register, email  
Amanda Bebrin, Director  
of Housing Advocacy at  
[amanda@capecdp.org](mailto:amanda@capecdp.org)



# Lower & Outer Cape Peer Group Meetings

Quarterly, Select Tuesdays  
and Thursdays 3 pm - 4:30 pm

## Fall Peer Group

Outer Cape Peer Group  
Tuesday, September 12th

Lower Cape Peer Group  
Thursday, September 14th

## Winter Peer Group

Regional Peer Group Meeting  
Tuesday, December 12th  
3 pm - 5pm

## Spring Peer Group

Regional Peer Group Meeting  
Tuesday, March 12th  
3 pm - 5pm

## Summer Peer Group

Outer Cape Peer Group  
Tuesday, June 11th

Lower Cape Peer Group  
Thursday, June 13th

**Register at  
capecdp.org, and click  
on Upcoming Events  
and then Housing to  
sign up for workshops  
and peer groups. Pre-  
registration is  
required.**

## Contact:

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community development partnership

# 2023 - 2024

# LOWER CAPE HOUSING INSTITUTE

Virtual  
Workshops

Held Select  
Tuesdays,  
10 am -  
11:30 am

## **WORKSHOP: HOUSING 101**

Date: October 17, 2023

This workshop addresses barriers to housing production on the Lower & Outer Cape by providing effective strategies to create more homes in your town. You will leave this workshop with the knowledge and language to support housing initiatives as well as a firm understanding of what must be done to solve your town's housing crisis.

We'll explore the following questions:

- What is housing, affordable and attainable?
- Who needs it?
- What are the various types of housing that would meet the need of a diverse community?
- What can it look like and how does it get built?
- What do we need to get the best housing?
- What housing developments are happening in your town?

## **WORKSHOP: COMMUNITY ENGAGEMENT**

Date: October 31, 2023

Housing opportunities are made or broken at the local level, but recent research\* has shown that the loudest voices in the room often do not represent the community as a whole. In this session, we'll explore a variety of methods for inviting groups that are underrepresented in local decision-making, including renters, POC, and parents, into the conversation in order to create more equitable outcomes.

## **WORKSHOP: ADU'S TO ZONING CHANGES: STRATEGIES TO ENCOURAGE HOUSING PRODUCTION**

Date: January 9, 2024

Historically, zoning has been used to exclude development, uses, and people. This workshop will explore how we can reimagine zoning to encourage certain development patterns, create needed homes, and attract a range of residents. Zoning-based tools ranging from ADU's to design standards and housing "by right" can be used to accomplish these goals; this workshop will also discuss the practicalities of implementing these strategies.

## **WORKSHOP: LOCAL PREFERENCE: "...BUT WHO'S GOING TO LIVE THERE"?**

Date: February 13, 2024

What are local preference and affirmative fair marketing? Is local preference working the way people think it does? While the term seems self-explanatory, the mechanics of local preference are complex and not widely understood. Providing homes for local people and providing homes for new residents are equally important in a healthy, sustainable community, and we'll explore how local preference is involved in that equation.

## **WORKSHOP: FINANCING ATTAINABLE HOUSING**

Date: April 2, 2024

In order to address the housing shortage, towns must allocate significant local funds to create more units serving a range of income levels. This workshop will examine how affordable housing development initiatives are financed, as well as exploring gaps in financing, and will analyze the impact of allocating short-term rental taxes to housing initiatives.

# 2024-2025 Lower Cape Housing Institute Work Plan

Activities	Key Milestones & Dates	Activity Lead
<p><b>LCHI Curriculum Development</b></p> <ul style="list-style-type: none"> <li>- Revise curriculum &amp; recruit speakers</li> <li>- Recruit participants</li> <li>- Secure training venues, if applicable</li> <li>- Plan &amp; schedule quarterly trainings</li> </ul>	June – August, annual	Director of Housing Advocacy
<p><b>Summer Lower &amp; Outer Cape Peer Group Meetings (in-person)</b></p> <p>As a result of participating in this Peer Group meeting, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Discuss engagement strategies to broaden outreach and help inform better decision making at town meetings</li> <li>- Highlight different approaches to engaging regulatory boards and residents.</li> <li>- Identify how to reach community members that are underrepresented.</li> </ul>	July, annual	Director of Housing Advocacy
<p><b>Fall Lower &amp; Outer Cape Peer Group Meetings (hybrid)</b></p> <p>As a result of participating in this Peer Group meeting, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Discuss engagement strategies to broaden outreach and help inform better decision making at town meetings</li> <li>- Highlight different approaches to engaging regulatory boards and residents.</li> <li>- Identify how to reach community members that are underrepresented.</li> </ul>	September, annual	Director of Housing Advocacy
<p><b>Housing 101 Workshop</b></p> <p>As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Identify effective strategies to increase housing in your community.</li> <li>- Demonstrate the basics about who needs housing, why housing is so hard to build and what you can do to increase housing production in your town.</li> <li>- Discuss the best ways to talk about housing so that you can be an effective agent of change in your role as a municipal official.</li> <li>- Acquire knowledge and language to support housing initiatives.</li> <li>- Illustrate what must be done to solve your town’s housing crisis.</li> </ul>	October, annual	Director of Housing Advocacy
<p><b>Advanced Workshop #1</b></p> <p><b>2023 topic = Beyond the Usual Suspects: Addressing barriers to participation for Community Engagement</b></p> <p>As a result of participating in this workshop, participants will:</p> <ul style="list-style-type: none"> <li>- Consider the demographics of those who regularly participate in local decision-making, as well as those who need to be involved but are not.</li> <li>- Reimagine what it means to engage with impacted populations; identify barriers to participation and discuss appropriate solutions.</li> <li>- Demonstrate the value of developing inclusive, strategic engagement best practices for long-term community success &amp; outcomes</li> <li>- Delve more deeply into soliciting and prioritizing input from impacted populations while encouraging a high degree of engagement from the community overall</li> </ul>	October, annual	Director of Housing Advocacy
<p><b>Winter Regional Peer Group Meeting (virtual)</b></p> <p>As a result of participating in this Peer Group meeting, participants will be able to:</p>	December, annual	Director of Housing Advocacy

<ul style="list-style-type: none"> <li>- Discuss engagement strategies to broaden outreach and help inform better decision making at town meetings</li> <li>- Highlight different approaches to engaging regulatory boards and residents.</li> <li>- Identify how to reach community members that are underrepresented.</li> </ul>		
<p><b>Advanced Workshop #2</b>  <b>2024 topic = ADU's to Zoning Changes: Strategies to Encourage Housing Production</b>  As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand how our region developed its current zoning, centered around single-family homes on large lots</li> <li>- Discuss current ADU production and conditions, and barriers to both</li> <li>- Highlight emerging technologies in construction and wastewater</li> <li>- Explore zoning changes that more easily allow more homes to be created</li> <li>- Discuss process and requirements to implement zoning changes</li> </ul>	January, annual	Director of Housing Advocacy
<p><b>Advanced Workshop #3</b>  <b>2024 topic = Local Preference: "...but who's going to live there"?</b>  As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand the history and mechanics of local preference and affirmative fair marketing</li> <li>- Explore the usage of local preference in reinforcing existing socioeconomic and racial demographics</li> <li>- Connect local preference to community visioning and discuss ways for towns to create opportunities to attract diverse residents that will economically contribute to and benefit from being part of the community</li> </ul>	February 2023	Director of Housing Advocacy
<p><b>Spring Regional Peer Group Meetings (virtual)</b>  As a result of participating in this Peer Group meeting, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Discuss engagement strategies to broaden outreach and help inform better decision making at town meetings</li> <li>- Highlight different approaches to engaging regulatory boards and residents.</li> <li>- Identify how to reach community members that are underrepresented.</li> </ul>	March, annual	Director of Housing Advocacy
<p><b>Advanced Workshop #4</b>  <b>2024 topic = Financing Attainable Housing</b>  As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Share Cape Cod Commission's Regional Housing Strategies, specifically those about funding.</li> <li>- Examine how affordable housing development initiatives are financed.</li> <li>- Analyze the impact of implementing short-term rental tax allocations to affordable housing initiatives in your community.</li> <li>- Identify the funding gaps associated with building housing for 80% AMI and over.</li> </ul>	April, annual	Director of Housing Advocacy
<p><b>Annual Town Meeting Housing Summary</b></p> <ul style="list-style-type: none"> <li>- Provide updates and results of pro-housing articles on town warrants.</li> <li>- Identify areas in which partnerships can be developed as part of community outreach.</li> <li>- List key individuals and housing champions that helped advance pro-housing articles.</li> <li>- Formulate areas of improvement in preparation for discussion at Summer Town Huddle in June.</li> </ul>	May, annual	Director of Housing Advocacy
<p><b>Summer Town Captain Huddle</b>  As a result of participating in the Summer Town Captain Huddle, participants will be able to:</p>	June, annual	Director of Housing Advocacy

<ul style="list-style-type: none"><li>- Celebrate successes of the past year.</li><li>- Evaluate municipal pro-housing goals identified for Town Meetings and beyond to determine what was successful and what needs to be reevaluated.</li><li>- Enhance CDP's pro-housing advocacy strategies (internal and external).</li><li>- Provide feedback on next year's topics.</li></ul>		
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