



## community development partnership

November 18, 2022

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

**RE: FY24 CPA PROJECT FUNDING REQUEST: 2023 Lower Cape Housing Institute**

Dear Mr. North:

I am pleased to enclose an application from the Lower Cape Cod Community Development Corporation d/b/a the Community Development Partnership (CDP) in submission for CPA Project Funding for FY 24.

The CDP is excited about continuing our Lower Cape Housing Institute in Year 7 (2023-2024) to offer this training opportunity to municipal officials and town staff in Orleans. The Lower Cape Housing Institute is a much-needed continuing education opportunity as evidenced by the 280 people who attended the past 5 Housing Institutes including 44 participants from the Town of Orleans. These participants include members of the Board of Selectmen, Finance Committee, Zoning Board of Appeals, Planning Board, Community Preservation Committee, Affordable Housing Trust, Housing Authority and the Town Administration.

With 30 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 housing needs and plan for future growth.

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

3 Main Street Mercantile, Unit 7, Orleans, MA 02642 ph: 508.240.7873 | 800.220.6202 fx: 508.240.5085

[contact@capecdp.org](mailto:contact@capecdp.org) [www.capecdp.org](http://www.capecdp.org) [www.facebook.com/capecdp](https://www.facebook.com/capecdp)

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# Town of Orleans

19 School Road Orleans Massachusetts 02653-3699  
Telephone (508) 240-3700 – Fax (508) 240-3388

## FY24 COMMUNITY PRESERVATION PROJECT APPLICATION

**Project Title:** Lower Cape Housing Institute

**Submission Date:** 11/18/2022

**Applicant (note if Town, individual or non-profit):** Lower Cape Cod Community Development Corporation dba Community Development Partnership (nonprofit)

**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:** Damian Keber

**Telephone:** 508-290-0128

**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:** \$7,500.00

**Brief Project Summary, Including Justification of Project Category Checked Above:**

The Lower Cape Housing Institute (LCHI) is a component of the Lower Cape Community Housing Partnership, a comprehensive response to insufficient affordable housing in Orleans and throughout the Lower Cape. 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.

For the past five years, the Community Development Partnership (CDP) has offered an annual Lower Cape Housing Institute to educate at least 40 local elected and appointed officials each year from towns on the Lower Cape including the Town of Orleans. To date, 280 Lower Cape officials have attended, including 44 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 the housing needs of Orleans residents.

**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**

Please 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 by Nov. 21, 2022.

**Applicants must also email complete applications in PDF** to Jennifer Fountain, Administrative Assistant, at [genuinejenfountain@gmail.com](mailto:genuinejenfountain@gmail.com). A single PDF file which appends materials described in item 3 to the application form is preferred.

1. Applications must be received by Monday, November 21 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 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 Web site), 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.)

*Sept, 2022*

**TOWN OF ORLEANS**  
**FY24 COMMUNITY PRESERVATION PROJECT APPLICATION**

**Project Narrative**

**1. COMMUNITY NEED**

The Lower Cape Housing Institute (LCHI) is a component of the Lower Cape Community Housing Partnership, a comprehensive response to insufficient affordable housing in Orleans and throughout the Lower Cape. 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. 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 over the past two years.

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 in Barnstable County has increased over the past few years, from \$410,000 in 2019 to \$570,000 in 2021. At the same time, the inventory of homes for sale at the end of the year has decreased, 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). In May of 2022, the median home price increased to \$749,000 compared to \$449,000 in June of 2019. To afford a mortgage at this price, a household would need an estimated annual income of \$172,374.40. The median household income for Barnstable County based on the 2020 Census was \$76,287.

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 housing in its town.

**2. GOALS AND OBJECTIVES**

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 of the barriers to developing more affordable housing in the region in order to better meet the housing needs of working families. 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 addresses these barriers through technical assistance, community organizing and education. This application requests support for one of those strategies: training for elected and appointed officials and town staff.

### **Lower Cape Housing Institute**

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 that the CDP has chosen to stay with for the near future 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 2021-2022 LCHI included: Housing 101, How to Fund Community Housing, Community by Design and The History of Cape Cod Land Use Policy. The FY23 LCHI Calendar of Events is enclosed and all CPC members are encouraged to attend.

Beginning in FY (Fiscal Year) 2023, the CDP is implementing a three-year work plan for the Lower Cape Housing Institute that prioritizes zoning reform outcomes. We continue to offer monthly learning opportunities in the off season. Housing 101 is 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 only 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 possess a basic understanding of housing issues. In FY 2023 – FY 2024, workshops will focus on high impact rural zoning strategies, innovative wastewater solutions, effective community engagement and building to mitigate climate change. We typically offer 4 workshops per year.

As a result of receiving training, Orleans will be better positioned to implement changes in zoning by-laws that support affordable housing development and increase the number of affordable units in Orleans's Subsidized Housing Inventory. Furthermore, Orleans will increase its utilization of local 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/Administrators, 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 affordable housing crisis. Since the pandemic, we have had to shift to a virtual format. Our hope is that by FY24, we will be able to reconvene these peer group

meetings in person.

The CDP collects feedback from municipal officials and staff who take part in the Lower Cape Housing Institute. For each session, participants are asked to state the value of the session from the following options: Very valuable, Valuable, Fairly valuable or Not valuable. Year after year, 100% of respondents indicate that the sessions are either Very valuable or Valuable. We have also received anecdotal praise for the Lower Cape Housing Institute and how it empowers municipal officials to work toward their affordable housing goals. All participants in the current and future Lower Cape Housing Institutes will be asked to complete workshop evaluations to provide feedback on how we can strengthen the LCHI.

The Lower Cape Housing Institute has received statewide recognition as an education model worth replicating. We have been asked to present to other nonprofit organizations seeking to stimulate housing production in their service areas. We have been approached by several organizations interested in replicating the Lower Cape Housing Institute.

Enclosed please find our FY23 Lower Cape Housing Institute Work Plan as an example of how we will develop the program for FY24.

The success of the Lower Cape Community Housing Partnership will be measured against the following goals and outcomes:

**GOAL 1: TOWNS ADOPT ZONING BYLAWS THAT ALLOW MULTIFAMILY BY RIGHT**

- Two towns create or amend zoning bylaws to increase density in their village center per year for four years. Zoning changes are incremental, each town can pass annual amendments.
- One town works toward building a wastewater treatment system that will allow higher density, per year for four years. Note: this could include implementing a town-wide sewer system which takes more than four years. Half of the towns in our region already have sewer in all or a part of their municipality.

**GOAL 2: TOWNS INCREASE FUNDING FOR HOUSING PRODUCTION**

- Two towns increase their allocation of funding for housing production per year for four years. Examples could include using short-term rental tax revenues or adopting a real estate transfer fee dedicated to housing development.
- Each town pursues a large-scale housing development that is eligible for Low Income Housing Tax Credits.

**GOAL 3: INCREASE PUBLIC SUPPORT FOR HOUSING PRODUCTION**

- Increase consumer engagement across CDP platforms by 50% on housing content.

**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.

#### 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 FY23 LCHI Work Plan (Attachment A)

See Attached FY23 LCHI Calendar of Events (Attachment B)

**5. FINANCIAL DATA**

See attached FY24 Project Budget (Attachment C).

Costs are based on our actual costs of delivering the Lower Cape Housing Institute annually, both in-person and virtually. All of the Lower and Outer Cape towns are being asked for \$7,500 in CPA funds to fund the Lower Cape Housing Institute. We have received commitments from Brewster, Chatham, Truro and Provincetown, with the other requests pending. In addition, the LCCHP receives annual funding through a state earmark that is administered through the MA Department of Housing & Community Development, and we will allocate \$75,000 of that earmark to the Lower Cape Housing Institute. The CDP will commit \$7,890 in funds from its Cape and Island license plate proceeds. Our request to Orleans for \$7,500 represents 5.2% of the total program budget.

# 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</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</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>Fall Town Captain Huddle</b></p> <p>As a result of participating in the Fall Town Captain Huddle, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Identify and evaluate municipal pro-housing goals for the upcoming year, which includes setting pro-housing town warrant articles.</li> <li>- Further define regional relationship-building efforts pertaining to pro-housing outreach.</li> <li>- Evaluate and provide ongoing feedback about the Lower Cape Housing Institute (LCHI).</li> </ul>	October, annual	Director of Housing Advocacy
<p><b>Advanced Workshop #1</b></p> <p><b>2022 topic = Rural Zoning Basics</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 rural zoning options to advance affordable housing initiatives on the Cape.</li> <li>- Recognize significance and impact of density to protect open space.</li> <li>- Formulate resources and relevant stakeholders about implementing rural zoning initiatives across the Lower Cape region.</li> </ul>	November, annual	Director of Housing Advocacy

- Employ strategies for implementing pro-housing zoning reform.		
<b>Winter Lower &amp; Outer Cape Peer Group Meetings</b> As a result of participating in this Peer Group meeting, participants will be able to: <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>	December, annual	Director of Housing Advocacy
<b>Advanced Workshop #2</b> <b>2022 topic = Sustainability</b> As a result of participating in this workshop, participants will be able to: <ul style="list-style-type: none"> <li>- Identify and cultivate ongoing relationships with pro-housing Open Space Committee members for your community.</li> <li>- Develop pro-housing educational tools for Open Space Committee advocates in your community.</li> <li>- Implement sustainability efforts that emphasize energy efficiency, net zero construction, technical wastewater treatment/septic requirements, and other innovative systems in pro-housing initiatives.</li> </ul>	January, annual	Director of Housing Advocacy
<b>Mini workshop on the Lower Cape Housing &amp; ADU Resource Center</b> As a result of participating in this workshop, participants will be able to: <ul style="list-style-type: none"> <li>- Formulate resources and relevant stakeholders pertaining to the Lower Cape Housing and ADU Resource Center.</li> <li>- Summarize permitting process guidelines for Accessory Dwelling Units (ADUs) on the Lower Cape.</li> <li>- Identify solutions to addressing challenges in producing ADUs.</li> <li>- Develop visual models to consider for ADU implementation in your community.</li> </ul>	February 2023	Director of Housing Advocacy
<b>Advanced Workshop #3</b> <b>2023 topic = Funding Housing Development</b> As a result of participating in this workshop, participants will be able to: <ul style="list-style-type: none"> <li>- Examine how affordable housing development initiatives are financed.</li> <li>- Identify the significance of real estate transfer fees in pro-housing efforts in your community.</li> <li>- Analyze the impact of implementing short-term rental tax allocations to affordable housing initiatives in your community.</li> <li>- Consider new funding opportunities in the development of housing in your community.</li> </ul>	March, annual	Director of Housing Advocacy
<b>Spring Lower &amp; Outer Cape Peer Group Meetings</b> As a result of participating in this Peer Group meeting, participants will be able to: <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>	April, annual	Director of Housing Advocacy
<b>Annual Town Meeting Housing Summary</b> <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
<b>Summer Town Captain Huddle</b> As a result of participating in the Summer Town Captain Huddle, participants will be able to:	June, annual	Director of Housing Advocacy

- Celebrate successes of the past year.
- Evaluate municipal pro-housing goals identified in October 2022 Town Captain Huddle and determine which goals were able to be accomplished this past year and which ones need to be re-visited or assessed for upcoming year.
- Enhance CDP's pro-housing advocacy strategies (internal and external).
- Provide feedback on next year's topics.
- Enhance feedback on Town Wrap-ups.

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2022  
2023

# Lower Cape Housing Institute

## SEPTEMBER 2022

### Outer Cape Peer Group

Tuesday, 9/27 at 3 pm - 4:30 pm

### Lower Cape Peer Group

Thursday, 9/29 at 3 pm - 4:30 pm

## MARCH 2023

### Workshop: Funding Housing Development

Tuesday, 3/14 at 10 am - 11:30 am

## OCTOBER 2022

### Workshop: Housing 101

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

## APRIL 2023

### Outer Cape Peer Group

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

### Lower Cape Peer Group

Wednesday, 4/13 at 3 pm - 4:30 pm

## NOVEMBER 2022

### Workshop: Zoning Basics for Rural Communities

Tuesday, 11/15 at 10 am - 11:30 am

## MAY 2023

### Annual Town Meeting Housing Summary

## DECEMBER 2022

### Outer Cape Peer Group

Tuesday, 12/13 at 3 pm - 4:30 pm

### Lower Cape Peer Group

Thursday, 12/15 at 3 pm - 4:30 pm

### Town Captain Huddle

Tuesday, 12/6 at 12 pm - 1:30 pm

## JUNE 2023

### Town Captain Huddle

Tuesday, 6/13 at 10 am - 11:00 am

## JANUARY 2023

### Workshop: Affordable Housing & Sustainable Communities

Tuesday, 1/24 at 10 am - 11:30 am

## JULY 2023

### Outer Cape Peer Group

Tuesday, 7/11 at 3 pm - 4:30 pm

### Lower Cape Peer Group

Thursday, 7/13 at 3 pm - 4:30 pm

## FEBRUARY 2023

### Workshop: Housing 101

Tuesday, 2/7 at 10:30 am - 12:00 pm

### Workshop: The Lower Cape Housing & ADU Resource Center

Tuesday, 2/14 at 10 am - 11:00 am

To register, email Pelinda Deegan, Housing Advocacy Program Manager at [pelinda@capecdp.org](mailto:pelinda@capecdp.org) or visit our events page at [capecdp.org](http://capecdp.org).



## 2023 - 2024 Lower Cape Housing Institute Budget

<b>Revenue</b>	<b>FY2024</b>
State earmark through MA Dept. of Housing & Community Development	\$75,000.00
Cape & Islands License Plate Funds	\$7,890.00
Provincetown CPC Funds	\$7,500.00
Truro CPC Funds	\$7,500.00
Wellfleet CPC Funds	\$7,500.00
Eastham CPC Funds	\$7,500.00
Orleans CPC Funds	\$7,500.00
Brewster CPC Funds	\$7,500.00
Harwich CPC Funds	\$7,500.00
Chatham CPC Funds	\$7,500.00
<b>Total Income</b>	<b>\$142,890.00</b>
<b>Expenses</b>	
Salaries & Benefits – Chief Program Officer @ 10%, Director of Housing Advocacy @80%, Housing Advocacy Program Manager @ 60%, Fiscal Manager @ 10%	\$119,900.00
Project Implementation - Peer Group Meeting venue fees, speakers, travel, training materials, marketing	\$10,000.00
Subtotal Expenses	\$129,900.00
Overhead (10%)	\$12,990.00
<b>Total Expenses</b>	<b>\$142,890.00</b>
Surplus/Deficit	\$0.00