



# TOWN OF HARWICH MASSACHUSETTS

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## Submission information

Form: [2023 Community Preservation Act Project Funding Request](#) <sup>[1]</sup>

Submitted by Anonymous (not verified)

October 2, 2023 - 1:36pm

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## Acknowledge receipt of Informational Packet

I have received and read the Informational Packet linked to above

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### Project Title

Lower Cape Housing Institute

### Amount Requested

\$7,500

### Project Description

See enclosed Project Narrative

### Estimated Start Date

July 1, 2024

### Estimated Completion Date

June 30, 2025

Three years from the release of funds (July 2024) funds may be rescinded automatically; waivers may be sought.

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### Applicant Name

Community Development Partnership

### Organization

Lower Cape Cod Community Development Corporation d/b/a Community Development Partnership

### Mailing Address

260 Cranberry Highway, Unit 1, Orleans, MA 02653

**Phone**

508-240-7873

**Applicant Email**

grants@capecdp.org

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**Project Manager**

Amanda Bebrin, Director of Housing Advocacy

**Mailing Address**

260 Cranberry Highway, Unit 1, Orleans MA 02653

**Phone**

508-290-0130

**Project Manager Email**

amanda@capecdp.org

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**Alternate Contact**

Terri Barron, Director of Program Resources

**Mailing Address**

260 Cranberry Highway, Unit 1, Orleans MA 02653

**Phone**

508-290-0114

**Alternate Email**

terri@capecdp.org

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**Please choose the correct category or categories for your project, below, according to the following definitions:**

**Open Space:** This application is for the “acquisition, preservation, rehabilitation and/or preservation of open space”.

**Historic:** This application is for the “acquisition, preservation, rehabilitation and/or restoration of historic resources”. Please provide the date on which the HDHC reviewed and endorsed this application.

**Community Housing:** This application is for the “acquisition, creation, preservation and/or support of community housing”.

**Recreation:** This application is for the “acquisition, creation, preservation, rehabilitation and/or

restoration of land for recreational use”.

**Please refer to the Informational Packet linked to at the start of the application process for detailed explanation of the CPA funding Categories.**

**CPA Category**

Community Housing

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**How does this project fit into Harwich’s Local Comprehensive Plan and/or other Plan?**

See enclosed Project Narrative

**How does this project benefit the citizens of Harwich? If appropriate, has the application sought public opinion or input? If not, why?**

See enclosed Project Narrative

**Please list other Commissions/Boards/Committees/Organizations that may have involvement, jurisdiction, partnering, and attach documentation of their review:**

N/A

**Please list any documentation to be forthcoming and reason for delay.**

N/A

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**PROJECT BUDGET:** Attach a dated and detailed line item project budget estimate for your funding request. If the request involves a Town-owned asset, provide the project’s projected operating expenses, including maintenance.

**COST ESTIMATE:** Attach a cost estimate or firm quote (if available) for this project.

\$ 429,745

**LAND and/or BUILDING ACQUISITION PROJECTS:** The following must also be submitted, as applicable:

- Surveys and/or plot plans for the property
- Appraisals and agreements (if not available then submit by December 1, 2023)
- Name of present owner and attach copy of deed conveying property unto present owner.
- Property address, Harwich Assessor’s property identification (Map#, Parcel #).
- For proposed Open Space land purchases, be prepared to discuss public access with the Committee.

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Please upload any additional application material here. Material must be in up to three (3)

Portable Document Format (pdf) files, not to exceed 5MB each.

Any files exceeding 5MB must be submitted on a USB memory stick with hardcopy submission.

**Upload file**

[45766October 2 2023 - 136pm.pdf](#) [2]

**Upload file**

[45766October 2 2023 - 136pm.pdf](#) [3]

**Upload file**

[45766October 2 2023 - 136pm.pdf](#) [4]

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By signing below, the Applicant represents and warrants that all the information included is true and correct to the best of the signer's knowledge and belief. Further, the Applicant acknowledges in the event that the Community Preservation Committee agrees to grant funds to Applicant (and subject to Town Meeting approval), this application together with any Terms and Conditions shall constitute a binding agreement, between the Applicant and the Community Preservation Committee. Further, Applicant acknowledges and agrees to execute any additional grant agreements should the Community Preservation Committee so request.

ATTESTATION: I HEREBY ATTEST THAT THE INFORMATION CONTAINED IN THIS APPLICATION IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE.

**Submission Date**    October 2, 2023 - 1:02pm

**Full Name**    Terri Barron

**Title**    Director of Program Resources

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Source URL:** <https://www.harwich-ma.gov/node/330511/submission/45766>

**Links**

[1] <https://www.harwich-ma.gov/community-preservation-committee/webforms/2023-community-preservation-act-project-funding-request> [2] <https://www.harwich-ma.gov/system/files/webform/45766October%20%202023%20-%20136pm.pdf> [3] [https://www.harwich-ma.gov/system/files/webform/45766October%20%202023%20-%20136pm\\_2.pdf](https://www.harwich-ma.gov/system/files/webform/45766October%20%202023%20-%20136pm_2.pdf) [4] [https://www.harwich-ma.gov/system/files/webform/45766October%20%202023%20-%20136pm\\_0.pdf](https://www.harwich-ma.gov/system/files/webform/45766October%20%202023%20-%20136pm_0.pdf)



community development partnership

## **FY25-26 Lower Cape Housing Institute Project Narrative**

### **1. Project Description**

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 Harwich. Over the past six years, 306 Lower and Outer Cape officials have attended the LCHI. Forty-two (42) Harwich officials have attended the LCHI representing 84% of the fifty (50) elected and appointed officials in the Town of Harwich in our target audience.

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 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 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 2022 – 2025, workshops 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.

As a result of receiving training, Harwich will be better positioned to implement changes in zoning by-laws that support affordable housing development and increase the number of affordable units in Harwich's Subsidized Housing Inventory. Furthermore, Harwich will increase its utilization of town funding for affordable housing and make optimal use of the town's Affordable Housing Trust.

In addition to the workshops, Municipal Peer Group Meetings are held quarterly for Lower and Outer Cape participants. These meetings are open to elected and appointed officials involved in housing issues and Town staff (i.e., Town Managers/Administrators, planners, housing specialists) . 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. During the pandemic, we shifted to a virtual format. We now offer a combination of both virtual and in-person Municipal Peer Group Meetings.

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. In 2023, the CDP received a "Housing Heroes" award from Massachusetts Housing Partnership and the "Community Engagement" Award from Citizen's Housing & Planning Association, the two foremost state-wide organizations working with municipalities on housing.

Enclosed please find our 2023-2024 Lower Cape Housing Institute Work Plan as an example of how we will develop the program for 2024-2025.

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

- Towns create or amend zoning bylaws to increase density in their village center . Zoning changes are incremental, each town can pass annual amendments.
- Towns works toward building a wastewater treatment system that will allow higher density. Note: this could include implementing a town-wide sewer system

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

- Towns increase their allocation of funding for housing production. 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 within the grant performance period.

## 2. How does this project fit into Harwich's Local Comprehensive Plan and/or other Plan?

As stated in the Town of Harwich's 2016 Housing Production Plan, a major goal of the HPP is to eventually meet the state's 10% affordability goal by creating 180 affordable units "over the next five (5) years." As of June 2023, the Subsidized Housing Inventory lists Harwich at 4.98%. The following high priority goals taken from the 2016 Housing Production Plan will be directly supported by the Lower Cape Housing Institute to assist the Town of Harwich in meeting their implementation goals.

### *Capacity Building Strategies*

- Conduct ongoing educational campaigns (public hearings, print media, events, etc.)
- Hire a part-time Housing Coordinator

To conduct successful educational campaigns, it is important to understand the most effective messaging related to affordable housing development. The LCHI will cover the importance of beginning education in the planning phase by sharing successful community engagement strategies used in Massachusetts. Sessions will unpack common myths about affordable housing and the most effective messaging strategies to counter these myths. The LCHI will discuss regionalism and the utility of sharing housing staff across towns to leverage limited resources and share solutions across the region.

### *Zoning Strategies*

- Adopt a Motel Conversion By-law
- Integrate affordable housing in the Open Space Residential Development (OSRD) by-law
- Adopt inclusionary zoning
- Promote affordable housing in mixed-use development
- Modify the accessory apartment by-law
- Revise Local LIP (Local Initiative Project) Regulations and Procedures

The LCHI will dedicate an entire session to zoning and zoning will be a focus over the next 2 years. 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.

### *Housing Production Strategies*

- Continue to make publicly owned land available for affordable housing
- Continue to partner with developers
- Convert existing housing to long-term affordability

The LCHI will focus on understanding the complex financing required to develop affordable housing. Sessions will cover the phases of development as they pertain to the town. Creating a compliant RFP (Request for Proposal) is complicated and highly technical. The LCHI will assist municipal officials and staff in understanding the range of moving parts involved in siting a project, making it economically feasible for developers and translating the community's needs into an RFP that complies with Chapter 30B. These key lessons will enable the Town of Harwich to develop strong RFPs that are attractive to developers, which will increase the likelihood that projects will be successful.

The Lower Cape Housing Institute will support the Town of Harwich in achieving each of these goals. The purpose of the Institute is to arm Harwich elected and appointed officials, and staff with the knowledge and skills necessary to increase the supply of affordable housing in its town. These units will add to Harwich's 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. Participants will learn about funding sources and municipal subsidies that can support these processes and attract high quality developments. We will provide alternatives to current zoning and case studies that demonstrate how the town can meet housing needs in a way that is appropriate for your town. Throughout the LCHI, we will be focusing on reducing sprawl and protecting your open spaces by encouraging village housing close to infrastructure and amenities, which residents prefer.

3. How does this project benefit the citizens of Harwich? If appropriate, has the application sought public opinion or input? If not, why?

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 in Barnstable County to \$749,000 in May 2022 compared to \$600,000 in June 2021. increased over the past few years, from \$410,000 in 2019 to \$570,000 in 2021. 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. 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 Harwich in responding to this crisis by supporting the creation of affordable housing in its town.

# 2024-2025 Lower Cape Housing Institute Work Plan

Activities	Key Milestones & Dates	Activity Lead
<b>LCHI Curriculum Development</b> <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
<b>Summer Lower &amp; Outer Cape Peer Group Meetings (in-person)</b> <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
<b>Fall Lower &amp; Outer Cape Peer Group Meetings (hybrid)</b> <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
<b>Housing 101 Workshop</b> <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
<b>Advanced Workshop #1</b> <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
<b>Winter Regional Peer Group Meeting (virtual)</b> <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>		
<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: <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
<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: <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
<b>Spring Regional Peer Group Meetings (virtual)</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>	March, annual	Director of Housing Advocacy
<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: <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
<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

<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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Lower Cape Cod Community Development Corporation  
d/b/a Community Development Partnership  
Project Budget Information

The Lower Cape Housing Institute is a component of our Lower Cape Community Housing Partnership initiative.

The requested funding of \$7,500 from the Harwich 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.