



## community development partnership

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

November 17, 2025

Joan Francolini  
Chair, Orleans Community Preservation Committee  
Town of Orleans  
19 School Road  
Orleans, MA 02653

**RE: FY27 CPA PROJECT FUNDING REQUEST - 2026-2027 Lower Cape Housing Institute**

Dear Mrs. Francolini:

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 2027 CPA Project Funding for the 2026-2027 Lower Cape Housing Institute (our fiscal year 2027).

The CDP is excited about continuing year ten 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 **473** people who have attended the past eight Housing Institutes, including **64** 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 more than 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 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



# Town of Orleans

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

## FY27 COMMUNITY PRESERVATION PROJECT APPLICATION SECTION A

**Project Title:** Lower Cape Housing Institute

**Submission Date:** 11/17/25

**Applicant (non-profit):** Lower Cape Cod Community Development Corporation d/b/a Community Development Partnership

**Mailing Address:** PO Box 2786, Orleans, MA 02653

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

**Mailing Address:** n/a

**Project Contact Person(s):** Andrea Aldana, Chief Program Officer

**Telephone:** 508-290-0110

**E-mail:** [grants@capecdp.org](mailto: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:** 180 Cranberry Highway, Unit 5, Orleans, MA 02653

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

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

The Lower Cape Housing Institute (LCHI), a key initiative of the Lower Cape Community Housing Partnership (LCCHP), directly addresses the ongoing need for affordable and attainable housing in Orleans and across the Lower and Outer Cape. The program builds the capacity of municipal leaders, elected officials, and board volunteers to advance local housing goals through education, collaboration, and technical assistance. Each year, the LCHI convenes town officials for a coordinated series of workshops and peer meetings that strengthen their understanding of affordable housing finance, zoning strategies, and sustainable development. Topics for FY26 include *Housing 101*, *Housing Communications and Community Engagement*, *Economic Development 101: The Intersection of Housing and Small Business Growth*, *Water Resources 201*, and *All About Form-Based Code & Design Standards*.

By increasing the knowledge and skills of Orleans' decision-makers, the Institute directly supports the **Town's Comprehensive Plan goals** of advancing affordable housing, promoting compact growth near infrastructure, and sustaining a vibrant downtown and year-round economy. The LCHI's regional approach encourages inter-municipal collaboration and the sharing of best practices to ensure that towns like Orleans can effectively respond to zoning, infrastructure, and workforce housing challenges.

## **TOWN OF ORLEANS**

### **FY27 COMMUNITY PRESERVATION PROJECT APPLICATION**

#### **Project Narrative**

##### **1. COMMUNITY NEED**

Cape Cod continues to experience one of the most severe housing shortages in Massachusetts, second only to the Boston metropolitan area. The combination of limited year-round rental inventory, rising housing costs, and an influx of seasonal and higher-income buyers has created a crisis that threatens the stability of the region’s workforce, economy, and year-round population.

Year-round rentals remain scarce, as high demand for short-term vacation properties has driven up prices and displaced residents. Many lower- and moderate-income workers cannot afford market-rate rents, and even those with stable employment struggle to find available housing. As a result, increasing numbers of workers have been forced to relocate off-Cape, leading to staffing shortages that have caused many small businesses, schools, and healthcare providers to reduce their hours or limit services. According to the Cape Cod Commission’s *Real Estate Trends Report (2024)*, this imbalance has become one of the most pressing economic and quality-of-life issues on the Cape.

The Cape Cod Commission reports that the median sales price of a single-family home in Barnstable County rose from \$433,000 in 2019 to \$730,000 in 2023—an increase of nearly 70% in just four years. During the same period, the number of homes for sale fell from 1,713 at the end of 2019 to just 454 in 2021, with only modest recovery in 2022 and 2023. This data confirms that the cost of homeownership continues to rise faster than wages, putting homeownership out of reach for much of the Cape’s workforce (*Real Estate Trends Report, DataCapeCod.org, accessed November 2024*).

While second-home ownership has long contributed to affordability challenges, the COVID-19 pandemic intensified these pressures. According to the Cape Cod Commission’s *Real Estate Trends Report* and regional analyses by the Massachusetts Housing Partnership’s Center for Housing Data, many new residents from urban areas relocated permanently to the Lower and Outer Cape in search of safety and open space. This post-pandemic migration further reduced the availability of year-round housing and accelerated price escalation. The Cape Cod Commission notes that homes across nearly all price points are now selling above asking price, often for cash and within days or even hours of being listed (*Real Estate Trends Report, 2024*).

The consequences of this imbalance are being felt across Orleans and its neighboring towns. School enrollment continues to decline; small businesses struggle to recruit and retain staff, and essential workers such as teachers, first responders, and healthcare professionals face mounting difficulty finding homes near their places of employment. Without meaningful local action, this imbalance threatens the long-term sustainability and vitality of Orleans’ year-round community.

The **Lower Cape Housing Institute (LCHI)** directly responds to this crisis by equipping Orleans’

municipal officials, housing committee members, and local leaders with the knowledge, technical assistance, and regional partnerships necessary to create and preserve affordable and attainable housing. Through education on zoning reform, affordable housing finance, and community engagement, the Institute helps Orleans make informed decisions that support the development of housing that meets the needs of residents at all income levels while maintaining the town's environmental and cultural integrity.

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

## CDP CPA Request – FY27 Lower Cape Housing Institute

- 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 eight years, 473 Lower and Outer Cape officials attended the LCHI including 64 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. The current 2025-2026 LCHI Calendar of Events is enclosed and all CPC members are encouraged to attend.**

In FY27, the CDP will continue its commitment to advancing the goals outlined in its work plan for the Lower Cape Housing Institute, with a strong emphasis on zoning reform outcomes. We will offer monthly learning opportunities from September to June, ensuring consistency and engagement across the fiscal year. Each year, the program will kick off with "Housing 101," a foundational workshop designed to equip participants with the essential knowledge and skills needed to address pressing housing challenges. This introductory course provides a broad overview of topics, laying the groundwork for more advanced training.

Building on this foundation, we will offer specialized workshops tailored to elected and appointed officials who have a basic understanding of housing issues. These advanced sessions will delve deeper into critical areas such as affordable housing finance, zoning reform, and community housing development. For FY27, we will prioritize high-impact rural zoning strategies, innovative wastewater solutions, effective community engagement techniques, and sustainable building practices in response to climate change. Each fiscal year, we plan to offer at least five workshops, focusing on delivering high-quality, relevant content to support our mission of addressing housing challenges in the Lower Cape region.

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 group meetings 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:

- Two towns create or amend zoning bylaws to increase density in their village center.
- Two towns work toward implementing a wastewater treatment system that will allow them to allow for higher density.
- Two towns increase funding for affordable and attainable housing production.

### **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 they need to make decisions and implement strategies that increase affordable housing in a way 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 Community Preservation 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 can evaluate each session, and staff coordinate throughout the year on how to improve program offerings and ensure timely financial reporting.

#### Alignment with the 2025 Orleans Comprehensive Plan

The LCHI offers education, training, and technical assistance for local officials, helping them navigate the complexities of housing development, zoning reforms, and community engagement, all of which are key to Orleans' housing strategies. This partnership aligns with the following housing goals and policies:

- A) **Planning Policies:** The 2024-25 Orleans Comprehensive Plan recognizes the need for innovative solutions to address housing shortages while protecting the environment and preserving the town's character. The Lower Cape Housing Institute plays an integral role in equipping Orleans officials and residents with the knowledge and skills required to advance these goals. The LCHI provides expert-led workshops on emerging housing needs, smart growth, and sustainable development. These sessions align with the town's goal to develop fair, affordable housing while addressing environmental concerns. The Institute offers technical assistance to help town officials identify new housing strategies that integrate Orleans' unique needs, such as supporting the growing seasonal workforce and addressing the gap in year-round housing. Through its Housing 101 course, the LCHI presents vital data on housing trends and needs, which helps the town create evidence-based policies. Zoning Policies discussed in the LCHI align with the town's updated focus on zoning reforms to allow for mixed-use developments and higher density near village centers, ensuring smart growth that complements the town's infrastructure and environmental goals.
- B) **Zoning Policy:** The Lower Cape Housing Institute offers targeted workshops on zoning reform, directly supporting Orleans' goals of increasing affordable housing while maintaining environmental sustainability and town character. LCHI's zoning workshops provide Orleans officials with knowledge on best practices for zoning that encourages affordable housing,

particularly in village centers and areas close to infrastructure. For example, the 2023 session, “Zoning Basics for Rural Communities,” focused on practical zoning options that allow smaller towns like Orleans to create affordable housing while reducing sprawl and preserving natural resources. Zoning strategies learned through the LCHI align with Orleans’ goal to encourage affordable housing in areas of mixed-use development while avoiding overdevelopment in industrial zones or ecologically sensitive areas. The Institute’s guidance on integrating zoning reforms into local planning ensures that Orleans can attract the type of development necessary to meet its updated housing goals, including achieving 15% affordable housing stock by 2030.

- C) Finance & Development Policies: The Lower Cape Housing Institute provides significant support for the financial aspects of housing development, ensuring the town’s policies can be implemented effectively. The LCHI’s workshops on funding affordable housing initiatives align with Orleans’ goal to expand its use of Community Preservation Act (CPA) funds and the Affordable Housing Trust Fund. By guiding officials through complex financing methods and subsidy options, the LCHI empowers Orleans to attract high-quality, affordable housing developments. The Institute’s focus on reuse and redevelopment of existing structures complements Orleans’ policy of promoting adaptive reuse as a key strategy for affordable housing production, preserving the town’s historic character while meeting modern housing needs.
- D) Fair Housing Policy: The Lower Cape Housing Institute is a critical partner in advancing Fair Housing in Orleans, which remains a cornerstone of the 2024-25 Comprehensive Plan. LCHI workshops emphasize the importance of understanding and complying with Fair Housing regulations, helping towns like Orleans craft housing policies that foster diversity and inclusivity. By participating in LCHI sessions, Orleans officials gain the tools they need to prevent discrimination in housing based on race, income, disability, and other protected statuses. The Institute’s training programs align with the town’s commitment to ensuring equal housing opportunities for Orleans’ most vulnerable populations, including low-income households, seniors, and people with disabilities.
- E) Additional Policies: Through the Lower Cape Housing Institute, Orleans has access to regional housing strategies, ensuring that its affordable housing efforts are part of a broader, Cape-wide initiative. LCHI’s Peer Group Meetings foster regional collaboration, providing Orleans officials the opportunity to share insights, challenges, and solutions with neighboring towns. This regional approach strengthens Orleans’ ability to implement the policies outlined in the 2024-25 Comprehensive Plan, particularly regarding housing production and regional resource-sharing. The Institute’s emphasis on long-term affordability and the use of deed restrictions aligns with Orleans’ updated policies to maintain affordable housing availability for future generations.

The Lower Cape Housing Institute is a vital resource that directly supports the 2025 Orleans Comprehensive Plan. By providing workshops, technical assistance, and peer collaboration opportunities, the LCHI helps Orleans achieve its housing goals. The alignment between the LCHI’s programming and Orleans’ strategic objectives ensures that the town can create sustainable, affordable housing while protecting its unique environment and character.

Alignment with the 2024 10-Year Housing Plan

The LCHI provides educational resources, technical assistance, and networking opportunities to local officials, housing advocates, and community leaders, aligning its efforts with the housing goals outlined in the plan. This support is critical in achieving the town's objectives to create and preserve affordable housing, address housing shortages, and promote sustainable development practices.

- A) Supporting Housing Production Goals: The 10-Year Housing Plan sets an ambitious goal of creating and preserving a minimum of 350 financially accessible year-round housing units, including 150 affordable units, by 2033. The LCHI aids in this effort by:
  - i. Providing training on affordable housing production through workshops and resources that highlight best practices in housing development and zoning reform.
  - ii. Sharing strategies to streamline housing development, including zoning changes and incentives for developers, which can help Orleans increase housing density while preserving the town's character and environment.
  - iii. Collaborating with regional experts who provide guidance on innovative housing solutions, such as mixed-use developments, accessory dwelling units (ADUs), and cottage-style homes, all of which are integral to meeting Orleans' production goals.
- B) Zoning and Regulatory Reform: The LCHI offers workshops and peer group meetings that directly support the town's zoning and planning goals, which are essential for addressing housing affordability and availability. The 10-Year Housing Plan emphasizes the need to amend zoning bylaws to encourage "missing middle" housing types, such as duplexes and townhomes. The LCHI supports this through:
  - i. Workshops on zoning reform, focusing on strategies that encourage higher-density housing in areas served by infrastructure, particularly in village centers and along Route 6A, which aligns with the town's goals to allow for more diverse housing types.
  - ii. Education on state and regional zoning trends, offering local officials a deeper understanding of the zoning changes needed to support the production of affordable housing and reduce barriers to development.
- C) Capacity Building and Collaboration: A core focus of the LCHI is to build capacity within local governments and community organizations, which directly supports the 10-Year Housing Plan's goal to increase collaboration and coordination. The Institute:
  - i. Facilitates partnerships between Orleans and neighboring towns to address regional housing challenges, fostering collaboration through Peer Group Meetings. This regional approach helps Orleans leverage shared resources and align its housing efforts with broader Cape-wide initiatives.
  - ii. Offers technical assistance to Orleans' housing committee and town officials, ensuring they have the knowledge and resources to effectively implement the housing strategies outlined in the plan. This includes support for affordable housing initiatives, zoning changes, and housing trust management.
- D) Educational Resources and Public Outreach: The 10-Year Housing Plan calls for increased community engagement and education around housing issues. The LCHI supports this by:
  - i. Providing training and resources for public outreach, ensuring that local officials and community leaders are well-equipped to engage residents in discussions about affordable housing and zoning reforms.
  - ii. Enhancing transparency and inclusivity by educating residents on the housing crisis, available resources, and the town's housing initiatives. LCHI workshops often include

topics on the history of housing policies, current challenges, and strategies for creating inclusive housing opportunities for vulnerable populations.

The Lower Cape Housing Institute is a valuable partner in supporting Orleans' 10-Year Housing Plan. Through its educational programs, technical assistance, and regional collaboration efforts, the LCHI equips the town with the tools needed to meet its housing goals, address affordability challenges, and foster sustainable community growth.

The Lower Cape Housing Institute provides 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 the attached FY26 LCHI Work Plan as an example of activities to be undertaken in FY27.

See Attached FY26 LCHI Calendar

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

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. See the enclosed FY27 Projected LCHI budget. Expense estimates are based on nine years of implementing the LCHI.

The remaining costs will be covered by CPA granted funds from the other seven Lower and Outer Cape towns. The CDP will use revenue earned through the Cape & Island License Plate program to cover any shortfalls.



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# Lower Cape Housing Institute

The CDP's Lower Cape Housing Institute (LCHI) provides training for municipal officials and town staff on the importance and processes involved in creating accessible and affordable housing.

Programs are open to all elected and appointed officials as well as town staff, and are particularly beneficial for new board members, committee members, and future town leaders.

## Peer Group Meetings\*

### FALL

Tuesday, Sep 30, 3-4:30pm

### WINTER

Wednesday, Dec 10, 3-4:30pm

### SPRING

Tuesday, Mar 17, 3-4:30pm

### SUMMER

Tuesday, Jun 19, 3-4:30pm

*\*All are regional and virtual.*

For more information, contact Amanda Bebrin, Director of Housing Advocacy at [amanda@capecdp.org](mailto:amanda@capecdp.org)



P.O. Box 2786 | Orleans, MA 02653

## 2025-26 Workshop Descriptions

**Guest speakers to be announced!**

**Visit [capecdp.org/upcoming-events](https://capecdp.org/upcoming-events) for updates.**

**Housing 101: September 10, 3-4:30pm.** 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. An introductory session recommended for new board & committee members; register [here](#).

**Messaging & Community Engagement: October 23, 1-2:30pm** For Towns striving to move the projects in their housing pipeline towards completion, the connection between completing robust community engagement and positive outcomes is clear. But housing takes a long time, and it's important to continue to combat misinformation, demonstrate how community feedback is shaping decisions, and bring the community along from visioning to move-in day and beyond. This workshop will explore strategies for effective communications and inclusive messaging for complex projects.

**Economic Development 101 - The Intersection of Housing and Small Business Growth : November 12, 10-11:30am** Economic Development is about creating the conditions in which people can live better lives. The intersection of housing and small business lies at the heart of thriving communities. Each supports the other: people need places to live and work, while businesses need stable, nearby customers and employees. Addressing their interdependence through thoughtful policy and investment helps ensure that communities grow in inclusive, sustainable ways. In this workshop we will dive into the intersection of housing and business needs in our communities and discuss key concepts, challenges and strategies in economic development.

*Continued on reverse*

*LCHI programs are made possible with generous support from Community Preservation Committees in all eight town on the Lower and Outer Cape.*



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# Lower Cape Housing Institute

Workshop Descriptions, Continued

***Water Resources 201: January 14, 1-2:30pm***

Housing strategies don't exist in a vacuum: successful housing solutions account for a range of site and community conditions, including wastewater and water resources. This workshop will build on last year's discussion of the overlap between the creation of community housing and the preservation of water quality.

***All About Form-Based Code & Design Standards: February 25, 12-1:30pm***

Current land use on the Cape is often based around excluding development, uses, and people. Navigating these zoning bylaws to determine what can be built is confusing and time consuming for developers, homeowners, and business owners alike. This workshop will explore how form-based code and design standards reimagine zoning to encourage the creation of needed homes and businesses to retain and attract residents.

***Small Business Exit Planning & Our Communities: April 15, 10-11:30am***

Business exit planning is not just a private matter—it's a public economic concern. Ensuring that small businesses can transition successfully is essential to workforce retention, local wealth circulation, and the long-term health of regional economies. This workshop will explore how small business owners nearing retirement can and should formally plan for transitioning out of their businesses, to ensure stable employment and minimize local economic disruption.

Last year, we explored housing through its intersections with other issues facing the region. Building on that approach, this year's Lower Cape Housing Institute will weave in Economic Development. With the CDP's strong background in small business support, we'll highlight how housing and the local economy are deeply connected—and bring business voices into the conversation to advance housing solutions for our year-round community.

# 2025-2026 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>• Plan &amp; schedule workshops &amp; peer groups</li> </ul>	June – August	Director of Housing Advocacy
<p><b>Summer Lower &amp; Outer Cape Peer Group Meetings (virtual)</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	Director of Housing Advocacy
<p><b>Fall Regional Peer Group Meeting (virtual)</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	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>	September	Director of Housing Advocacy
<p><b>Advanced Workshop #1: Messaging &amp; Community Engagement</b></p> <p>As a result of participating in this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Demonstrate the importance of utilizing inclusive, strategic engagement best practices tailored for various phases of project development and implementation</li> <li>• Discuss communications and engagement strategies to build long-term trust with residents and combat misinformation</li> <li>• Understand how to connect project goals to stated community goals (from guiding documents like LCP, HPP) and provide timely, accurate, and accessible information throughout the project for transparency and consistency</li> </ul>	October	Director of Housing Advocacy

<p><b>Advanced Workshop #2: Economic Development 101 – The Intersection of Housing and Small Business Growth</b></p> <p>As a result of participating in this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Understand what Economic Development is; understand the difference between Economic Growth and Economic Development</li> <li>• Illustrate how Economic Development and housing are interconnected</li> <li>• Explore data, strategies, and policies that help foster both housing and small business development, to positively impact communities</li> </ul>	November	Director of Housing Advocacy and Director of Business and Credit
<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> <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	Director of Housing Advocacy
<p><b>Advanced Workshop #3: Water Resources 201</b></p> <p>As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand regional water resource capacity and challenges</li> <li>• Identify shared goals of housing and water resource protection</li> <li>• Identify strategies for shifting and/or reducing community water usage</li> </ul>	January	Director of Housing Advocacy
<p><b>Advanced Workshop #4: All about Form-Based Code</b></p> <p>As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand how current zoning and land use function</li> <li>• Understand what form-based code and design standards are</li> <li>• Explore how form-based code/design standards facilitate the creation of more homes and businesses, in line with local long-term planning/housing needs</li> <li>• Explore how form-based code can be tailored/customized to local needs and preferences</li> <li>• Discuss process and requirements to implement form-based code</li> </ul>	February	Director of Housing Advocacy
<p><b>Spring Regional Peer Group Meetings (virtual)</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>	March	Director of Housing Advocacy
<p><b>Advanced Workshop #5: Why Small Business Exit Planning Matters to our Communities</b></p> <p>As a result of participating in this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand why exit planning is an important part of Economic Development in our Communities</li> <li>• Explore resources and strategies are available to assist with exit planning for small business owners who want to retire or sell</li> <li>• Explain how we can create communities where business owners can build wealth and in turn invest in our communities</li> </ul>	April	Director of Housing Advocacy and Director of Business and Credit
<p><b>Annual Town Meeting Housing Summary</b></p>	May	Director of Housing Advocacy

<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>		
<p><b>Summer Town Captain Huddle</b>  As a result of participating in the Summer Town Captain Huddle, housing staff will be able to:</p> <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>• Provide feedback on next year's topics.</li> </ul>	June	Director of Housing Advocacy

**Community Development Partnership  
Lower Cape Housing Institute  
Fiscal Year 2026 - Budget**

**Revenue**

GOVERNMENT - FEDERAL, STATE, TOWN	86,000
PROGRAM & PROPERTY	-
INDIVIDUAL, BUSINESS, FOUNDATION	67,774
<b>TOTAL REVENUE</b>	<b>\$ 153,774</b>

**Expenses**

5000 - SALARIES & BENEFITS	121,338
6510 - ADVERTISING & MARKETING	950
6515 - TRAVEL	2,350
6525 - LICENSE/FEES	250
6540 - PRINTING	175
6550 - RENT (MEETING SPACE)	60
6560 - TRAINING	375
6565 - INTEREST	-
6570 - MEMBERSHIPS	1,500
6575 - SUPPLIES	200
6580 - TELEPHONE	1,200
6585 - OTHER	1,500
7021 - RENT	1,972
7023 - OFFICE FACILITY & EQUIP DEPRECIATION	884
7024 - OFFICE - ELECTRIC	326
7025 - OFFICE - MAINTENANCE	747
7035 - TELEPHONE & INTERNET	663
7040 - BUSINESS INSURANCE	884
7073 - ACCOUNTING & AUDITING	1,215
7074 - AUDIT	1,326
7075 - LEGAL	-
7076 - PAYROLL & HR RELATED SERVICES	276
7077 - NET WORK ADMINISTRATION	1,269
7085 - OTHER ADMINISTRATIVE EXPENSES	-
8000 - ADMINISTRATIVE COSTS	14,313
<b>TOTAL EXPENSES</b>	<b>\$ 153,774</b>

<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>\$ 0</b>
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