CAPE COD COMMISSION

Barnstable County
FY27 License Plate Grant Application Submission

Lower Cape Cod Community Development Corporation d/b/a Community Development Partnership (Cape CDP)

CONTACT INFORMATION

Organization Name: Lower Cape Cod Community Development Corporation d/b/a Community Development Partnership (Cape CDP)
Location: 180 Cranberry Highway, Unit #5, Orleans, MA 02653
Project Manager Name: Amanda Bebrin
Project Manager Title: Senior Director of Advocacy
Project Manager Email: Amanda@capecdp.org

PROJECT INFORMATION

Name of Project: Regional Roadmap: A Municipal Economic Development Policy Agenda for the Lower and Outer Cape

Brief Project Description:
The Community Development Partnership requests $25,000 to launch the Regional Roadmap, a new initiative creating a municipal economic development policy agenda for the Lower and Outer Cape. The Roadmap will identify policies, resources, best practices, and concrete municipal actions to advance year-round housing, small business vitality, and long-term economic resiliency. Grant funds will support a consultant-led scan of local, regional, and national policy, engagement with municipal officials and community members, and development of the agenda. The Roadmap will be advanced through CDP's existing delivery channels, including the Cape Housing Institute for education and Project 365 for community organizing.

How does the project advance one or more 2024 Cape Cod CEDS Key Actions?
The Regional Roadmap directly advances three of the ten key actions of the 2024 CEDS.
Simplify Appropriate Housing Development. This key action calls for simplifying the housing development and redevelopment process in appropriate locations through zoning changes, pre-approved plans, and other strategies outlined in the Regional Housing Strategy. Those changes are enacted town by town, at Town Meeting and through local boards. The Roadmap gives municipal

officials a researched, regionally consistent agenda of exactly which of those changes to pursue and how, converting regional strategy into local action.
Incentivize Year-round Housing. The Roadmap builds on the policy positions the CDP has developed around housing and expands them to cover year-round community needs broadly, with the explicit aim of safe, stable, year-round housing for current and future residents and employees.
Support Year-round Community Activity and Civic Engagement. The agenda will be developed through a community-engaged process and is aimed squarely at elected and appointed municipal officials, strengthening year-round civic capacity to act on economic development questions.
The project is consistent with the CEDS goals overall, which address housing attainability, community, infrastructure, natural resources, workforce development, and economic diversity and resiliency. It also matches the stated preference in this RFP for municipally-supported projects that advance year-round housing opportunities.

What economic development needs/priorities will this project address?
The scale of the problem is documented in the Cape Cod Commission's own analysis of this subregion, presented by Commission Chief Planner Chloe Schaefer to the CDP's Board of Directors and published as ""Economic & Demographic Trends on the Lower & Outer Cape"" (Cape Cod Commission, January 2024). More than half of all housing units across the eight Lower and Outer Cape towns, 51.5 percent, are seasonally used. Monthly employment in July runs 65 percent higher than in February. The gap between the income needed to affordably purchase a median-priced home and actual median household income exceeds $100,000 in every one of the eight towns, and exceeds $250,000 in Chatham, Orleans, and Truro. More than half of renters are cost burdened in Provincetown, Brewster, and Orleans.
That long-standing gap is now paired with an unusual opening. Under the Affordable Homes Act, signed into law in August 2024, any Barnstable County municipality with more than 35 percent seasonal housing units automatically qualifies for the Seasonal Communities designation. As the Commission reported in ""Supporting Cape Cod through the Seasonal Communities designation"" (Cape Cod Commission, December 2024), nine Cape Cod towns have been designated, and all eight of the towns the CDP serves are among them. The designation grants towns specific new authority: acquiring year-round occupancy restrictions to promote stable long-term residency, developing housing with preference for the public employees a year-round community depends on, and increasing property tax exemptions for owner-occupied primary residences.
None of that authority is self-executing. Each town must adopt the enabling zoning and bylaws itself, through its own boards and its own Town Meeting. Eight towns now hold the same new tools, and each is working out separately, with limited in-house policy capacity, how and whether to use them. The Regional Roadmap assembles the policy scan and analysis that no single small town has the staff capacity to produce and delivers it as a usable municipal agenda, answering that question once, thoroughly, for the whole subregion.

What is the anticipated impact of this project on these economic development needs/priorities? How will this project support Cape Cod's economic resiliency?

The immediate deliverable is a policy agenda; the impact is municipal adoption. The CDP has a demonstrated pathway from policy education to local action, having contributed to the consideration of 120 housing-related articles and nearly $20 million in approved local funding across Lower Cape Town Meetings over four years. The Roadmap makes that pathway deliberate rather than opportunistic by defining in advance what the region is asking each town to do.

Within the grant year, the project will produce a documented policy scan, a completed policy agenda, an implementation system, and a map of municipal relationships across the eight Lower and Outer Cape towns. Community focus groups will shape the agenda as it develops. Beyond the grant year, the agenda will serve as a shared work plan for the Cape Housing Institute's education programming and Project 365's organizing, giving both programs a common target.

The contribution to regional economic resiliency is capacity. A region whose towns are each solving the same problems alone adapts slowly. A shared, evidence-based municipal agenda lets the Lower and Outer Cape respond to housing, workforce, and economic pressures as a region, and gives new officials a starting point rather than a blank page.

Are there any anticipated challenges to implementing the project within the required timeframe of the grant award?

Early-stage program definition. The Regional Roadmap is a new initiative and its scope is still being refined. Mitigation: the grant funds a defined first phase of "policy scan and agenda drafting" with deliverables that do not depend on decisions still pending.

Barrier would have been finding a consultant who has the expertise to do this work Mitigation: UMass Amherst Donahue Institute has been engaged as the Consultant, a scope of work is drafted, and the CDP has an established procurement process.

Municipal calendars. Town Meeting and budget cycles constrain when officials are available. Mitigation: engagement is scheduled around those cycles rather than against them, and the agenda is timed to be ready in advance of the spring Town Meeting season.

Internal approval. The policy agenda requires board-led review before it is published. Mitigation: board engagement is built into the timeline rather than appended at the end, with the CEO as executive sponsor.

Would the funding be used to support a grant program? Yes / No

No

Which municipality or municipalities are supportive of this project? (Optional)

The CDP's work with Lower Cape town governments is long-standing and documented. Over the past four years, the organization's housing education and advocacy programs have contributed to the consideration of 120 housing-related articles at Town Meetings across the Lower Cape and the approval of nearly $20 million in local funding. The Regional Roadmap is a direct response to what municipal officials have asked for through that work: a clear, shared statement of which policies to pursue and in what order.

SCOPE OF WORK AND TIMELINE

Task 1

Description: Launch and consultant engagement - Execute consultant contract, confirm scope, establish project management and reporting structure with the CEO and Senior Director of Advocacy
Deliverable: Executed consultant scope; project work plan
Estimated Completion Date: months 1 - 2

Task 2

Description: Policy scan - Scan of local, regional, and national economic development and housing policy, identifying practices adoptable by Lower and Outer Cape towns.
Deliverable: Written policy scan with annotated options
Estimated Completion Date: months 2 - 4

Task 3

Description: Municipal and community engagement - Structured engagement with elected and appointed municipal officials and community members to test and prioritize policy options.
Deliverable: Engagement summary; prioritized option set; 5-7 towns engaged
Estimated Completion Date: Months 2–5

Task 4

Description: Final policy agenda - Draft the municipal economic development policy agenda, organized by policy area and by the action being asked of each town; CDP staff and board review and approval process; Finalize agenda and define how the Cape Housing Institute and Project 365 will carry it forward.
Deliverable: Draft Regional Roadmap policy agenda; Board-reviewed final draft; Final policy agenda; implementation handoff memo; grant final report
Estimated Completion Date: Months 4-8

PROJECT PARTNERS

Project Partner 1:

Name: Gloria MacPhearson
Title: Housing & Sustainability Director, Town of Chatham
Email: gmcphearson@chatham-ma.gov
Role/Description: participating municipality

FY27 LICENSE PLATE GRANT APPLICATION BUDGET

Please upload this sheet as a PDF as part of yo

Please fill in all budget categories relevant for your proposed project, including a brief description of th
amount noted in the scope of work. All project expenses are pro

Category	Amount Requested	Match Amount (optional)	Total Project Cost
Personnel/Labor from Staffing Plan)	-	$117,550	$117,550
Fringe Benefits (from Staffing Plan)	-	-	-
Travel	-	-	-
Equipment	-	-	-
Supplies	-	-	-
Contractual/Consulting	$25,000	$32,000	$57,000
Small Grants Program	-	-	-
Other	-	$2,900	$2,900
Total Direct Cost	$25,000	$152,450	$177,450
Indirect Costs*	-	$30,909	$30,909
Total	$25,000	$183,359	$208,359

*Maximum of 15% of project direct cost unless the project applicant has a Negotiated Indirect Cost Rat

ur application.

e funds requested. The total amount requested should equal the total
vided on a reimbursement basis.

Budget Narrative
Salary and benefits for CDP staff time on the Roadmap (project management and Chief Program Officer oversight). Benefits are included here.
Included in Personnel above.
Consultant for the regional policy scan and drafting of the municipal policy agenda. Primary use of License Plate Grant funds.
Direct project expenses.
CDP headquarters and overhead allocation.
Total project budget per CDP Regional Roadmap FY2027 budget. Match reflects government earmark, donations, and foundation match.

e Agreement.

Town of Chatham
Department of Community Development

Housing & Sustainability

261 George Ryder Road CHATHAM, MA 02633 p. 508.945.5168

17 September 2026

Barnstable County Economic Development Council
License Plate Grant Program
c/o Cape Cod Commission
3225 Main Street, P.O. Box 226
Barnstable, MA 02630

Re: Letter of Support, Community Development Partnership
FY27 License Plate Grant Application, Regional Roadmap

Dear Members of the Barnstable County Economic Development Council,

I am pleased to provide this letter in strong support of the Community Development Partnership's (Cape CDP) request to the FY27 Barnstable County License Plate Grant Program for the Regional Roadmap. This new initiative will produce a shared municipal economic development policy agenda, with a focus on year-round housing, for the eight towns of the Lower and Outer Cape.

In Chatham, housing is an economic development issue. The distance between what a home costs here and what a working household earns is among the widest on Cape Cod, and it touches every part of our community: the businesses that cannot fill positions, the municipal departments that struggle to hire new staff, and the families who grew up here and can no longer afford to stay. When the people who staff our schools, restaurants, fire stations, and shops cannot live in town, our year-round economy and our community both grow more fragile.

Chatham accepted the Seasonal Communities designation under the Affordable Homes Act at the 2025 Annual Town Meeting, and we are working through how best to use the new authority it provides, from year-round occupancy restrictions to housing for municipal and School District employees. That work takes policy research, bylaw drafting, and public engagement, and each of the eight Lower and Outer Cape towns is doing it largely on its own. I believe a coordinated regional analysis would save staff time in all our Towns, uncover approaches that are working elsewhere, and help us move forward with greater confidence.

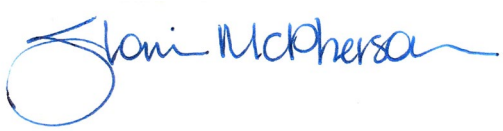
The Regional Roadmap is designed to provide exactly that. As Housing & Sustainability Director, I also see value in a regional agenda that considers where and how year-round housing can be

built responsibly given the importance of coastal resiliency and water quality, two priorities that cannot be separated from housing decisions in a town like Chatham. The project advances the Cape Cod Comprehensive Economic Development Strategy's goals for housing attainability, workforce development, and resiliency, and it reflects the Council's priority for municipally supported efforts that expand year-round housing.

Through working directly with the CDP over the years, I can confidently state that the organization brings extensive experience serving Lower Cape residents and small businesses and is well positioned to lead this effort. The Chatham Housing & Sustainability Office is prepared and eager to take part by contributing local housing data and staff expertise, participating in regional working sessions, and bringing recommendations to the Select Board, Planning Board, Community Housing Partnership, Economic Development Advisory Committee, and Affordable Housing Trust, boards for which I regularly provide staff support.

I encourage the Council to fund this proposal and welcome any questions you may have.

Sincerely,



Gloria McPherson
Housing & Sustainability Director
Town of Chatham
gmcpherson@chatham-ma.gov
508.945.5168

September 22, 2026

Barnstable County Economic Development Council
License Plate Grant Program
c/o Cape Cod Commission
3225 Main Street, P.O. Box 226
Barnstable, MA 02630

Re: Letter of Support, Community Development Partnership, FY27 License Plate Grant Application, Regional Roadmap

Dear Members of the Barnstable County Economic Development Council:

On behalf of the Cape Cod Chamber of Commerce, I am pleased to support the Community Development Partnership's (Cape CDP) application to the FY27 Barnstable County License Plate Grant Program for the Regional Roadmap. This new initiative will develop a shared municipal economic development policy agenda, with a focus on year-round housing, for the eight towns of the Lower and Outer Cape.

Ask almost any employer on Cape Cod about their biggest obstacle to growth and the answer is the same: they cannot find and keep workers, because workers cannot find a place to live. The challenge is especially acute on the Lower and Outer Cape, where seasonal homes make up more than half of the housing stock and summer employment far outpaces the rest of the year. Businesses there cut hours, delay expansion, or close for longer stretches of the off-season because staff are not available. For our members, housing policy and workforce policy have become one and the same.

The towns of the Lower and Outer Cape now have new tools to respond, including the authority that comes with the Seasonal Communities designation. Using those tools well requires careful policy work, and small municipal staffs cannot always carry it alone. From the business community's perspective, a patchwork of eight separate approaches is also harder for employers and developers to navigate than a coordinated regional direction.

The Regional Roadmap addresses both concerns. By producing policy analysis for the whole subregion and turning it into a practical agenda towns can act on, the Cape CDP will help municipalities move faster and more consistently toward housing that supports a year-round workforce. The project advances the Cape Cod Comprehensive Economic Development Strategy's goals for housing attainability, workforce development, and economic diversity, and it reflects the Council's priority for municipally supported projects that expand year-round housing.

The Cape CDP has a long record of supporting Lower Cape small businesses through lending and technical assistance, and it understands the link between a healthy business community and a

stable year-round population. The Chamber is glad to support this work by providing employer perspectives, helping the business community engage in the Regional Roadmap process, and communicating findings to our members.

I encourage the Council to fund this proposal. Please feel free to contact me with any questions.

Sincerely,



Katy Acheson
Vice President of Community Impact
Cape Cod Chamber of Commerce
508-744-5564 | katy@capecodchamber.org

September 18, 2026

Barnstable County Economic Development Council
License Plate Grant Program
c/o Cape Cod Commission
3225 Main Street, P.O. Box 226
Barnstable, MA 02630

Re: Letter of Support, Community Development Partnership, FY27 License Plate Grant Application, Regional Roadmap

Dear Members of the Barnstable County Economic Development Council:

I am delighted to write in support of the Community Development Partnership's (CDP) funding application to support their Regional Roadmap initiative. I have first-hand experience of how their existing programming, the Lower Cape Housing Institute and Project 365, have laid the groundwork for this umbrella effort and have full confidence that it will make a much-needed impact on the region's ability to coordinate and create meaningful change.

I had a career as a community development consultant and have now retired to Wellfleet where I have become involved in affordable housing because it is the issue that is most critical to the viability of the communities on the Lower and Outer Cape.

I have been fortunate to have served on Wellfleet's Lawrence Road Task Force; serve as a Trustee on the town's Affordable Housing Trust, chaired the Maurice's Campground Planning Committee and launched what has become Wellfleet 365.

In all these capacities I have found CDP to be an indispensable partner. I have been a regular participant in CDP's Housing Institute and recognize the valuable role it plays in building community-level leadership. The towns at this end of Cape Cod are small and depend on volunteers to spur affordable housing initiatives. To be effective, these community volunteers need to become conversant in the intricacies of planning, financing, and developing housing. The Housing Institute delivers the training we need. It also helps to build the network of Outer Cape residents who can lean on one another for support and to exchange information. For example, a couple of months ago I spent time with two housing activists in Orleans to learn about their successes implementing form-based zoning.

Because of my career in the community development field, I know other community development organizations around the Commonwealth have seen CDP's Housing Institute as a replicable model that is effective in mobilizing support for housing efforts in their communities.

My most gratifying experience working on these issues in Wellfleet was as a member of the Selectboard-appointed Lawrence Road Task Force. We were charged with planning the town's first significant affordable rental housing. Two important points I'd like to emphasize:

- We did not encounter any grassroots resistance to our plan. I attribute this to CDP's public service advertising campaign: "We can't afford to lose the people who can't afford to live here". The messaging was extremely effective in making the case for why our community

needs to build affordable rental housing. I believe those ads created a supportive environment for the project and explains why it had so much community backing.

- When Wellfleet issued the request for proposals for what has become the Residences on Lawrence Hill, CDP joined with another nonprofit housing development organization, submitting one of three proposals. It was the winning proposal because of the creative site design proposal and the sensitivity to the issues in our community. That project rented up this spring and has provided a great addition to the Wellfleet Community. In fact, the elementary school, where enrollment over the past 30 years has declined from 200 to 78 – perhaps the most glaring evidence of the impact of our housing affordability challenge – has gained more than 20 new students with the opening of the Residences at Lawrence Hill.

Almost 5 years ago Wellfleet took the unprecedented initiative to purchase the 21-acre campground with the intent of developing to address the town's housing crisis. Unlike Lawrence Hill we have encountered opposition; much of it organized by an aspiring down Cape politician. We were completely unprepared for the pushback and realized we needed to identify and organize supporters who could serve as a counterweight.

I was familiar with CDP's "365" organizing effort in neighboring communities. The "365" branding felt like the perfect way to frame a belated campaign against the NIMBY opposition to the master plan for Maurice's. The lack of rental and affordable housing for essential workers threatens the health and vitality of our town's year-round economy.

I reached out to CDP and received permission to launch a Wellfleet 365. I pulled a small group together and we quickly setup a website, organized a letters-to-the-editor campaign and other activities.

After our initial meetings CDP volunteered to staff our effort and assigned two members of their community organizing team to Wellfleet 365. They have proven to be indispensable because of their organizing experience, helping us to schedule meetings, plan agendas, establish communications systems and protocols, produce minutes, advise us about messaging, among other critical tasks.

In short, CDP has been an indispensable partner providing leadership and organizational support for affordable housing advocates here in the Lower and Outer Cape. The License Plate Grant's support is an extremely important resource in sustaining and expanding this great work through the Regional Roadmap effort. I sincerely hope the members of the Barnstable County Economic Development Council will look favorably on CDP's funding application.

Sincerely yours,

Carl Sussman