



Community Investment Plan

Leading the Lower Cape in building a diverse year-round community of people who can afford to live, work, and thrive here.

2023 - 2025



community development partnership

Community Investment Plan

Our Mission: The Community Development Partnership leads the Lower Cape in building a diverse year-round community of people who can afford to live, work, and thrive here. To accomplish our mission, we promote, develop, and manage affordable housing; nurture the launch and growth of small businesses; and facilitate collaboration with business, non-profit and government partners.

Section 1: The Communities We Serve

For more than 25 years, the CDP has led the way in expanding opportunities for people to live, work and thrive on Lower Cape Cod. Our focus on the eight towns stretching from Harwich and Chatham, through Brewster and Orleans, and out to Eastham, Wellfleet, Truro, and Provincetown reflects the fact that the Lower Cape constitutes a distinct region that is more rural and sparsely inhabited year-round than the Mid- and Upper-Cape. As the Cape narrows to its outer reaches and the majesty of the Cape Cod National Seashore, the community itself can be as fragile as the land on which it is built.

Jutting 30 miles into the Atlantic, the Lower Cape's natural beauty and unique character make it a world-class tourist destination and attractive place for off-Cape dwellers to invest in second homes and retire. This same remote location, an inflated real estate market and a highly seasonal economy also make it difficult for many to live and thrive here year-round. Six of the eight towns have year-round populations of less than 7,500 residents, qualifying as rural areas under DHCD guidelines, and in three towns the population hovers around or falls below 4,000 people.¹

The lack of jobs paying family sustaining wages and housing affordable to year-round residents are conjoined issues and serve as the greatest barriers to a diverse and thriving year-round population. Year-round jobs are scarce, and the peak revenue cycle for a seasonal business is a short 10-12 weeks. As a result, unemployment skyrockets in the off-season. In January 2022, unemployment rates in the eight towns of the Lower Cape were all well above the statewide average of 4.8 percent, reaching a high of 25.1 percent in Provincetown.² Countywide, 43.6 percent of households have annual incomes below 80 percent of area median income (AMI).³ More than 7 percent of families with children under the age of 18 living in the eight towns of the Lower Cape have household incomes below the federal poverty level, with Provincetown being the highest at 21 percent.⁴

¹ According to the Massachusetts 2020 Census, the populations of each town are as follows: Harwich (13,440), Brewster (10,318), Chatham (6,594), Orleans (6,307), Eastham (5,752), Wellfleet (3,566), Truro (2,454), and Provincetown (3,664). Accessed through sec.state.ma.us/census2020

² According to the Massachusetts Department of Labor and Workforce Development, unemployment rates in January 2022 in the eight Lower Cape towns were as follows: Brewster (7.0 percent), Chatham (8.2 percent), Harwich (9.2 percent), Orleans (6.3 percent), Eastham (10.5 percent), Wellfleet (12.9 percent), Truro (19.1 percent) and Provincetown (25.1 percent).

³ U.S. Department of Housing and Urban Development's (HUD's) Office of Policy Development and Research (PDandR) Comprehensive Housing Affordability Strategy (CHAS) Data Query Tool. http://www.huduser.org/portal/datasets/cp/CHAS/data_querytool_chas.html (accessed November 2, 2022).

⁴ U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates.

Local housing prices, inflated by the off-Cape incomes of second homeowners and retirees, far outpace the incomes of many local families. In May of 2022, the median home price in Barnstable County increased to \$749,000, compared to \$449,000 in June of 2019. In order 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 \$76,287.⁵ In addition, because nearly half (49 percent) of the region's physical area falls within the boundaries of the Cape Cod National Seashore, undeveloped land is scarce and costly.

Affordable rentals are also in short supply and financially out of reach for many people. Year-round rental stock is suppressed due to the premium placed on high-priced weekly rentals from Memorial Day through Labor Day, and lower-wage workers cannot afford fair market rents for the limited number of apartments and houses that are rented year-round. HUD's Fair Market Rent countywide for a two-bedroom apartment is \$-2,044 per month. For a household to spend the recommended 30 percent of income on rent and utilities, two working adults would need a combined annual income of more than \$82,000.

Lower-wage workers and those with seasonal jobs come up short. The mean hourly wage among renters in Barnstable County is just slightly more than minimum wage, \$16.38 an hour.⁶ Even assuming there are two wage earners, each working 40 hours a week throughout the year, their combined income barely tops \$68,000 (\$68,140). And many households have only one wage earner or two people working seasonal jobs. Even an individual renter who works year-round and earns an average wage—roughly \$26 per hour in Barnstable County—faces roughly the same affordability gap.⁷ People are vulnerable as a result. Individuals and families, including those with children, can end up in unsuitable and unsafe living conditions: illegal basement apartments, nonwinterized motel rooms without kitchens, and crowded into spaces built for fewer occupants. The growing number of recent immigrants working seasonal, low-wage jobs on the Lower Cape appear especially vulnerable.

Bottom line: There is a staggering and largely unmet need for safe, stable, and affordable rental housing. Recent affordable housing lotteries highlighted this problem. In August 2022, newly constructed Brewster Woods held a lottery and received 248 applications for 29 affordable apartments. Forty-two applicants for the 1-bedroom units, accounting for two-thirds of all ineligible applicants, were considered ineligible because they were under income. In September 2019, the Village at Nauset Green in Eastham also held a lottery for its new affordable apartments. Forty-eight percent of the 273 lottery applicants were at 30 percent of AMI. Currently, the one-, two- and three-bedroom affordable units that the CDP owns and/or manages have a waiting list of 127 families. With the exception of Orleans and Provincetown, where 9.0 percent and 9.7 percent of all housing is designated affordable (although supply still falls short of demand), none of the other eight Lower Cape towns is anywhere close to meeting the State's Chapter 40(b) threshold of having a minimum of 10 percent of a town's year-round

⁵ <https://datacapecod.org/pf/real-estate-trends/> accessed September 28, 2022.

⁶ *Out of Reach 2022*, data for Barnstable County, published by the National Low-Income Housing Coalition, accessed at <http://nlihc.org/sites/default/files/oor/OOR>

⁷ In March 2021, the average weekly wage of a resident of Barnstable County was \$1,038, or roughly \$26 per hour based on a 40-hour work week. This ranked as the lowest average weekly wage among large counties in Massachusetts. Source: https://www.bls.gov/regions/new-england/news-release/countyemploymentandwages_machusetts.htm

housing stock be designated affordable. Percentages range from less than 2.3 percent in Truro to 5.6 percent in Brewster.⁸ Further deepening the challenge, some people in need of safe and stable housing on the Lower Cape make either too little or slightly too much income— “on the books” or otherwise—to qualify for the small number of units designated as affordable, and for others the lengthy application process is difficult for them to navigate successfully.

All these realities make it particularly hard for young people, who tend to have fewer financial resources, to make a home on the Lower Cape. As a result, according to the Census, the population of residents between the ages 25 and 44 across all of Barnstable County is only 17.8 percent.⁹ The Lower Cape has a markedly older population. More recent population data show the median age in every town to be at least 55, and in most towns it is close to or at 60.¹⁰ In five of the eight Lower Cape towns, well over one-third of the population is 65 years of age or older, with the situation in Provincetown and Truro only slightly better, at 27 and 30 percent of the population.¹¹

Without active intervention to reverse these trends by expanding affordable housing and creating more year-round and better paying jobs, the future of the Lower Cape is in jeopardy, and life for LMI residents will not improve, and could worsen. The CDP’s slogan, “We can’t afford to lose the people who can’t afford to live here” captures our commitment to LMI residents in particular and our broader commitment to building diverse and vibrant communities across the Lower Cape.

Section 2: How We Involve the Community in Our Work

The CDP was founded thirty years ago by residents of the Lower Cape and, as a membership organization, remains firmly grounded in the communities we serve. The people of those communities actively participate in developing, implementing, and monitoring the CDP’s goals and activities, including this Community Investment Plan. There are many ways in which the CDP informs and engages Lower Cape residents, including an Annual Meeting open to the public, issue-specific community forums held throughout the year, active collaboration with other Lower Cape entities and, of course, through the programs we operate and the services we provide to Lower Cape residents.

The CDP’s primary governance body—our Board of Directors—is elected by our members, and the composition of the Board and our staff reflects the organization’s deep ties to the Lower Cape: All Board members live year-round or work in one of the eight communities we serve; several Board members are also affiliated with other organizations that serve LMI populations in our region; and our Board members include present or past CDP clients, including a current resident in one of the affordable rental homes we manage.

⁸ Department of Housing and Community Development, Chapter 40B Subsidized Housing Inventory (SHI) as of December 14, 2020.

⁹ U.S. Census Data, 2020.

¹⁰ 2016-2020 American Community Survey 5-Year Estimates.

¹¹ According to the 2016-2020 American Community Survey 5-Year Estimates, the proportion of residents 65 years or older in each town is as follows: Brewster (33.7 percent), Chatham (46.6 percent), Harwich (33.7 percent), Orleans (45.5 percent), Eastham (42.9 percent), Wellfleet (34.4 percent), Truro (29.7 percent), and Provincetown (26.9 percent), accessed through FactFinder.

Our work is also informed and guided by a 70-member Advisory Council comprised of diverse members of the communities we serve—from local business owners to professionals with expertise in our focal issues, to concerned residents. They are a crucial source of information, guidance, and connections to support; they strengthen our work; and some members have decision-making authority. The CDP's two core committees—the Business and Credit Committee that approves loans and guides our small business development programs, and the Housing Committee that supports staff in developing and implementing the CDP's affordable housing initiatives generally—include Advisory Council members who serve alongside CDP Board members.

We also partner with allied organizations as another way to ensure that our work penetrates and truly meets the needs of the communities we serve. The CDP is a member of each town's Chamber of Commerce, as well as the regional Cape Cod Chamber, and partners formally and informally with numerous community-based organizations and other entities. Many of those partnerships are described in Section 6 below.

Since 2001, the CDP has engaged in a comprehensive strategic planning process every five years. The most recent strategic planning process, which informs the substance of this Community Investment Plan, began in the summer of 2019 through a process designed specifically to seek input from local stakeholders about the issues confronting the Lower Cape and the CDP's work. Independent consultants held two focus groups and 24 individual key-informant interviews. A day long CDP staff and Board retreat was held to review recommendations those focus groups/interviews generated and to identify new and refined strategic priorities.

In January 2020, a revised mission statement was adopted and two task forces, one for housing programs and the other for small business development programs, were created to recommend new strategic initiatives to the CDP's Board. The strategic planning process was delayed for over a year by the COVID-19 pandemic. In January 2020, the CDP Board adopted a new set of strategies (See Attachment A) that have guided the development of this Community Investment Plan.

In October 2022, draft goals and activities (Sections 3 and 4) were shared with members of the CDP's Board of Directors and Advisory Council along with colleagues in 50 partner organizations to solicit their feedback. Our goals and activities were generally lauded and comments from reviewers were incorporated into the final version of this plan.

This Community Investment Plan, which the CDP's Board is scheduled to formally approve on December 1, 2022, represents both an evolution of our historic mission and a bold agenda to deepen the organization's role in empowering residents to advocate for programs and policies that build a diverse year-round community of people who can afford to live, work, and thrive on the Lower Cape.

Both the CDP Board of Directors and Advisory Council play a central role in monitoring the implementation of the activities outlined in this Plan. To facilitate their oversight and guidance, CDP staff issue a weekly email with important updates about our work. In addition, the Board holds 10 meetings annually during which they discuss Plan activities, and members of the

Advisory Council participate in ad hoc meetings and discussions throughout the year. The Annual Membership Meeting of the CDP is held each spring where Board Members and Officers are elected, and the Community is provided with an Annual Report on progress in implementing the Community Investment Plan.

Section 3: Our Goals

Goal 1 - Organize and advocate to create affordable housing opportunities on Lower Cape

Goal 2 – Develop and Preserve Affordable Housing on the Lower Cape

Goal 3 – Maintain existing housing portfolio and meet our residents’ needs

Goal 4 - Employ a sectoral approach to prospect for economic development opportunities

Goal 5 - Shift emphasis from general business development to ventures that support year-round family sustaining (living wage) employment

Goal 6 – Strengthen the CDP’s ability to respond to community needs by prioritizing relationship-building with members of underserved communities

Goal 7 - Identify and implement strategies to develop a more diverse and inclusive Board of Directors, Advisory Council and Staff

Goal 8 - Strengthen the CDP’s Resource Development capacity

Section 4: Activities We Intend to Undertake

Goal 1 - Organize and advocate to create affordable housing opportunities on Lower Cape

Strategy 1A: Advocate for affordable rental developments tailored to community needs and the availability of experienced developers			
Strategy 1A Impact: by educating and influencing municipal leaders and voters, the CDP builds the region’s ability to address our housing shortage resulting in increased production of multifamily developments that meet community needs.			
Strategy 1A Indicators			
<ul style="list-style-type: none"> • 4 towns create or amend zoning bylaws to allow multifamily development in their village center by June 30, 2025. • 4 towns work toward implementing a wastewater treatment system that allows for high-density, multifamily development by June 30,2025. • 5 towns increase their allocation of short-term rental tax revenue for housing production OR adopt a real estate transfer fee by June 30, 2025. • At least 5 new municipal officials in each town participate in educational opportunities offered through the CDP, 40 per year. • Recruit and engage at least 20 Housing Champions per town, 160 per year. • Support 2 subregional housing coalitions by June 30, 2023. • Support 8 town housing coalitions by June 30, 2025. 			
Strategy 1A Activities	'23	'24	'25

Continue to provide training and technical assistance to municipalities, implement a new 3-year Lower Cape Housing Institute curriculum focused on zoning reform.	X	X	X
Establish monthly meetings between CDP and one municipal Town Captain per town to strengthen relationships with municipal housing advocates.	X		
Build housing advocates network from each of the 8 Lower and Outer Cape towns, per year.	X	X	X
Create a coalition of Housing Champions, Town Captains, local businesses, and organizations which share compatible goals and values, social service providers, and other vested stakeholders to meet quarterly.		X	X
Train Housing Champions on how to canvass and deep canvass residents and voters about various housing, community, and Annual Town Meeting related initiatives.	X	X	X
Create a group of High School students interested in housing and community advocacy. Monthly or weekly meetings will educate and train young adults on the ins and outs of advocacy and volunteer work and mobilize them to actively take part in housing/community initiatives and GOTV (Get Out the Vote).	X	X	X
Create a public education workshop series centered around worldview to educate and engage the public, mobilizing them to take part in housing/community initiatives.	X	X	X
Develop and implement a social media campaign that builds public support for housing.	X	X	X
Strategy 1B: Encourage affordable rental housing developments that are best suited to meet local affordable housing production goals, attract required financing, reduce the use of fossil fuels, meet the needs of residents, and house economically diverse households.			
Strategy 1B Impact: by providing direct technical assistance to towns, the CDP supports towns in reforming their land use policies and developing homes that benefit the year-round community.			
Strategy 1B Activities	'23	'24	'25
Provide housing coordinator services to the Wellfleet Housing Authority.	X	X	X
Provide housing coordinator services to the Chatham Community Development Department.	X		

Goal 2 – Develop and Preserve Affordable Housing on the Lower Cape

Strategy 2A: Partner with strong developers of high-quality affordable homes and serve as the bridge shaping the housing to meet community needs and expectations			
Strategy 2A Impact: by conducting effective community engagement, the CDP builds public support for specific housing developments resulting in faster permitting of multifamily projects.			
Strategy 2A Indicator: Each of the 8 towns support an ongoing development pipeline of multifamily projects.			
Strategy 2A Activities	'23	'24	'25
Partner with one developer per year to achieve successful permitting on a multifamily project	X	X	X
Strategy 2B: Continue housing rehab to preserve affordable units			

Strategy 2B Impact: preserve existing housing stock, neighborhood quality and property values while fueling our economy by employing local contractors and crews.			
Strategy 2B Output: A report outlining regional housing rehab needs and strategies to address them by June 30, 2024.			
Strategy 2B Activities	'23	'24	'25
Evaluate the CDP's future role in housing rehabilitation programs. The loss of both the Truro and Brewster Housing Rehab grants has weakened the CDP's capacity to provide housing rehab services in the region.	X	X	
Strategy 2C: Launch ADU Center as the locus for flexibly addressing a variety of community housing needs and opportunities.			
Strategy 2C Impact: increase housing production within existing zoning and infrastructure.			
Strategy 2C Indicator: At least 25 ADUs are built on the Lower Cape by June 30, 2025.			
Strategy 2C Activities	'23	'24	'25
Encourage and incentivize homeowners to build ADUs (Accessory Dwelling Units) by educating the public about the benefits of ADUs and promoting the services of the Lower Cape Housing & ADU Resource Center to get them built.	X	X	X
Obtain more funding to increase ADU incentives, which will lead to the creation of more ADUs.	X	X	
Continue to strengthen collaboration with Homeless Prevention Council to reduce housing instability by promoting services offered through Lower Cape Housing & ADU Resource Center.	X	X	X
Work with the towns and CDP Advocacy team to help identify and influence necessary change around bylaws, building infrastructure regulations, etc.	X	X	X
Strategy 2D: Launch expanded Homeownership Education Program			
Strategy 2D Impact: support the financial stability of year-round households and increase their readiness for and influence over homeownership opportunities.			
Strategy 2D Indicator: 300 Lower Cape residents increase financial stability through financial and homeownership counseling and education by June 30, 2025.			
Strategy 2D Activities	'23	'24	'25
Complete Homeownership Counseling and Community Lending Certification.	X		
Design an expanded Homeownership Education Program including pre-purchase group training, individual counseling, emergency counseling and foreclosure prevention.	X		
Launch Homeownership Education Program by September 30, 2023.	X		
Connect participants who have experienced housing insecurity with housing advocacy opportunities.		X	X

Goal 3 – Maintain Existing Housing Portfolio & Meet Resident’s Needs

Strategy 3A: Continue to maintain CDP’s housing portfolio and meet our residents’ needs			
Strategy 3A Impact: preserve the availability of scarce rental homes and help people address underlying challenges that may have contributed to a decline in their income.			
Strategy 3A Indicators			

<ul style="list-style-type: none"> • 100 units of rental housing stock are preserved on the Lower Cape by June 30, 2025. • 150 residents access case management services that support financial stability by June 30, 2025. • 170 individuals, comprising 100 families directly benefit from living in affordable rental units by June 30, 2025. • One assessment on feasibility of a new program to address lack of homeownership opportunities by June 30, 2024. 			
Strategy 3A Activities	'23	'24	'25
Continue to maintain regulatory compliance for the various funding sources associated with each property as measured by passing yearly property audits.	X	X	X
Continue to engage Homeless Prevention Council to provide residential services to all families in the CDP portfolio to ensure tenancy preservation and success.	X	X	X
Secure extension of Harbor Hill Management Contract with Town of Provincetown.	X		
Prepare annual property capital plan.	X	X	X
Identify both short-term and long-term solutions to address the inefficiencies and financial challenge of managing our portfolio of affordable rental units.	X	X	
Explore the development of a deed restriction by-down program to preserve year-round housing for local workers.		X	X

Goal 4 - Employ a sectoral approach to prospect for economic development opportunities

Strategy 4A: Nurture Fishing and shellfishing businesses			
Strategy 4A Impact: preserve the Lower Cape’s historic tradition of small boat fishing and aquaculture that is associated with roughly \$10 million in revenue circulating in the local economy.			
Strategy 4A Indicator			
<ul style="list-style-type: none"> • 30 jobs preserved and/or created by June 30, 2025. • \$937,500 in additional revenue for individual small boat fishing businesses by June 30, 2025. • \$3,750,000 in additional revenue circulating in the regional economy by June 30, 2025. 			
Strategy 4A Activities	'23	'24	'25
Continue to work with Scallop fleet through the CCFT (Cape Cod Fisheries Trust) Scallop Lease program.	X	X	X
Look for other opportunities to interact with fishers and provide value to the Scallop Fleet and other members of the CCCFA.	X	X	X
Strategy 4B: Exploratory prospecting for economic development of construction trades, family childcare businesses, artisanal food producers and the creative arts			
Strategy 4B Impact: identify and nurture sectors of the regional economy that are poised to expand in order to preserve and create year-round jobs.			
Strategy 4B Indicators:			
<ul style="list-style-type: none"> • 14 new businesses created by June 30, 2025 • 16 new jobs created (full-time and part-time; seasonal and year-round) by June 30, 2025. 			
Strategy 4B Activities	'23	'24	'25
Construction: Develop grant application with Mass Hire, Contractors Association and Cape Cod Tech to create an Evening Construction Skills Program.	X		

Family Child Care: Partner with Cape Cod Young Professionals to promote the creation of home-based childcare start-up businesses with emphasis on minority-owned businesses.	X		
Family Child Care: Provide TA to child-care businesses looking to start, grow and expand.		X	
Artisanal Foods: Partner with Cape Cod Cooperative Extension to offer “Tools to Starting your Food Business” training.	X	X	X
Artisanal Foods: Provide TA to Food businesses looking to start, grow and expand.	X	X	X
Creative Arts: Develop a series of “The Business of Art” workshops with Provincetown Commons.	X	X	X
Creative Arts: Participate in the Arts Foundation of Cape Cod artists training.	X	X	X
Creative Arts: Work with members of the Harwich Cultural Center to develop programing for these participants.	X	X	X

Goal 5 - Shift emphasis from general business development to ventures that support year-round family sustaining (living wage) employment

Strategy 5A: Lead a collaborative planning process to develop and implement business development strategies that support living wage jobs.			
Strategy 5A Impact: increase the resilience of our local economy and year-round community by decreasing dependence on the seasonal economy.			
Strategy 5A Output: A report detailing industries poised for growth and strategies to support them along with a corresponding work plan for FY25 implementation.			
Strategy 5A Activities	'23	'24	'25
Conduct research to identify local industries and jobs that provide living wages.	X		
Engage business owners in these industries to understand barriers to providing higher wages and business needs to meet.		X	
Develop work plan to implement strategies in the region that support the creating of living wage jobs.			X
Strategy 5B: Facilitate business start-ups using ombudsman to work with entrepreneurs and municipal officials to expedite process.			
Strategy 5B Impact: increase the creation of new businesses and jobs.			
Strategy 5B Indicator: included in indicators in Strategy 5C.			
Strategy 5B Activities	'23	'24	'25
Engage two towns per year to identify and streamline the business startup process.	X	X	X
Strategy 5C: Continue to tap CDP’s loan capital and technical expertise to support new and expanding ventures			
Strategy 5C Impact: support the creation, stabilization, and expansion of small business to create or preserve jobs and strengthen the local economy.			
Strategy 5C Indicators			
<ul style="list-style-type: none"> • 30 businesses started by June 30, 2025 • 68 businesses expanded by June 30, 2025 • 90 jobs retained (full-time and part-time; seasonal and year-round) by June 30, 2025. • Provide technical assistance (TA) to 500 businesses by June 30, 2025. 			
Strategy 5C Activities	'23	'24	'25

Find more loan capital	X	X	X
Lend a minimum of \$212,000 to local small businesses, annually	X	X	X
Meet with branch managers and business lenders to promote CDP TA and microloan program.	X	X	X

Goal 6 – Strengthen the CDP’s ability to respond to community needs by prioritizing relationship-building with members of underserved communities

Strategy 6A: Continue to develop relationships with other organizations			
Strategy 6A Impact: increase the amount, quality, and diversity of collaborations with organizations that understand the needs of our LMI communities to help the CDP to support programming that is truly place-based.			
Strategy 6A Indicators			
<ul style="list-style-type: none"> • Increase resident participation by 25% across all programs by June 30, 2025. • Increase partnerships by 15% across all departments by June 30, 2025. 			
Strategy 6A Activities	'23	'24	'25
Expand the network of individuals who are aware of our services to expand our reach to those who need TA and loans.	X	X	X
Expand our network of service providers to learn about untapped resources available to our clients.	X	X	X
Establish, strengthen, and leverage relationships with service providers and other stakeholders to support a collaborative approach to program development and delivery.	X	X	X
Strategy 6B: Continue outreach to Underserved Communities in our area.			
Strategy 6B Impact: increase the number and quality of our connections to immigrant communities and communities of color to allow the CDP to support programming that repairs the negative legacies of discriminatory policies.			
Strategy 6B Indicator: Increase nonwhite participation in all programs by 15% by June 30, 2025.			
Strategy 6B Activities	'23	'24	'25
Hire Small Business Ambassadors who are embedded within our target communities (immigrants and BIPOC) to engage a more diverse client base.	X		
Shift to focusing on long-term relationship-building with members of immigrant communities and communities of color.		X	
Explore the possibility of using tailored loans that support these target groups.			X
Strategy 6C: Continue to look for opportunities for referrals to our programs.			
Strategy 6C Impact: increase our reach to serve a larger portion of our communities.			
Strategy 6C Indicator: 25% increase in number of clients served across all programs by June 30, 2025.			
Strategy 6C Activities	'23	'24	'25
Leverage existing clients – set up an incentive-based client referral program.	X		
Develop a process to engage the Board, Advisory Council and Business & Credit Committee.		X	
Strategy 6D: expand community organizing to address a range of issues named by the year-round community			
Strategy 6D Impact: develop policy initiatives that increase affordability and quality of life for year-round households.			
Strategy 6D Indicator: Successful adoption of 3 petition articles in Annual Town Meetings that increase affordability for year-round residents by June 30, 2025.			

Strategy 6D Activities	'23	'24	'25
Organize and support “365 groups” and similar grassroots initiatives		X	X
Engage marginalized communities to actively influence local and regional priorities	X	X	X

Goal 7 - Identify and implement strategies to develop a more diverse and inclusive Board of Directors, Advisory Council and Staff

Goal 7 Impact: develop programming that increases equity and mitigates the effects of historical discriminatory policies.			
Goal 7 Indicator: 25% increase in diversity of CDP Board and staff across demographic categories including a 15% increase in nonwhite Board and staff by June 30, 2025.			
Goal 7 Activities	'23	'24	'25
Implement MACDC Racial Equity Pledge	X	X	X
Support staff in developing programmatic goals within a DEIB Action Plan.		X	X
Complete Racial Equity Board Assessment and develop recommendations for Board Strategies to address DEIB in organizational governance.	X		
Create an internal working group of senior staff to evaluate the causes of staff turnover and report findings and recommendations to the Executive Committee and Finance Committee.	X		

Goal 8 - Strengthen the CDP’s Resource Development capacity

Goal 8 Impact: increase the long-term sustainability of the organization.			
Goal 8 Indicator: Maintain annual investment into new programming of 5% of annual budget by June 20, 2025.			
Goal 8 Activities	'23	'24	'25
Secure \$300,000 or more in Community Investment Tax Credits, annually	X	X	X
Set and achieve aggressive annual fundraising goal from individual contributions and business program & event sponsorships.	X	X	X
Secure new, multi-year public and private funding sources for new initiatives	X	X	X
Assess staffing needs for Development & Communications initiatives and recruit new staff based on the assessment.	X		

Section 5: How We Evaluate and Measure Our Success

The CDP takes a rigorous approach to evaluating our own performance. Staff and Board track performance at several levels: we monitor progress toward program outcomes, progress toward resource development goals and we monitor staff performance. We have included key program indicators for our goals and strategies described in Section 4. Staff and Board use these indicators along with qualitative assessments to ensure that the CDP is successfully impacting the region in alignment with community needs. We issue mid-year and year-end performance reports as required by funders and each year we publish an Annual Report so that the Lower Cape communities we serve can help to hold us accountable for meeting shared goals. In order to nurture an organizational culture that values and seeks feedback, we engage in an annual staff evaluation cycle that includes quarterly feedback opportunities between

supervisors and direct reports, annual goal setting for both programs and professional development, and the development of infographic reports for clear communication with community stakeholders.

In an effort to break down silos and monitor performance across the organization, the CDP produces higher-level measures that are meaningful and feasible to generate given available data and resources. Most notably, the CDP produces specific counts of the total number of residents and businesses that directly benefit from our combined programs and activities over a period of time. We also track operational indicators of the CDP's capacity to be successful, including those that signal to what extent members of the communities we serve view the CDP as a valuable and effective organization. Specifically, we track the extent and results of our community outreach; the extent and fruits of our collaboration with other organizations and our success in raising funds, especially locally.

We utilize Salesforce.com to collect and analyze data, giving us the ability to track our activities and outcomes in real time and generate reports. Our increased capacity to evaluate our work and its impact has strengthened our relationships with the communities we serve and with institutions and individuals that currently support our work and those who might become funders/donors.

All staff are involved in evaluation activities. The Chief Program Officer is responsible for facilitating annual evaluations of our Business & Credit, Housing Advocacy and ADU Resource Center departments. The Chief Property Management Officer manages the evaluations of our rental housing services. The Chief Executive Officer oversees evaluation of administrative and development goals.

Section 6: Our Partners and Allies

The CDP works with numerous entities on the Lower Cape and farther afield to carry out the activities described in this Community Investment Plan. Whether they are formal partners like the Homeless Prevention Council, with whom we contract to provide specific services, or informal collaborators such as Seamen's Bank, our relationships with these entities, many of them long-standing, help us fulfill our mission

Economic Development: Our partners and collaborators help us stimulate businesses in ways that support year-round family sustaining (living wage) employment—particularly those whose incomes fall below the area median—and build a stronger, more diverse economy on the Lower Cape. Partners ranging from local banks, to WE CAN, Amplify Cape Cod and the Cape Cod Commercial Fisherman's Alliance help us identify promising businesses and businesses owned by BIPOC residents, immigrants, women, veterans, and members of the LGBTQ community. Over the next three years, we will be working more closely with the Chambers of Commerce in each town, the Select Boards, and others to make towns more business friendly. We work with the Provincetown Commons and other allied organizations to identify and strengthen business sectors that pay living wages. Going forward, partnerships will be essential to taking a more targeted and intentional approach to small business development.

Our Current Partners:

Cape Cod Fisheries Trust; Cape Cod Commercial Fishermen's Alliance; Mass Growth Capital Corporation; Cape Cod Chapter of SCORE (Senior Corp of Retired Executives); Wellfleet Shellfish Promotion and Tasting (SPAT); Barnstable County Extension; Chambers of Commerce in each of the eight towns on the Lower Cape; Cape Cod Chamber of Commerce; Local Banks (Cape Cod Five Cents Savings Bank, TD Bank, Seamen's Bank, Cooperative Bank of Cape Cod); E for All Cape Cod; Coastal Community Capital; WE CAN;

Affordable Housing: Our partners and collaborators help us preserve and expand safe, stable, and affordable year-round housing for LMI residents as an essential element of vibrant year-round communities. In particular, our partners help us build the capacity of the Lower Cape towns to increase overall housing production and support LMI residents in securing housing.

Our Current Partners:

Cape Cod Children's Place; Eastham Affordable Housing Trust; Highland Affordable Housing (Truro); Homeless Prevention Council; Provincetown Year-round Market Rate Housing Trust; Town Select Boards; Community Preservation Committees; Housing Authorities; Housing Trusts; Councils on Aging; Cape Cod Commission; Cape & Islands Regional Network on Homelessness; MA Homeownership Collaborative Advisory Committee; Lower Cape Outreach Council; Family Pantry of Cape Cod; Mass Housing Partnership; Cape Light Compact.

Key Partnerships that advance our work overall: The CDP's Chief Executive Officer serves on the Massachusetts Rural Policy Advisory Commission and Chairs the Policy Committee and serves on the Board of Directors of the Massachusetts Association of Community Development Corporations. The CDP's Chief Program Officer serves on the Boards of Citizens Housing and Planning Association and Abundant Housing Massachusetts.

Section 7: Integrating and Aligning Our Work Within a Broader Framework and Vision

As described in Sections 3 and 4, the goals and activities outlined in this Community Investment Plan are deeply inter-related and mutually reinforcing: the creation of jobs with family sustaining wages and affordable housing are the conjoined forces that build and sustain thriving year-round communities. Lower Cape residents increasingly understand this reality. In other words, our vision for the Lower Cape is in sync with the people we serve. Moreover, as a regional entity, the CDP provides value and has positive effects across town boundaries. Indeed, none of our initiatives are limited to a single town, and as described in Section 6, we partner with numerous entities that also work across towns to meet the common needs of the eight communities that make up the Lower Cape.

While the Lower Cape is distinct within the Cape overall for the reasons, we describe in Section 1, we do collaborate with several Cape-wide entities, including the Cape Cod Chamber of Commerce, Cape & Islands Regional Network on Homelessness, Cape Cod and The Islands Selectmen and Councilors Association, The Cape Cod Climate Change Collaborative, The Cape Cod Commission, and The Cape Cod Economic Development Council. Compared with other areas of the state, the Cape has not had the benefit of robust sub-regional planning. And there is no regional planning focused specifically on the Lower Cape beyond what we have done, efforts that we plan to build upon.

This Community Investment Plan for the Lower Cape aligns with The Cape Cod Commission’s revised 2021 Regional Policy Plan and the Commission’s 5-Year Comprehensive Economic Development Strategy (CEDS), created in 2019 in part through the CDP’s participation.¹² Our green building approach to the creation and preservation of small and medium-scale affordable housing answers the Commission’s call for “low-impact and compatible development.” We help to foster a “balanced economy” with “quality employment opportunities,” as CEDS states, by nurturing business sectors that offer jobs with family sustaining wages. All of our activities pay dividends close to home, meeting the Commission’s goal of “retaining and attracting income to the region” to promote “regional income growth.”

Section 8: Our Funding Sources and Making Use of Community Investment Tax Credits

The CDP will fund the activities described in this Community Investment Plan through a diversified combination of federal, state, and municipal grants (49 percent), program income (36 percent) and donations from individuals, businesses, and private foundations (15 percent)—sources of funding in which the CDP has a strong track record. Attachment 2, our 2021 Annual Report, lists the government entities, individual, businesses and private foundations that have donated to the CDP over the past year.

Federal, State and Municipal Grants

The CDP has a long history of successfully competing for government funding (municipal, state, and federal) to finance the organization’s activities. Historically, government grants accounted for 65 to 70 percent of the CDP’s annual revenue. Beginning in 2010 grant funds declined to 50 percent of annual revenue due largely to reductions in federal and state funding. Despite the economic recovery, government funding now accounts for just 49 percent of annual revenue—making it important for us to continue to increase the support we receive from the private sector, especially local businesses, foundations, and individual donors.

Program Income

The second largest source of funding is program income, which accounts for 36 percent of the CDPs annual revenue. Program Income is generated from the following sources:

- Rents received from the CDP’s affordable rental apartments
- Leases for scallop quota
- Interest on Microloans
- Fees for workshops and educational programs

Donations from Individual, Businesses and Private Foundations

Donations from individuals and businesses round out the CDP’s financing. Donations provide a flexible source of funding, typically unrestricted to any particular activity and especially useful in the early stages of developing new projects and innovative programs that respond to the needs of the communities we serve. The Community Investment Tax Credit along with

¹² Cape Cod Commission Comprehensive Economic Development Strategy (CEDS) <http://www.capecodcommission.org/index.php?id=249>

implementation of a comprehensive development program has enabled the CDP to increase donations from Individuals, Businesses and Private Foundations from \$34,302 in FY 2013 to over \$750,000 in FY 22.

The CDP focuses on cultivating individual gifts of \$1,000 or more from current donors with the interest and ability to give more, and by identifying new donors whose philanthropic values align with the CDP’s mission. Largely as a result of the leverage offered by the tax credits, major gifts have been increasing annually, both the number of donors and the total amount raised—a trend projected to continue over the next three years.

	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23 YTD
Number of Major Donors	101	121	100	100	115	65
Amount raised	\$199, 028	\$324,901	\$406,576	\$457,255	\$716,721	\$351,828

Making use of Community Investment Tax Credits

The CDP has a track record of making good use of Community Investment Tax Credits. In general, we have been able to use more of our available tax credits even as the value of the credits we receive has increased substantially over time.

Year	Tax Credits Received	Tax Credits Carried over from previous year	Total Tax Credits available	Tax Credits Granted	Utilization rate
2014	\$80,000	\$0.00	\$80,000	\$79,900	99.9%
2015	\$130,000	\$99	\$130,099	\$113,282.50	87%
2016	\$150,000	\$16,500	\$166,500	\$114,262.50	84%
2017	\$180,000	\$44,475	\$172,237.50	\$165,569	98%
2018	\$150,000	\$16,875	\$168,875	\$166,614	99.8%
2019	\$200,000	\$375	\$200,375	\$200,375	100%
2020	\$215,000	\$0	\$207,500	\$207,500	100%
2021	\$250,000	\$0	\$250,000	\$246,946	98.7%
2022 to date	\$280,000	\$3,054	283,054	*\$236,112.19	83.4%

*Donations and pledges received as of November 10, 2022

Section 9: Our History and Track Record and Sustainable Development

The activities outlined in this Community Investment Plan reflect a mature body of work by the CDP. In both economic development and affordable housing, the CDP has a track record of responding to the needs and opportunities in our distinct region of the Cape. For more than 30 years, we have successfully financed projects, many of them complex; put plans into action, often breaking new ground with truly innovative programs and initiatives; and produced results that benefit individuals and the Lower Cape region overall—several specific accomplishments are listed below. In sum, this CIP provides a roadmap for deepening and expanding successful lines of work to realize even greater benefits for the individuals and communities we serve.

Highlights of the CDP's accomplishments over the past 27 years

Housing

- Developing, owning, and managing 100 affordable and community rental homes, including the Platinum LEED Certified Thankful Chases Pathway which received national recognition in HUD's Door Knocker Award competition for Sustainable Housing.
- Installing 420 solar panels on our properties to harness the power of the sun, generating \$50K annually and other financial and environmental benefits.
- Developing 28 affordable homeownership opportunities for LMI families.
- Building the capacity of the Lower Cape Towns to address the affordable housing crisis by:
 - Training over 400 elected and appointed municipal leaders through our annual Housing Institute
 - Recruiting and training 985 residents to advocate for affordable housing
 - Educating the public through the "We can't afford to lose the people who can't afford to live here" media campaign designed to tell the stories of Lower Cape residents in need of affordable housing.
 - Providing housing consulting services and support services to the Towns of Wellfleet, Chatham, and Harwich.
 - These efforts resulted in the consideration of 247 housing-related articles during Town Meetings across the Lower Cape and the approval of \$38.6M in local funding.
- Repairing and upgrading homes for 469 LMI families while employing local contractors, work valued at \$11.5 million.
- Educating over 450 potential First Time Home Buyers so they qualify for reduced mortgages and can make informed decisions in the home buying process.

Economic Development

- Providing over \$4.1 million in micro-loans to help start, grow, or sustain 237 local small businesses.
- Delivering technical assistance and guidance to more than 2,500 locally owned small businesses.
- Generated over \$28M in revenue from 21 fishing vessels for the local economy, through the nationally recognized Cape Cod Fisheries Trust, and provided direct technical assistance support to the local day-boat fishing fleet.
- Created the Orleans Winter Farmers Market.

Alignment with the Commonwealth's Sustainable Development Principles

Because the goals and activities in this Community Investment Plan are mutually reinforcing, as already discussed, this Plan reflects the Commonwealth of Massachusetts' strong preference for policies and practices that are well "integrated." On a more granular level, this Plan is consistent with the Commonwealth's Sustainable Development Principles:

- Our focus on rehabilitating and improving existing affordable housing units and our pursuit of compact and locally appropriate new development meet the State’s 1st principle to “concentrate development and mix uses” and the 6th principle to expand housing opportunities. Our demonstrated commitment to understanding the perspectives and needs of LMI residents and working with them to ensure that the Lower Cape develops in a way that benefits everyone meets the State’s 2nd principle to “advance equity.”
- By engaging in housing, fishing and other business practices that conserve resources, the Plan meets the State’s 5th principle to “use natural resources wisely.”
- Our work to nurture sectors of our economy that create jobs paying family sustaining wages, and our financial and technical assistance to small businesses meet the State’s 8th principle to “increase job and business opportunities.”
- Our investment in solar energy along with a focus on energy efficiency more generally meets the State’s 9th principle to “promote clean energy.”
- Our structure as a regional organization and our close collaboration with other regional entities and plans meets the State’s 10th principle to “plan regionally.”

Fundamentally, the CDP is an organization dedicated to sustaining the Lower Cape, a unique region where both the land and the community on which it is built are threatened. We have shown over 30 years that necessity is indeed the mother of invention, and this plan puts us on track to continue to solve the problems and seize the opportunities in this special place we call home.