



community development partnership



2023 Strategic Plan



Our Mission

Leading 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.

Adopted January 23, 2020

CDP 2023 Strategic Plan

The CDP's mission is broad, ambitious, and complex. Building a stronger and more diverse year-round community of people who can afford to live, work and thrive on the Lower Cape requires multiple strategies.

Our objective is to strengthen the Lower Cape's year-round economy to create the economic and social conditions that both support current residents and attract year-round households with working-age occupants.

Our scope remains the same as we continue to serve the eight Lower Cape Towns – a unique and more rural part of the Cape, with high rates of non-resident property ownership and whose residents are fiercely protective of the natural environment yet struggle with a seasonal, service-oriented economy.

Our new strategy calls on us to broaden our approach by leading with advocacy. We will continue to offer programs and services that address the shortage of housing that is affordable to year-round residents and to launch and grow small businesses through training, technical assistance and access to capital.

We will lead with **ADVOCACY**

To achieve our mission, organizing, engaging, championing, and mobilizing through advocacy will become central to everything we do. We have seen the value of cultivating partnerships with town governments and engaging underrepresented communities in local and regional decision making. We will build on this success by incorporating advocacy into the work we do. We will recruit and empower residents to use their voice to influence decision making in their communities and in the region.



A Community that Provides Housing that is Affordable to All Who Live Here

The region's affordable housing crisis threatens the viability of the Lower Cape's year-round community and is the greatest barrier to the success and growth of local businesses. To address this crisis, we must organize to create affordable housing opportunities on the Lower Cape through:

ADVOCATING for affordable housing developments tailored to community needs and the availability of experienced developers

ENCOURAGING affordable housing developments that are:

- best suited to meet local affordable housing production goals,
- attract required financing,
- reduce the use of fossil fuels,
- meet the specific needs of residents,
- house economically diverse households

To develop and preserve housing, the CDP will:

- Partner with strong developers of high-quality affordable homes and serve as the bridge between the developer and the town in order to shape housing to meet community needs and expectations
- Continue our Housing Rehabilitation Loan Program to preserve affordable units
- Create a Lower Cape Housing & ADU Resource Center with our partners at the Homeless Prevention Council, as the locus for flexibly addressing a variety of community housing needs and opportunities
- Continue to maintain CDP's housing portfolio & to support and meet our residents' needs

A Community with an Economy Built on Living Wage Year-Round Jobs

A strong and diverse year-round community requires a robust business environment with year-round jobs that provide a family sustaining wages.

The CDP will continue our commitment to strengthening local businesses and refine our strategy by:

- Shifting emphasis from general business development to economic sectors that support year-round family sustaining (living) wages
- Employing a sectoral approach to prospect for economic development opportunities in the areas of fishing and shell fishing, construction trades, family childcare, artisanal foods, and the creative arts
- Facilitating business start-ups by working with entrepreneurs and municipal officials to expedite permitting and licensing processes
- Continuing to tap CDP's loan capital and provide technical expertise to support new and expanding ventures



A **community** where all who live here have a **voice** in setting priorities and allocating resources



A community that is responsive to the needs of all residents regardless of age, gender, race, ethnicity, ability, and socioeconomic status, is inclusive and values the voices of all who live here. We believe that a diverse community is a strong community. Growing the CDP's capacity to engage with residents of the Lower Cape in ways that value diversity, include all segments of the community and empower residents who have been historically excluded, will help us to build a healthier and stronger year-round community. The CDP's work to advocate for policies and resources that build a stronger and more diverse community will be deeply grounded in relationships with the communities we serve.



As we enter our 30th year, the Community Development Partnership (CDP), will continue to strengthen our commitment to the Lower Cape communities by expanding the resources and services we provide to the businesses and residents that live here. Our programs will mobilize communities to advocate for local and regional policies that support and strengthen a diverse year-round community of people who can afford to live, work and thrive here.



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