community development partnership

Strategic Plan Presentation

to CDP Board of Directors

February 24, 2011
Why did we embark on this process?

– Strategic plan 10 years old

– Major shifts in housing
  • Policy shifted to favor large scale development
  • More competitive funding landscape requires deeper pockets and greater capacity which the CDP doesn’t have
  • CDPs pipeline thin due to continued high prices and limited land availability

– Diminishing resources overall compel us to strategically focus our efforts and identify where we can have the greatest impact
Recap of Process

1. **June 2010 Meeting on Housing Strategy**
   - Summary of Key Stakeholder interviews
   - Review of development experience and CDP development trends
   - Development of strategic housing options
   - Outcome: BOD chose hybrid option that focuses on advocacy/policy as well as a supporting role for other developers. Identify ways to expand rehab efforts.

2. **October 2010 Meeting on Economic Strategy**
   - Summary of Key Stakeholder interviews
   - Review of resource allocation across economic development programs
   - Brainstormed economic development growth opportunities
   - Outcome: no definitive strategic conclusions, but acknowledged that BB program consumes more resources with minimal identifiable impact

3. **October 2010 Board Planning Session on Economic Development**
   - Review Be Cape Cod ideas
   - Outcome: no definitive conclusions

4. **Consultant Drafted Proposed Economic Development Strategy**

5. **Elizabeth reviewed work to date and developed proposed strategic focus and plan outline**

6. **Strategic Planning Subcommittee met three times to review and revise plan outline**
Strategic Planning Sub Committee

• Ernie Rogers
• Joe Bayne
• Eileen Brady
• Terry Souza
• Mark Watson
• Paul Niedzwiecki

Additional input from Norman Edinberg, Florence Seldin, Joe Kriesberg (MACDC), & Scott Kerry
community development partnership

Draft Strategic Plan Outline
Fourth Version
2011 - 2013
Presentation Outline

• Historic and Current Mission Statement
• Driving Forces
• Proposed Strategic Focus
• Core Concepts
• Proposed Organizational Objectives
• Key Strategies
• Proposed New Mission Statement
• Current Program Alignment
• Projected Program Alignment
• Next Steps
Introduction

Building From Strength & Leveraging Core Competencies

Identifying Synergies Across Program Initiatives

Developing Realistic Objectives & Measurable Impact

Matching Market Opportunities with Community Needs
The CDP’s mission, as stated in 1992, is:

The Lower Cape Cod Community Development Corporation empowers local individuals and organizations to become self-sufficient, enhancing the Lower Cape community character and quality of life in an environmentally sound manner. The CDC helps provide Lower Cape residents of low and moderate income with affordable housing, employment and economic opportunities, and provides assistance to the small business community.
Current Mission Statement

The Community Development Partnership promotes a vibrant Lower Cape region by enhancing environmental and economic sustainability, expanding opportunities for low- and moderate-income residents, and preserving our unique cultural and historic character.
Driving Forces

• Demographic & Affordability Trends

• Funding & Policy Trends

• Competitive Landscape

• CDP Competencies & Capacity
Population of Barnstable County - 222,629
Population of Lower Cape – 49,000

US Census Bureau Community Survey 2005-2009
Lower Cape Unemployment Trends

Regional Labor Market Information, Annual Profile for Cape & Islands Workforce Area, May 2010
Executive Office of Labor and Workforce Development
## Lower Cape Labor and Employment Stats 1Q 2010

<table>
<thead>
<tr>
<th>Town</th>
<th>Total Population</th>
<th>Total Labor Force</th>
<th>% Total Pop</th>
<th>Total Employed</th>
<th>% Employed of Total Labor Force</th>
<th>Total Unemployed</th>
<th>% Total Unemployed of Total Labor Force</th>
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<td>5,423</td>
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<td>Eastham</td>
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<td>2,353</td>
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<td>Harwich</td>
<td>12,254</td>
<td>6,308</td>
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<td>85%</td>
<td>955</td>
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<td>Orleans</td>
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<td>2,584</td>
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<td>Provincetown</td>
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<td>2,613</td>
<td>76%</td>
<td>1,627</td>
<td>62%</td>
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<td>Truro</td>
<td>2,123</td>
<td>1,312</td>
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<td>1,360</td>
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<td><strong>Totals</strong></td>
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<td><strong>26,374</strong></td>
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<td><strong>21,955</strong></td>
<td><strong>83%</strong></td>
<td><strong>4,431</strong></td>
<td><strong>17%</strong></td>
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*Regional Labor Market Information, Annual Profile for Cape & Islands Workforce Area, May 2010
Executive Office of Labor and Workforce Development*
Home Ownership Affordability Gap

Brewster, Chatham, Eastham, Harwich, Orleans, Provincetown, Truro, Wellfleet
## Affordability Gap

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<td>Lower Cape</td>
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<td>$ 75,300</td>
<td>$ 290,726</td>
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<td>$ 33,250</td>
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*Appraisal Company of New England Barnstable County 4th Quarter 2010 Market Review

**US Census Bureau Community Survey 2005-2009

***Assumes $10,000 down payment, $2,000 RE Tax, $1,000 Insurance, 30Fixed Note @5%

****Online mortgage calculation tool [http://www.mississauga4sale.com/mortgage-income-required.htm](http://www.mississauga4sale.com/mortgage-income-required.htm)
Funding and Policy Trends

- State Housing Policy favors 50+ units
- Tax credit deals require hefty balance sheets and deep capacity
- Diminished housing funds & more competitive
- Increased emphasis on energy efficiency & green energy sources
- Increased focus on economic development
- Diminishing private funds all around
- Regulatory Changes
- Impact data will drive future funding decisions
Competitive Landscape

• Chambers moving toward greater regionalization (coordination via business expo, regional networking events, etc.)
• Chambers offering business seminars
• SEED & Coastal Community Capital both CDFIs lending in our region
• Increased competition among local housing developers for Town issued RFPs (HECH, HAC, John McShane, Community Builders, POAH)
• Limited # of town issued RFPs
• More opportunities for collaboration
CDP Capacity and Competencies

Program Development & Oversight
Project Management
Construction & Energy
Lending Infrastructure
Partnerships and Collaborations
Policy and Advocacy Work
Proposed New Mission Statement

community development partnership

The Community Development Partnership nurtures a vibrant Lower Cape region by promoting environmental and economic sustainability, expanding opportunities for low- and moderate-income residents, and preserving our unique cultural and historic character.
Proposed Strategic Focus

The Community Development Partnership will capitalize on its core competencies to preserve and build upon the Lower Cape’s unique resources, characteristics and cultural history in order to support a sustainable, “local living economy” on the lower cape.
Core Concepts of Strategic Focus

Place Matters
Environmental Sustainability
Economic & Demographic Diversity
Regional Approaches
Cooperation & Collaboration
*Place Matters*

The Lower Cape is a unique area with distinct history, geography, economy and culture and we have a strong desire to preserve its distinctive character. This means pursuing sustainability on a path tailored to our community.
We also have a pronounced environmental ethic and desire to protect the Lower Cape’s fragile ecology through environmentally sustainable development, business and living practices.
Economic and Demographic Diversity

We value diversity within our community and have a particular emphasis on ensuring that young families and those of low and moderate income have the opportunity to stay in the region.
Regional Approaches

As a regional entity, we focus on strategic initiatives that provide value and have impact across town boundaries on the Lower Cape.
Cooperation & Collaboration

We strongly believe in collaborations and seek to develop strategic partnerships that will leverage talent and resources for greater impact in our community.
Key Organizational Objectives

1. Strengthen business sectors with competitive regional advantage, especially traditional and renewable natural resource based industries.

2. Increase the affordability and availability of safe, stable year round housing for local residents.

3. Increase energy efficiency and local renewable energy generation.
Key Strategies
Objective One

Strengthen business sectors with competitive regional advantage, especially traditional and renewable natural resource based industries.

Key Strategies

A. Multi-enterprise sector specific initiatives such as cooperative marketing campaigns, cooperative buying initiatives & cooperative and/or targeted funding programs.

B. Increase access to capital

C. Research ways to strengthen local connections among producer, distributors and consumers.
Objective Two
Increase the affordability and availability of safe, stable year round housing for local residents.

Key Strategies
A. Advocacy & Policy Agenda designed to increase resources for small scale housing development appropriate for the Lower Cape.

B. Increase buyer/renter readiness

C. Play a supporting role with towns, housing authorities, other non-profits and/or for profit developers in the development of new affordable rental or homeownership units

D. Opportunistically acquire existing market rate units and preserve them as permanently deed restricted rental units
Objective Three
Increase energy efficiency and local renewable energy generation.

Key Strategies

A. Support the ability of small businesses to develop sustainable business practices.

B. Develop green retro-fit program for existing housing stock in the region, including CDP’s affordable rental portfolio.

C. Research the feasibility of CDP owned solar systems for residential and/or business use.
Objective One: Strengthen Business Sectors with Competitive Regional Advantage, especially traditional & renewable natural resource based industries.

Objective Two: Increase the affordability and availability of safe, stable year round housing for local residents.

Objective Three: Increased energy efficiency and local renewable energy generation.

Cape Cod Fisheries Trust

1st Time Homebuyer Training

Housing Rehab Program

Current Program Alignment

Micro-Loan Program  Housing Advocacy Roundtable  Business Builders Program
Objective One: Strengthen Business Sectors with Competitive Regional Advantage, especially traditional & renewable natural resource based industries.

Objective Two: Increase the affordability and availability of safe, stable year round housing for local residents.

Objective Three: Increase energy efficiency and local renewable energy generation.
Partners

Current

• Cape Cod Commercial Hook Fishermen’s Association
• Cape Cod Chamber of Commerce
• Cape & Islands Green
• Cape Light Compact

Future

• Cape Cod Commission
• Municipalities
• HECH
Next Steps

- Develop Action Plan for Year One
- Develop Budget
- Develop Indicators of Success and Measurement Tools
- Revisit Board Committees & Task Forces
- Revisit Organizational Chart