



community development partnership

**Strategic Plan Presentation
to CDP Board of Directors
February 24, 2011**

Background

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



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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



Historic Mission

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

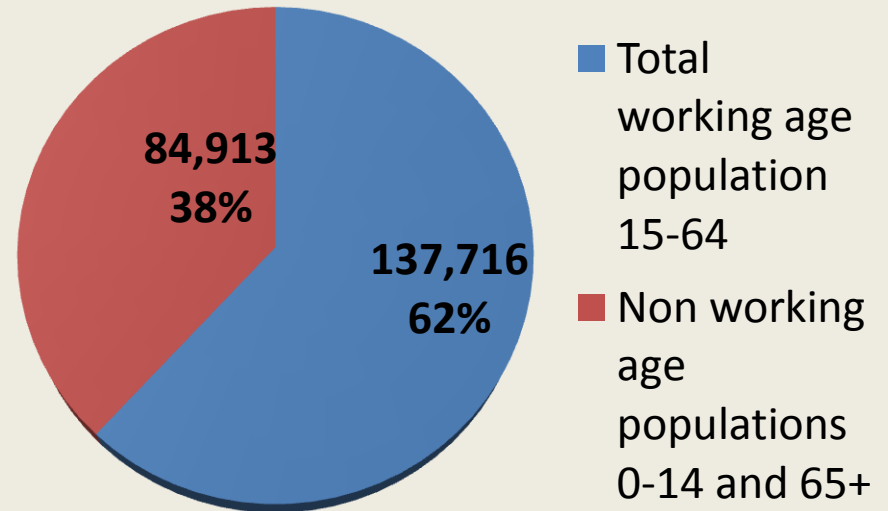
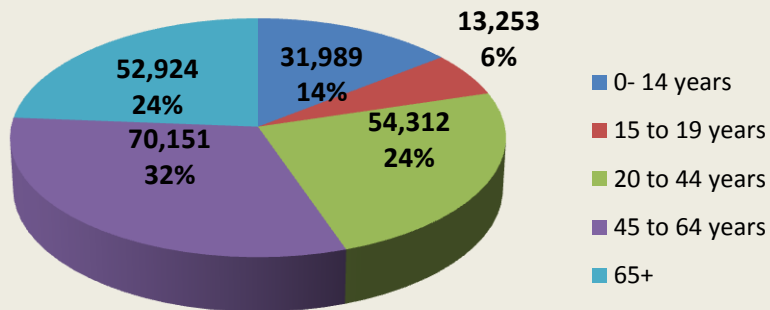
The Community Development Partnership promotes a vibrant Lower Cape region by enhancing environmental and economic sustainability, expanding opportunities for low- and moderate-income residents, and preserving our unique cultural and historic character.

Driving Forces

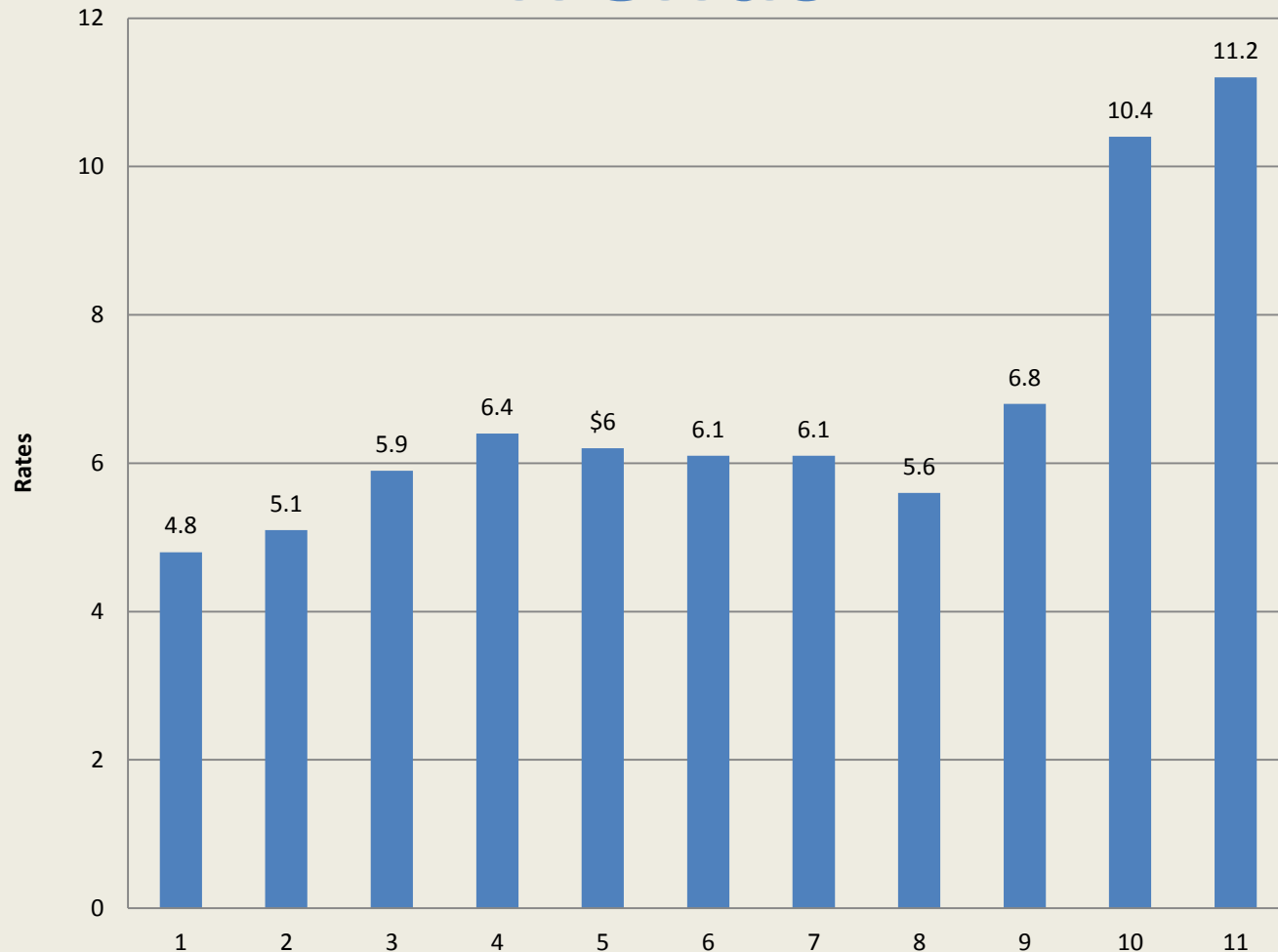
- Demographic & Affordability Trends
- Funding & Policy Trends
- Competitive Landscape
- CDP Competencies & Capacity

Population of Barnstable County -222,629

Population of Lower Cape – 49,000

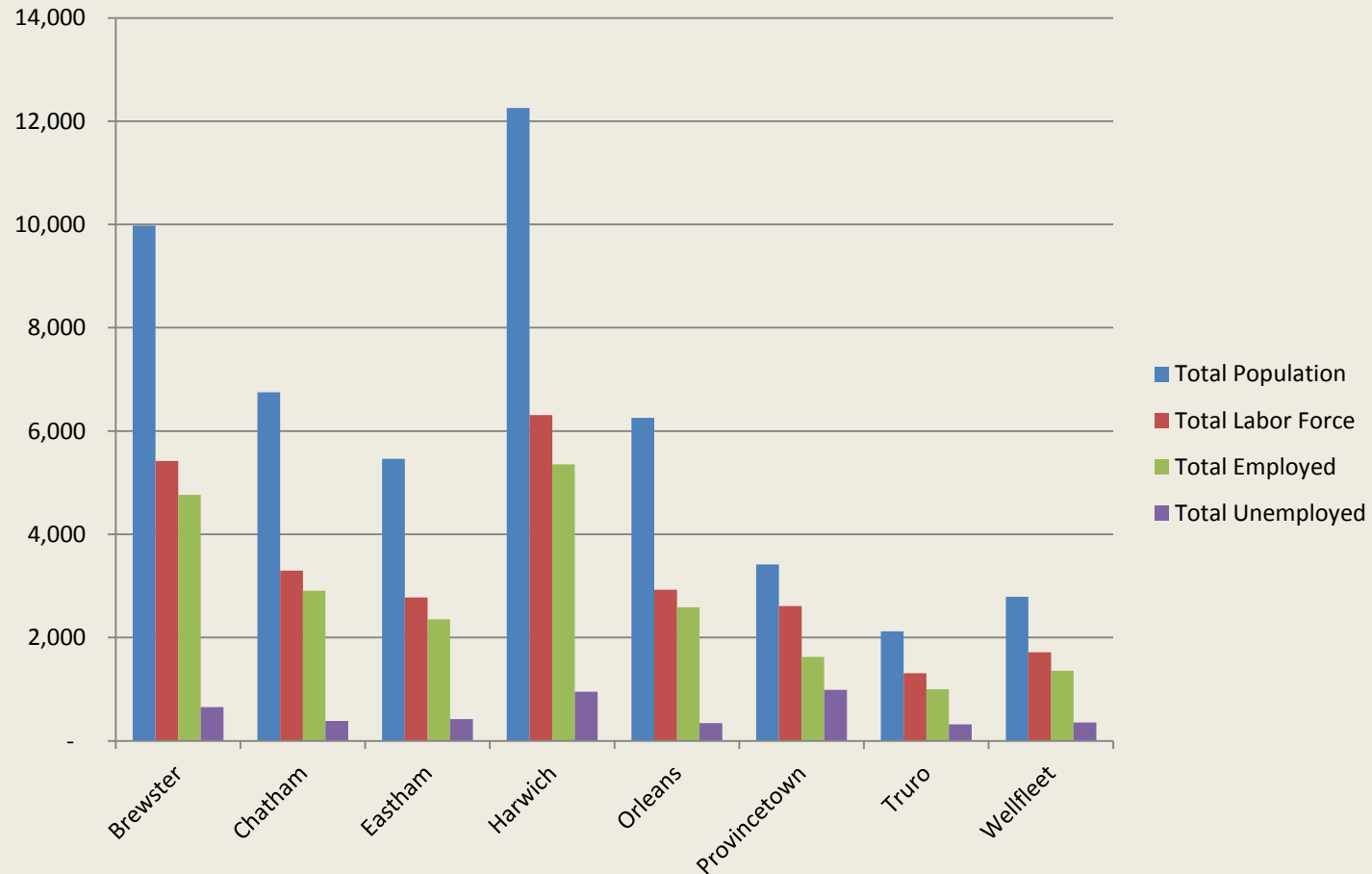


Lower Cape Unemployment Trends



*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

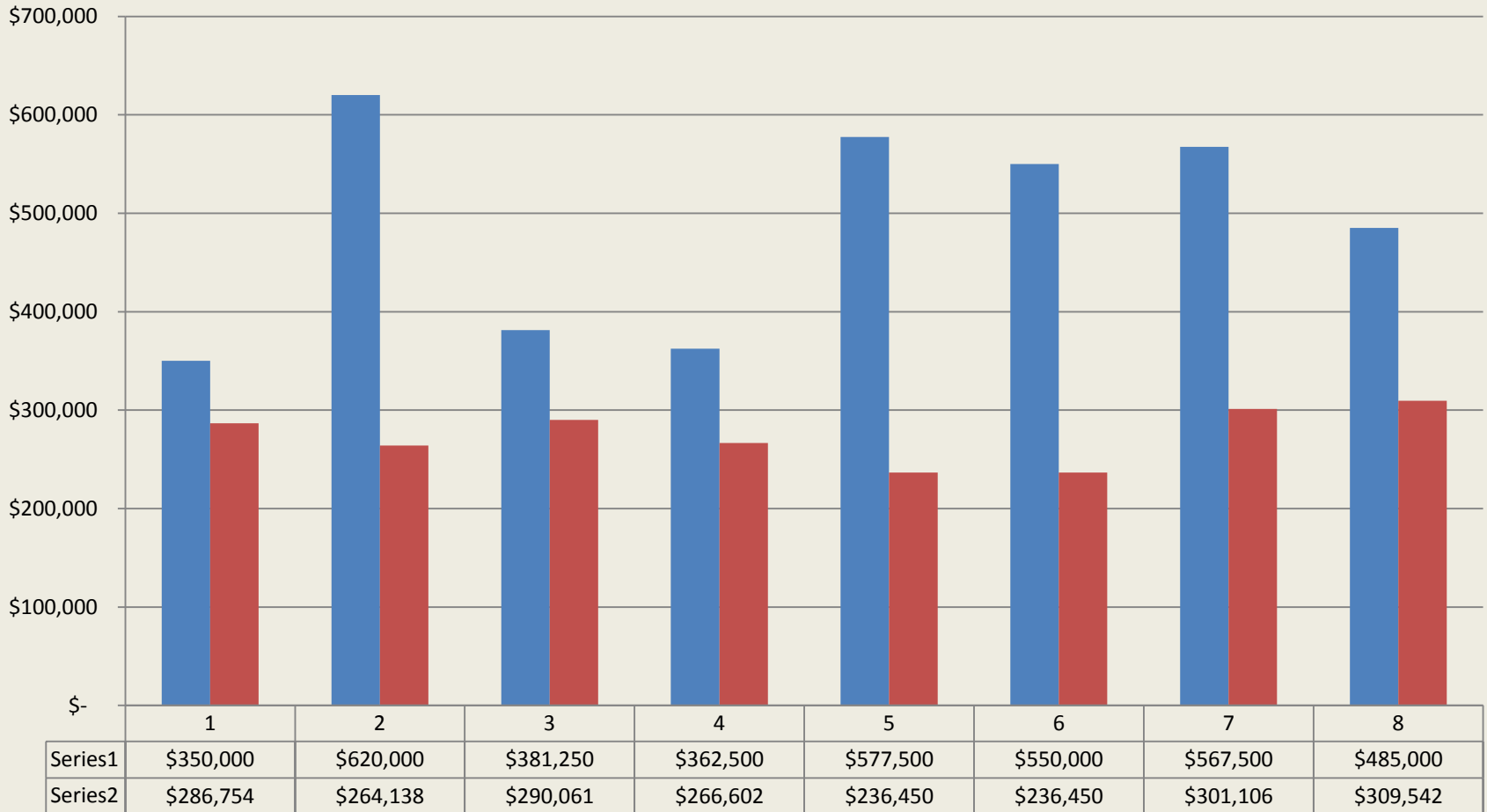


Lower Cape Labor and Employment Stats 1Q 2010

Town	Total Population	Total Labor Force	% Total Pop	Total Employed	% Employed of Total Labor Force	Total Unemployed	% Total Unemployed of Total Labor Force
Brewster	9,976	5,423	54%	4,765	88%	657	12%
Chatham	6,753	3,296	49%	2,909	88%	388	12%
Eastham	5,463	2,777	51%	2,353	85%	424	15%
Harwich	12,254	6,308	51%	5,354	85%	955	15%
Orleans	6,256	2,928	47%	2,584	88%	344	12%
Provincetown	3,417	2,613	76%	1,627	62%	987	38%
Truro	2,123	1,312	62%	1,003	76%	320	24%
Wellfleet	2,789	1,717	62%	1,360	79%	356	21%
Totals	49,031	26,374	54%	21,955	83%	4,431	17%

*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

Town	2010 Median Sale Price*	Median Family Income 2005-2009**	28% of income Conservative Housing Costs***	Price Gap****	Income Gap****
Brewster	\$ 350,000	\$ 76,172	\$ 286,754	\$ 63,246	\$ 8,562
Chatham	\$ 620,000	\$ 69,183	\$ 264,138	\$ 355,862	\$ 69,587
Eastham	\$ 381,250	\$ 75,147	\$ 290,061	\$ 91,189	\$ 15,842
Harwich	\$ 362,500	\$ 69,750	\$ 266,602	\$ 95,898	\$ 17,486
Orleans	\$ 577,500	\$ 77,688	\$ 236,450	\$ 341,050	\$ 52,577
Provincetown	\$ 550,000	\$ 62,813	\$ 236,450	\$ 313,550	\$ 61,948
Truro	\$ 567,500	\$ 81,546	\$ 301,106	\$ 266,394	\$ 46,617
Wellfleet	\$ 485,000	\$ 79,629	\$ 309,542	\$ 175,458	\$ 32,123
Lower Cape	\$ 469,000	\$ 75,300	\$ 290,726	\$ 178,274	\$ 33,250

*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>

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

Sustainability



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





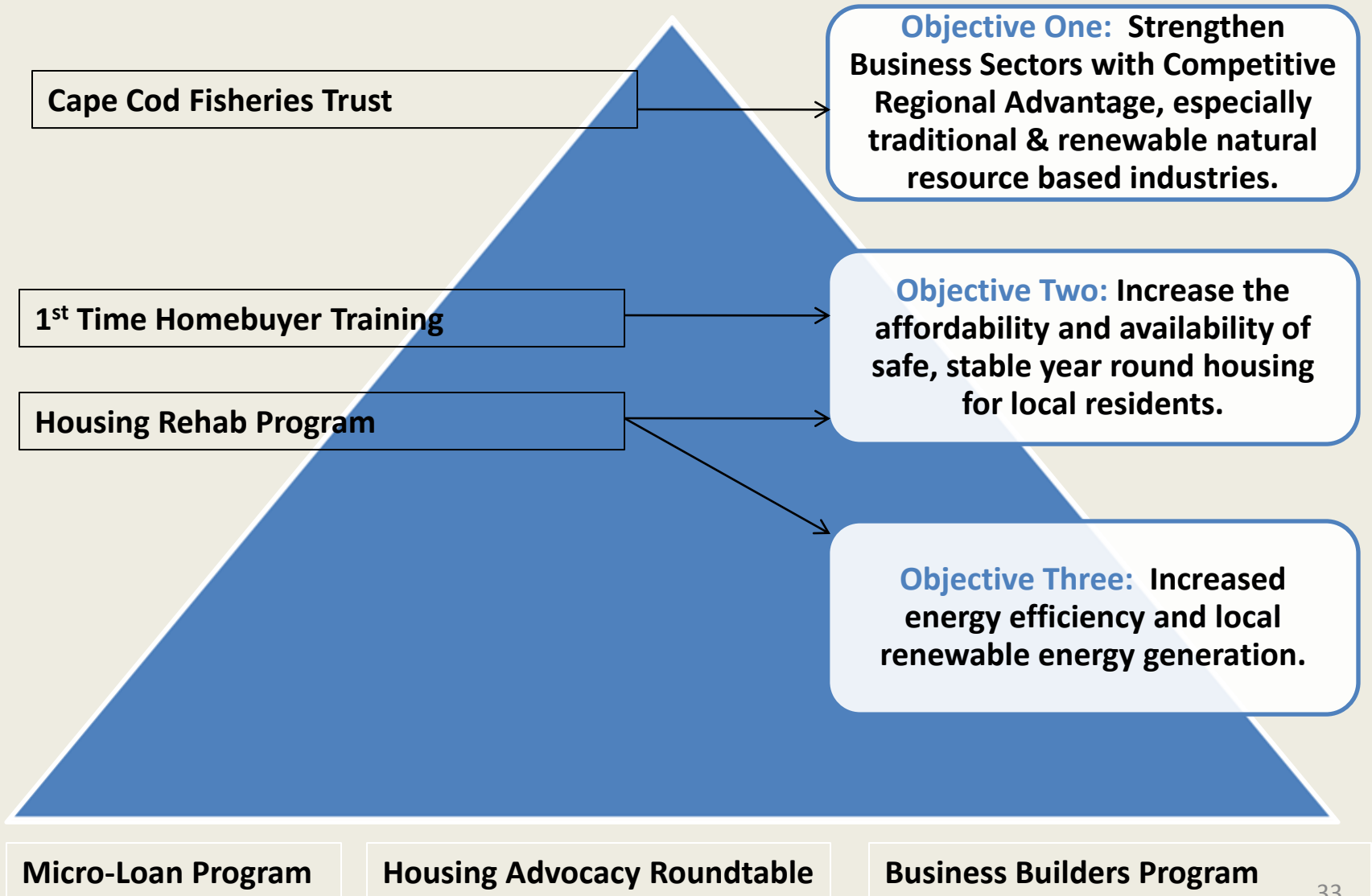
Objective Three

**Increase energy efficiency
and local renewable energy
generation.**

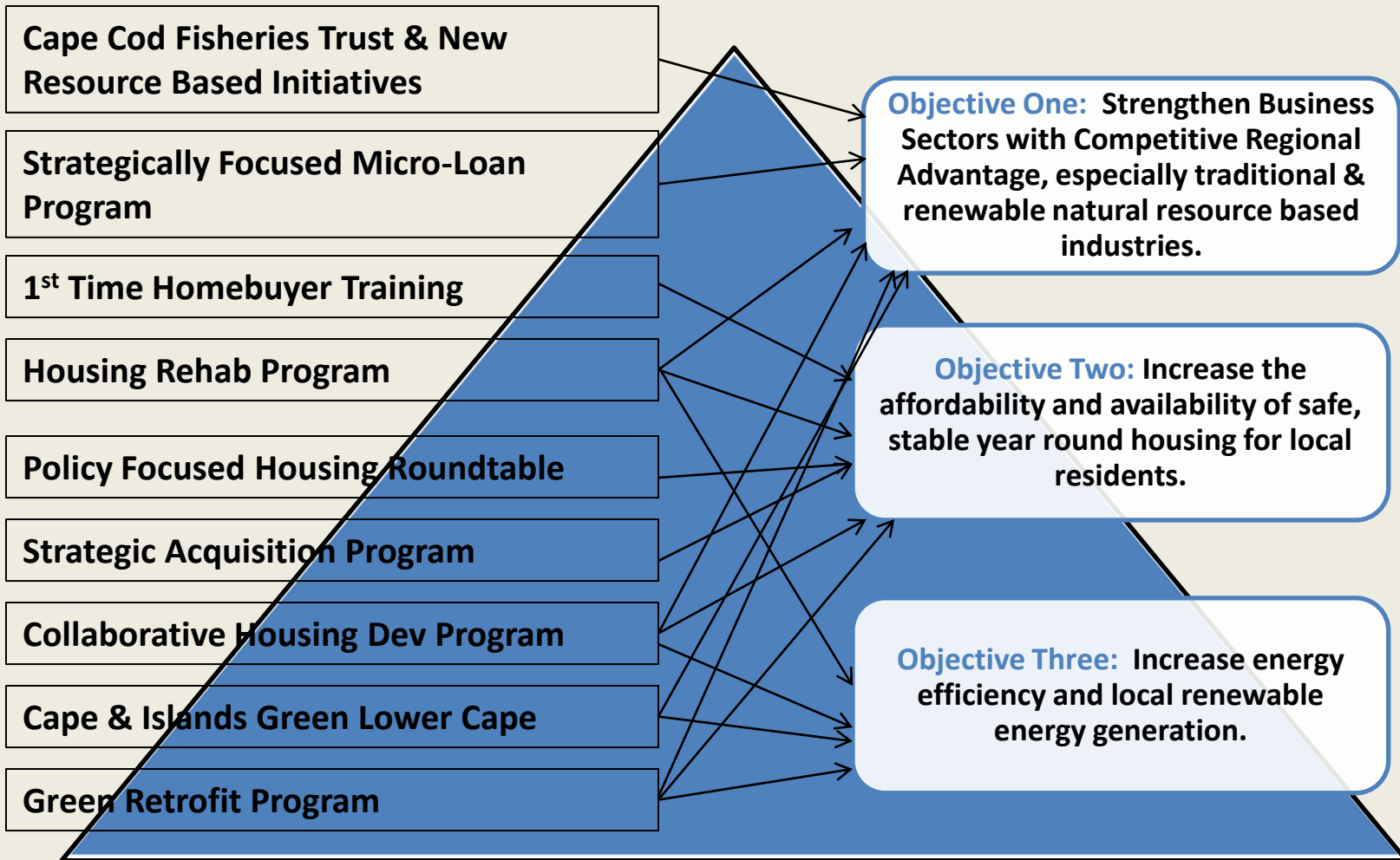
Key Strategies

- 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.

Current Program Alignment



Projected Program Alignment



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