



Brewster Housing: Building a strong foundation to support affordable housing development

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**Brewster Housing Trust &
Housing Partnership**

Today's Presentation: Building a strong housing foundation

- ▶ Have a vision: Participatory process to create Production & Vision Plans
- ▶ Follow guidance from plans & use data for shared understanding
- ▶ Continual community engagement & partnership development
- ▶ Staff support & collaboration
- ▶ Results
- ▶ Questions?

In the beginning.....

Housing Production Plan 2017

- ▶ Consultant produced, supported by a grant from the Cape Cod Commission
- ▶ Two public workshops in Fall 2016
- ▶ Small group interviews
- ▶ Brewster Housing Partnership, Community Preservation Committee & Town officials
- ▶ Approved Summer 2017

Brewster Vision Plan 2018

- ▶ Brewster Vision Advisory Group
- ▶ Community Workshops June & October 2017
- ▶ Paper & online public survey February 2018 (1,275 people)
- ▶ Community workshop May 2018
- ▶ Approved 2018



Built upon a strong foundation...

Community Engagement
Listening
Working Together

Housing Production Plan Priority Needs



- ▶ Low income rentals for families
- ▶ Rentals for singles
- ▶ Subsidized rentals for elderly
- ▶ Acquisition & rehabilitation of substandard housing

Housing Production Plan Goals

1. Rental housing
2. Partnerships
3. Seniors & people with disabilities
4. Increase local capacity
5. Variety of housing choices
6. Housing rehabilitation assistance
7. 10% statutory minimum



AFFORDABLE HOUSING

Brewster Vision Housing Goals

- ▶ Provide more affordable, safe and accessible rental and home ownership housing options at different price points, particularly for single people, young families and our older population. Achieve the state's 10% affordable goal by 2025
 - ▶ 1. Promote housing choices to allow families to live, work and prosper
 - ▶ 2. Provide opportunities to address the varied housing needs of Brewster's aging population
 - ▶ 3. Address the housing needs of the Town's year-round & seasonal work force

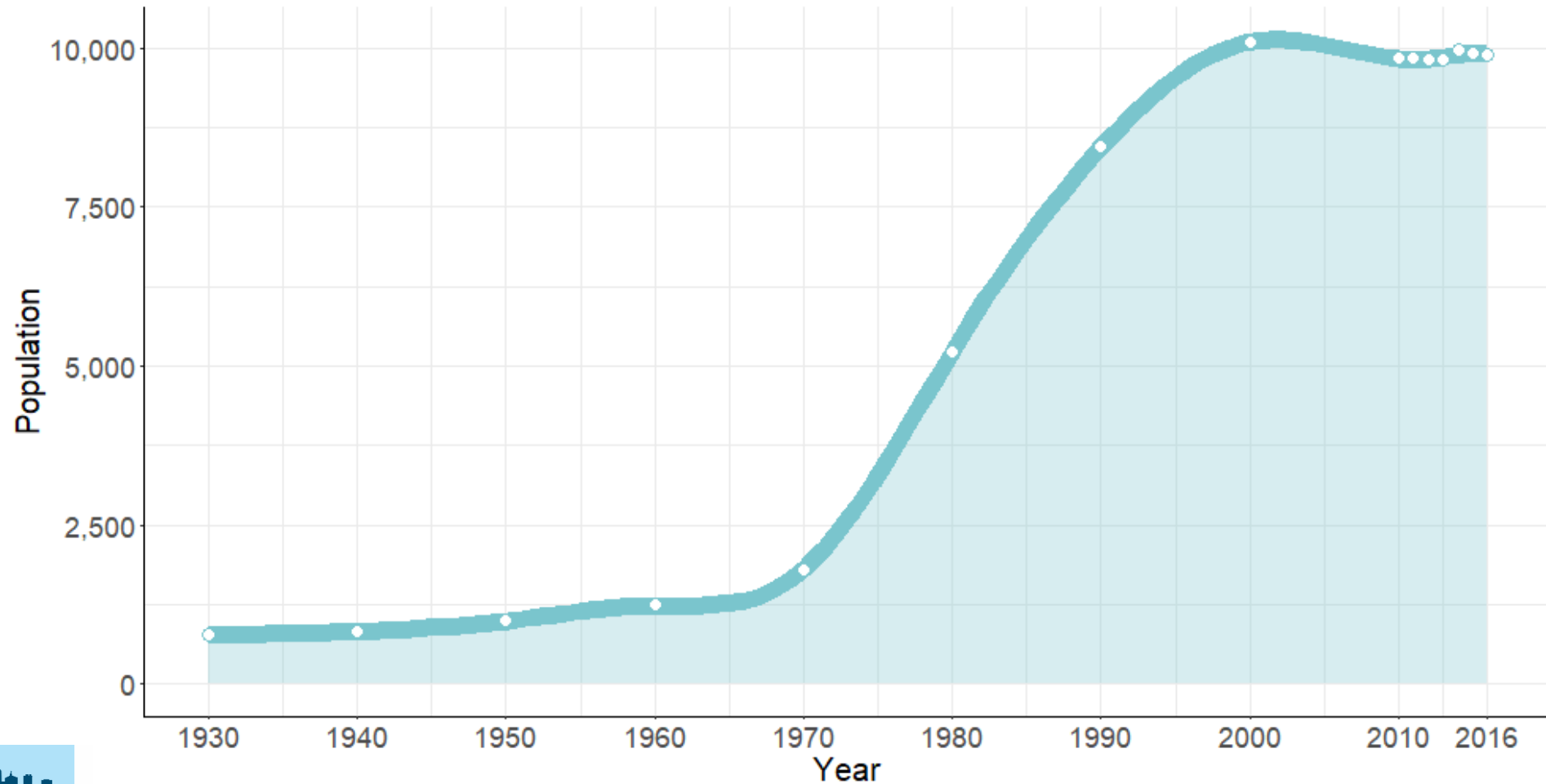


DATA

USE OF HOUSING PLAN, VISION PLAN AND DATA:
TO GUIDE AND IMPLEMENT OUR HOUSING PROGRAM,
TO CREATE A SHARED UNDERSTANDING & TO TIE HOUSING TO THE BIG PICTURE

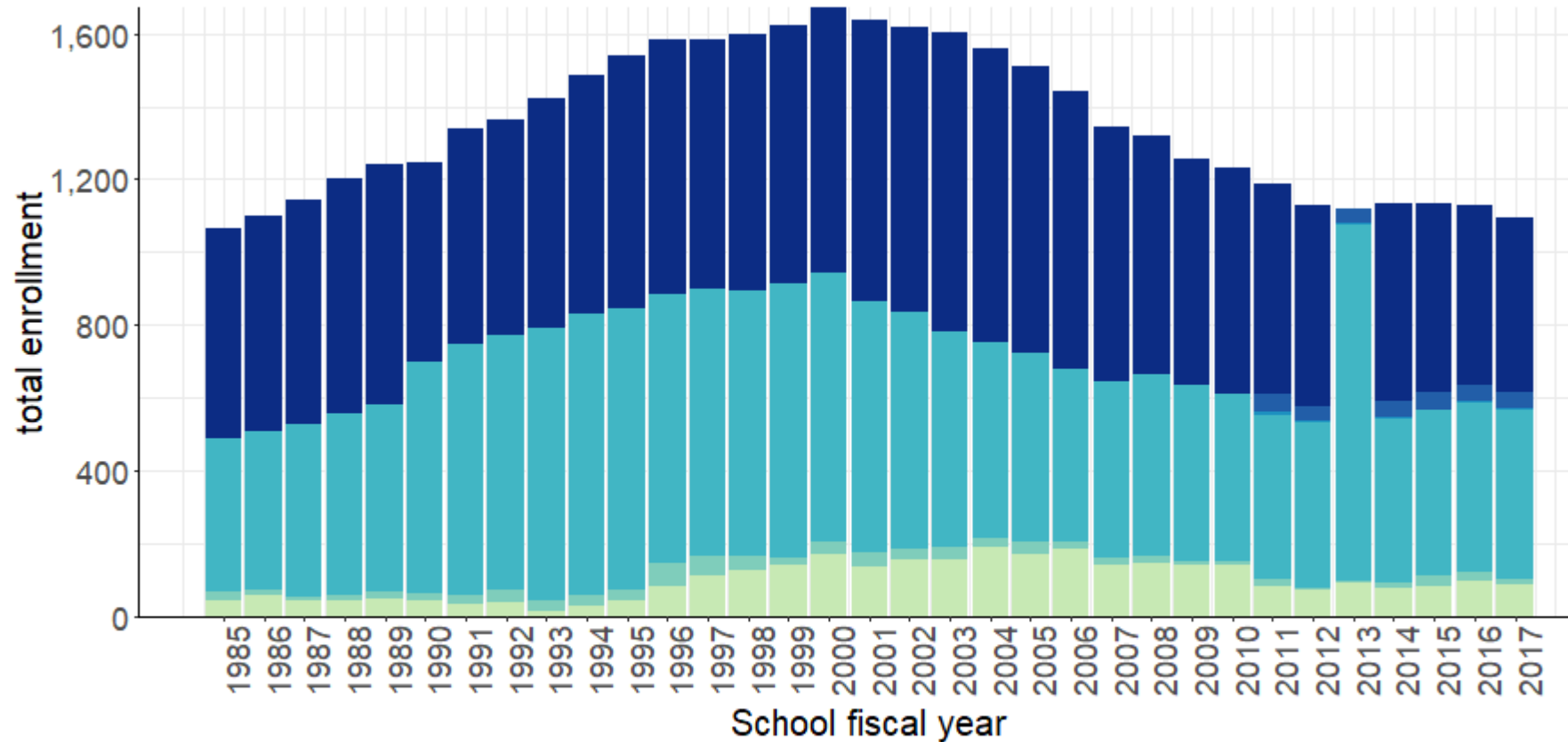
Brewster Demographics: When did Brewster grow?

Brewster population over time



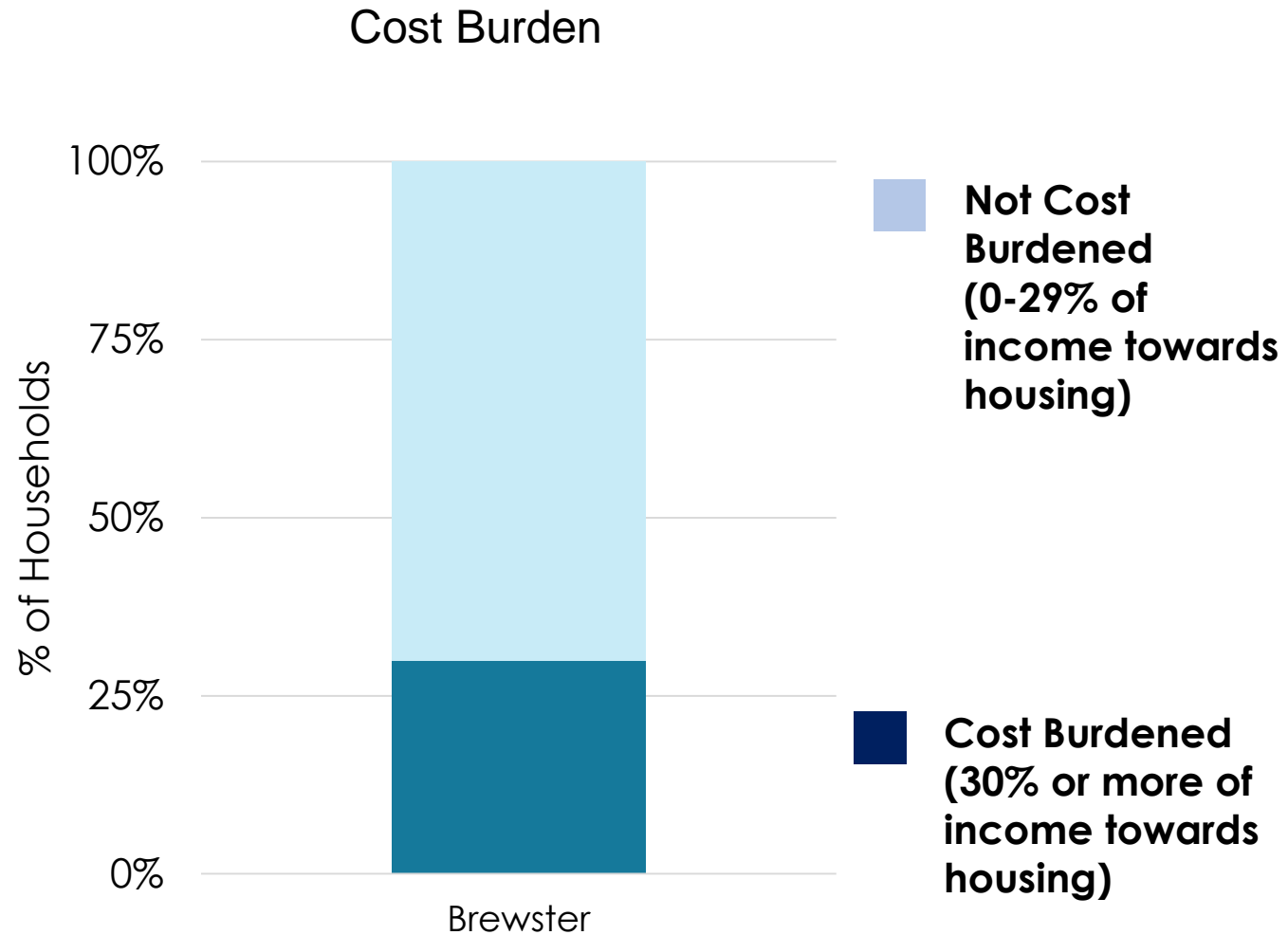
Brewster's school enrollment has declined

School-aged children by school type



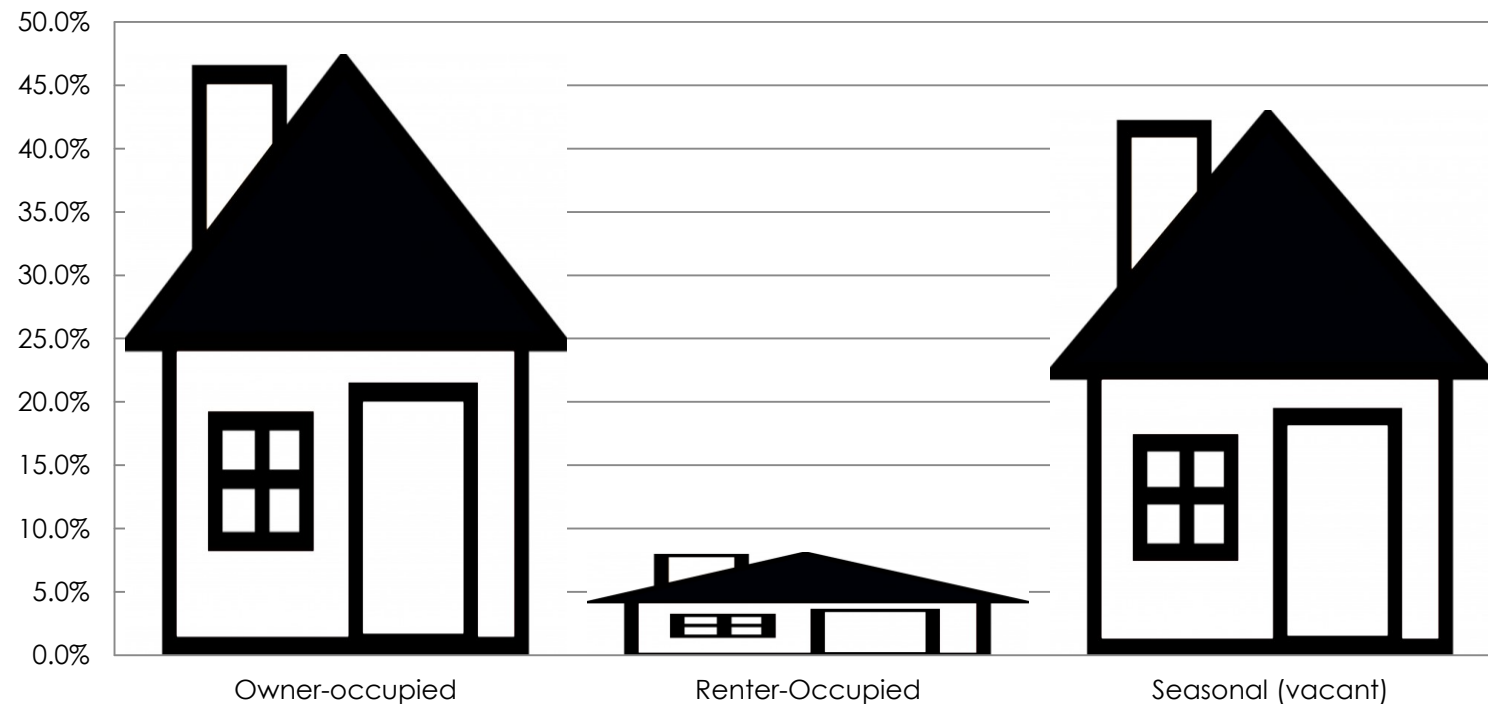
Academic Regional Schools Charter Schools
Home Schooled Local Public Schools
Private school Regional vocational/technical, out-of-district public schools, and collaboratives

Almost 1/3 of households in Brewster are cost burdened

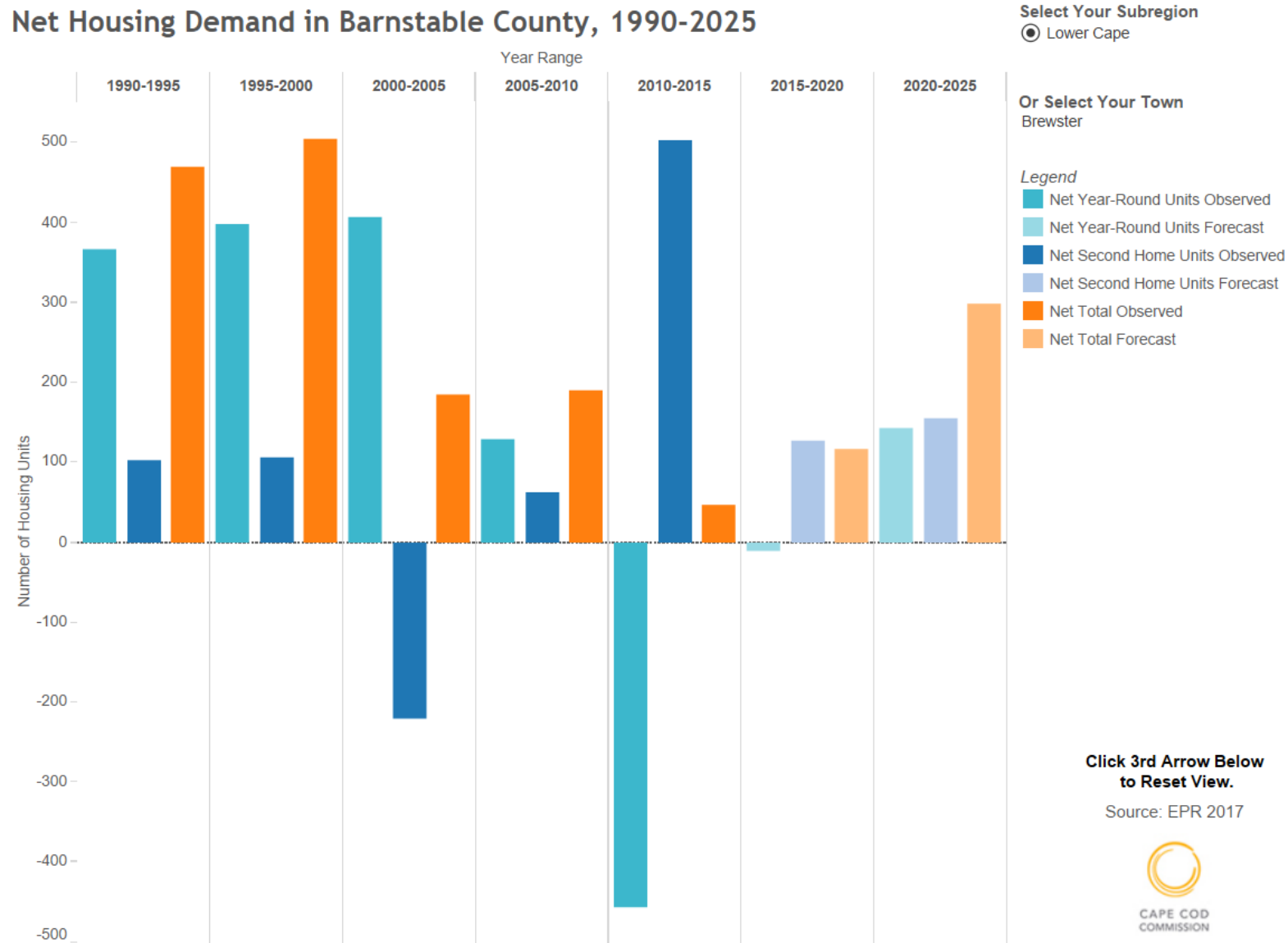


Of All Brewster's Housing Units, 43% are Vacant (Seasonal) Units

Brewster's Year-'Round Owner, Renter and Vacant (Seasonal)
Housing Units



From 2010-2015 Brewster lost 456 year-round housing units & gained 503 second homes



Data Resources

Mass Housing Partnership: Center for Housing Data & DataTown
www.mhp.net/about-us/data

Cape Cod Commission: Housing Market Analysis
www.capecodcommission.org/housing



Housing Supply Strategy

GUIDING BREWSTER'S HOUSING PROGRAM

Town of Brewster, MA Housing Production Plan Implementation Strategies

Implementation Strategies		Responsible Entities		Time Frame	Pg. #
		Lead	Support		
Regulatory Reform					
#1	Amend the Zoning Bylaw to facilitate creation of accessory apartments	Planning	BHP HC	Approved TM 12/18	65
#2	Make it as easy as possible to create apartments over commercial space in business-zoned areas (such as the Village Business District and Underpass Road.)	Planning	BHP HC	Approved TM 12/18	65
#3	Allow small affordable units on nonconforming lots that are otherwise unbuildable.	Planning	HC, ZBA, Building Commissioner	(In process) Habitat & Medium/Long term	65
#4	Provide effective incentives to create affordable housing. (e.g., by providing for multifamily dwellings with realistic density & in exchange, requiring affordable units, or requiring proposed buildings over a certain size to include affordable housing as a condition of approval.)	Planning	HC	Medium/Long term	66
#5	Overhaul & update existing, underutilized provisions (such as Section 139-35.2, Major Residential Development or Section 179-36, Planned Residential Development, in order to encourage a mix of residential uses, including affordable units.)	Planning	HC	Medium/Long term	66
#6	Remove local barriers to reusing & redeveloping existing properties for affordable housing.	Planning (PB)	HC ZBA	Ongoing/ Wingate ZBA & PB 10/20	66
Funding & Assets					
#7	Establish a Municipal Housing Trust by adopting the provisions of G.L. c. 44, § 55C.	HC & Select Board	BHP CPC	Created TM 5/18, CPA funds \$100,000 TM 12/18	66
#8	Explore possibilities for local property tax incentives to help fund the creation and preservation of affordable housing.	HC, BAHT & Select Board	BHP	Ongoing (In process) \$100,000 Free Cash to Trust 2019	67
#9	Work with nearby communities on the Cape by pooling CPA funds & other revenue to construct affordable housing in suitable locations throughout the region & meet regional needs.	HC, BAHT & CPC	Select Board & BHP	Ongoing (in process)	68

#10	Develop & carry out a plan to preserve Brewster's existing affordable units, especially SHI units with restrictions that expire in the next few years.	HC BAHT	BHP CPC	In Process CPC funds \$500,000 TM 11/19	68
#11	Advocate for adoption of special legislation to create a seasonal rentals excise.	Select Board BAHT & HC	BHP	MA passed Legislation 12/18	69
Education & Advocacy					
#12	Create a Housing Coordinator position.	Select Board & Planning	BHP CPC	Hired July 2017 CPA funds	69
#13	Develop a comprehensive housing education plan.	HC	BHP BAHT	Forum May 2019 Ongoing (in process)	69
Local Policy & Planning Strategies					
#14	Make good use of 40B as a vehicle for creating affordable housing.	BHP BAHT & HC	Select Board ZBA	Ongoing Brew. Woods Habitat	70
#15	Develop an asset management plan for Town-owned property, including criteria for making surplus property determinations.	Select Board BAHT & HC	Vision Sessions 2017-8, Planning	Medium term & ongoing (Identification in Process)	70
#16	Recognize local government's responsibility for fair & affordable housing in Brewster, and lead by example: reduce the potential for disparate impact on protected classes.	HC & BAHT	BHP & Select Board	Ongoing (in process) Training 3/21	70

Notations:

BAHT- Brewster Affordable Housing Trust

HC- Housing Coordinator

BHP- Brewster Housing Partnership Committee

TM- Town Meeting

CPC- Community Preservation Committee

ZBA- Zoning Board of Appeals

In process- Areas where the Housing Coordinator, and others, have been actively working.

Accomplishments Highlighted

Additionally-

Housing Production Plan certified- November 2018 – April 2019.

Brewster Buy-Down program overhauled and 3 homes purchased with buy-down funds.

Rental Assistance Program- \$75,000 Housing Trust funding (CPA funds)

Housing Supply Strategies

Accomplishments



- ▶ Housing Coordinator
Hired July 2017, CPA funds
- ▶ Municipal Affordable Housing Trust
Created 2018, CPA & Town funds
- ▶ Use Chapter 40B to create affordable housing
Habitat For Humanity (14 homes) CPA funds
Brewster Woods (30 rental units) CPA funds
- ▶ Accessory Dwelling Units (ADUs)
Approved Town Meeting 12/18
- ▶ Apartments over commercial space
(ACDU) Approved Town Meeting 12/18

Housing Supply Strategies

Actively addressing and on-going

- ▶ Redevelop Existing Properties Former nursing home to Serenity Brewster (131 units, age 55+)
- ▶ Preserve existing affordable units
Received \$500,000 CPA Funding
- ▶ Comprehensive housing education plan
Held Housing Forum
- ▶ Review Town-owned property Millstone Property: Community Engagement Sessions. Drafting RFP
- ▶ Fair and affordable housing Local Preference & Fair Housing Educational Forum 3/25/21 with MHP

Community Engagement

Outreach, Collaboration & Partnerships

Town Entities (Working Together)

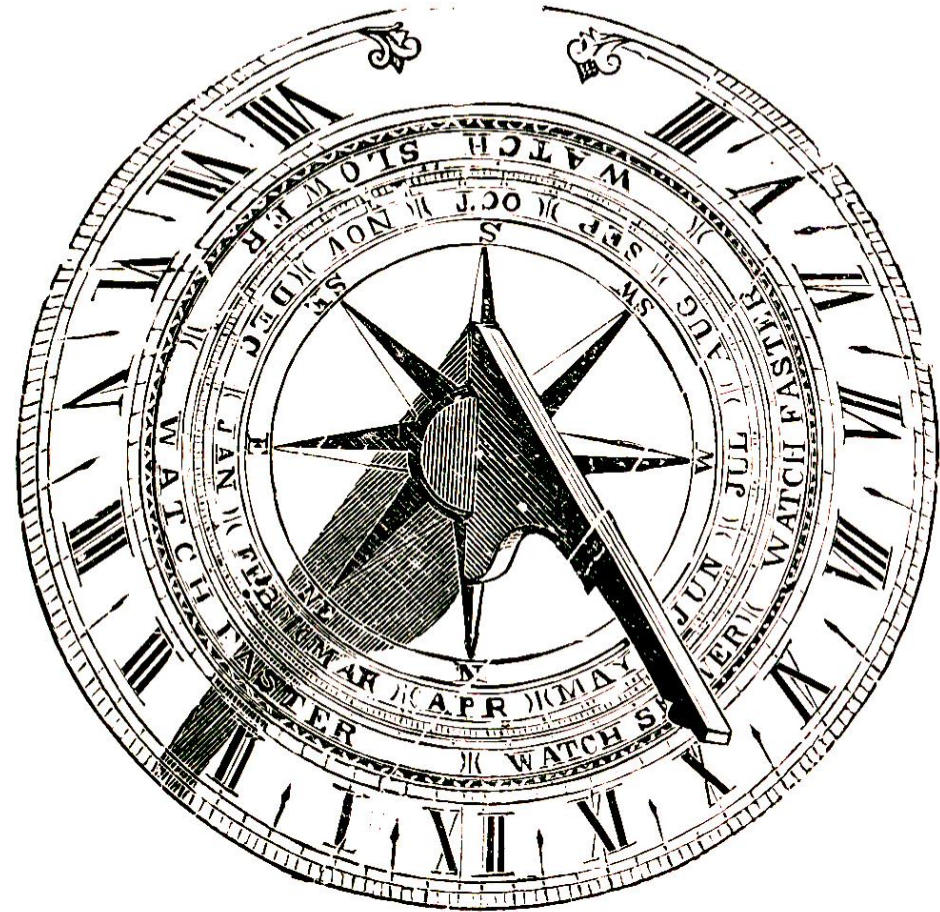
- ▶ **Town Hall: Housing Office, Administration, Building and Planning Department**
- ▶ Community Preservation Committee
- ▶ Council on Aging
- ▶ Housing Authority
- ▶ Housing Partnership
- ▶ Housing Trust
- ▶ Select Board, Planning Board, ZBA, & Finance Committee

Community

- ▶ Brewster Community Network (BCN)
- ▶ Chamber of Commerce
- ▶ Conservation Trust, Ponds Coalition
- ▶ Faith Community
- ▶ Public: Newspapers, Website
- ▶ Realtors
- ▶ Schools, Parent Teacher Org. (PTO)
- ▶ Local Non-profits

Time Intensive

Requires Listening
Building Relationships
Building Trust
Building Shared Vision
Requires Staff Support



Support & Collaboration

(Sometimes it's hard and you need support too!)

- ▶ Have a teammate
- ▶ Take advantage of available resources
 - ▶ Trainings, MHP, CHAPA (Citizens Housing & Planning Assoc.), local organizations
 - ▶ Internet, virtual events
- ▶ Learn from and with one another (especially your neighbors)
 - ▶ Lower Cape Peer Group, Making the Case for Affordable Housing
 - ▶ Ask for & share information
- ▶ Have targeted requests to best utilize expertise of staff and local experts
 - ▶ Value people's time and knowledge

Results: Brewster Affordable Housing Trust

Created MAHT in 2018
and dissolved an
existing affordable
housing fund.

\$88,000 was transferred
to new MAHT.

Board members

- Select Board
- Housing Partnership
- Community Preservation Committee
- Planning Board
- Town Administrator or designee
- Citizens at large (2)

Powers

- Allocations over \$50k subject to Select Board approval

Brewster created goals

Mission
statement

Goals
w/priority
initiatives

Community
Housing
Forum

Brewster Affordable Housing Trust (BAHT) Goals with priority initiatives for FY 2020:

1. **Develop and Preserve Affordable Housing:** The BAHT will develop and preserve affordable housing and support the work of others seeking to do the same. Our work will serve very low-, low-, and moderate-income individuals and families.
 - Explore and potentially begin steps to create a home rehabilitation program.
 - Develop new affordable housing (by building): Continue process for development of community housing on Millstone Road property.
 - Develop new affordable housing (without building): Explore and potentially begin steps to create a rental assistance voucher program and a rent to ownership style program.
 - Work to preserve existing Subsidized Housing Inventory (SHI) units through outreach and, when required, with financial involvement/ commitment.
2. **Educate:** The BAHT will work to educate individuals and organizations about Brewster's community housing and why affordable housing is important to the town, its residents and visitors. Coordinating with the Brewster Housing Partnership (BHP), we will partner with other housing organizations from within and outside Brewster to provide educational opportunities to our citizens.
 - Hold at least annual forums and Select Board updates as well as regularly post information on the Town website. (Community Housing Forum & Housing Fair)
3. **Advocate and collaborate:** The BAHT will advocate for development proposals, projects, local bylaws, state and federal laws, and other programs that advance our mission to create and preserve affordable housing. We will collaborate with local, state, and federal officials as well as public, non-profit and for-profit entities to achieve our goals.
 - Identify permanent funding strategy for the Trust. For example: Community Preservation Act (CPA) allocations, short-term rental tax, Community Development Block Grants (CDBG), free cash or budget allocation, etc.
 - Work with other housing partners in Town and in surrounding Towns.
For example:
 - Support: local initiatives such as Accessory Dwelling Unit (ADU) Bylaw, Brewster Woods, Habitat Paul Hush Road, Community Preservation Committee (CPC) Buy-Down Program, Cape Housing Institute
 - Network: Attend events and communicate with housing partners.
 - Guide: With other Town entities (including Open Space) create guidelines for land. Review town parcels and properties for suitability for housing.
4. **Engage and Communicate:** The BAHT will engage and communicate with town residents, and listen to, and learn from, their ideas, so that our work reflects a broad consensus.
 - Provide opportunities for residents to share their thoughts and ideas.
 - Community Housing Forum feedback time & survey
 - Millstone Road Community Engagement Component
 - Citizen's Forum
 - Research and develop a diversity inclusion working group

Approved by the Brewster Affordable Housing Trust August 15, 2019

Brewster Affordable Housing Trust

**Recent & Present
Activities**

**Connect with Housing &
Vision Plan**

Follow Mission & Goals

- ▶ Millstone Property (CPA funds)
- ▶ Subsidized Home Preservation (CPA funds)
- ▶ Home Rehabilitation (CDBG grant application)
- ▶ Rental Assistance (CPA funds)
- ▶ Joint meetings with BHP, CPC, ongoing education
- ▶ Funding from Town & CPA

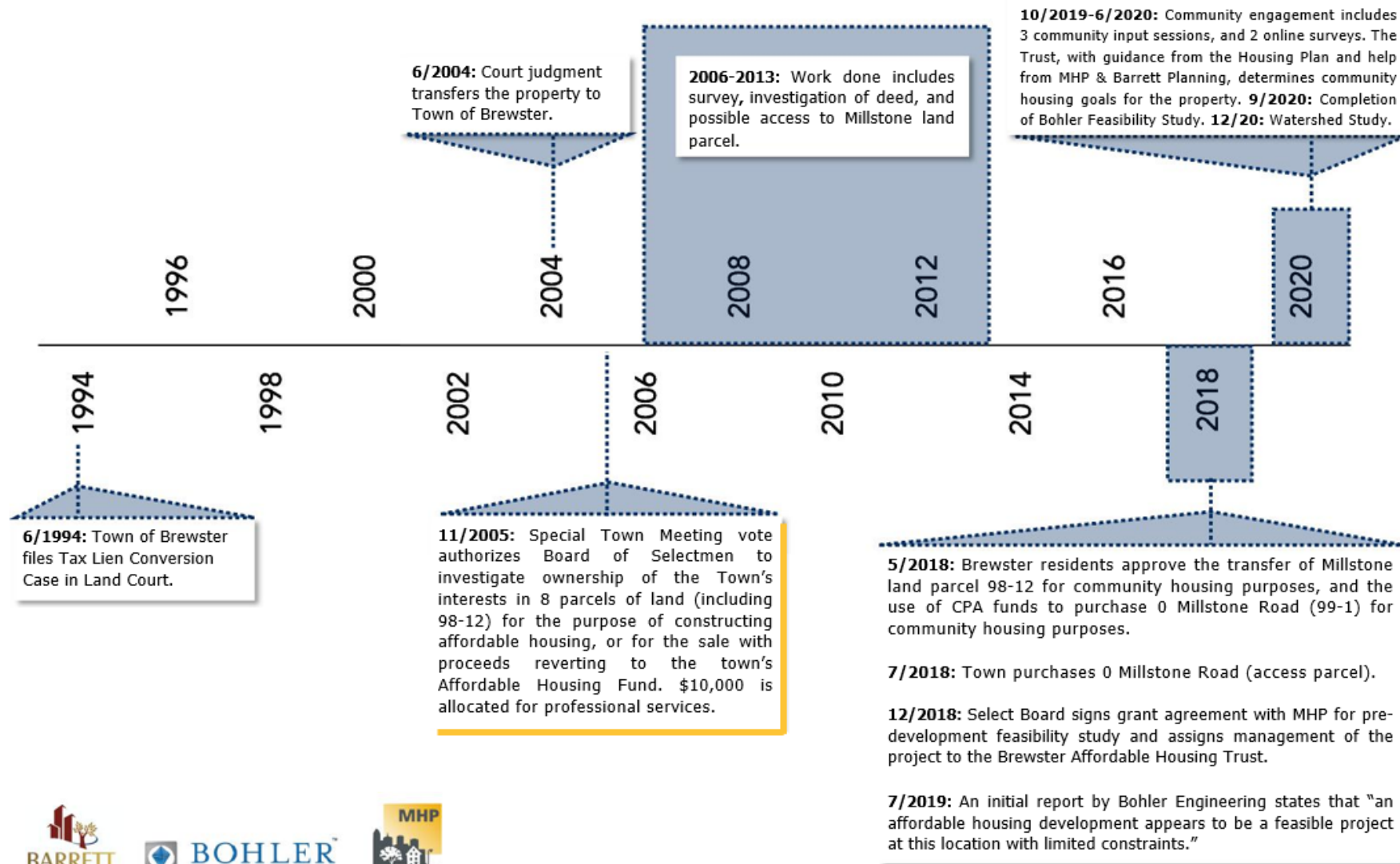
Millstone Community Housing

- ▶ 16+ acres of Town owned land designated for community housing. CPA funds used to purchase access parcel. Housing Trust overseeing process.
- ▶ Pre-feasibility study complete (MHP Grant)
 - ▶ Included three community engagement sessions. The Trust paid to hire a consultant to lead the sessions and online surveys. Work continued into and through Covid emergency. (Used CPA funds for community engagement)
- ▶ Outreach & Communication: website, letter, updates, etc.
- ▶ Additional: Watershed Study
 - ▶ Based on abutter concerns (paid for by Trust, CPA funds)
- ▶ Drafting Request For Proposals (RFP) with MHP assistance
 - ▶ Up to 90 bedrooms, rental units



Millstone Road Land Parcel (98-12) Property Timeline

16+ ACRES OF TOWN-OWNED LAND DESIGNATED FOR COMMUNITY HOUSING



Habitat for Humanity Paul Hush Way

14 homes complete

Over 1.3 million in CPA funds to
purchase land and build homes

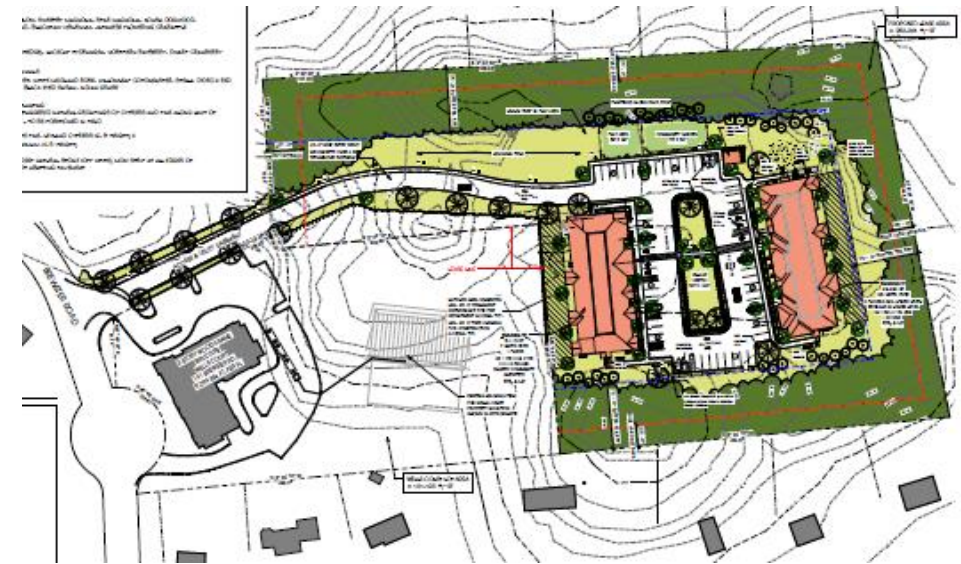
Town staff involvement & support
throughout process

Upcoming: LIP application for 2 homes
on land donated by Brewster resident.



Brewster Woods (Rental)

- ▶ 30 apartments: affordable 1, 2 & 3 bedroom
- ▶ Housing Authority property, RFP & lease
- ▶ \$550,000 in CPA funding approved May 2017
- ▶ Received Comprehensive Permit April 2018
- ▶ Denied DHCD 1st funding round, project changes Summer 2019, Approved for LIHTC in 2nd Funding round, Winter 2020
- ▶ MassWorks State Grant received 1.68 million dollars Fall 2019
- ▶ \$250,000 HOME funds approved
- ▶ Site Work began 12/20, intense oversight by Ms. Kalinick
- ▶ Coordination of numerous Town departments & development team. Bi-weekly meetings.
- ▶ Preservation of Affordable Housing (POAH) & Housing Assistance Corporation (HAC)



Serenity Brewster

Redevelopment of empty site to 131 units of age 55+ rental housing



- ▶ Assisted living & nursing home closed in 2019.
- ▶ Several potential buyers looked at property & talked with Town. Cape Cod Commission DRI (Dev. Reg. Impact) requirement 10% affordable.
- ▶ Purchase & Sale Agreement Elevation Financial Group, 2020.
- ▶ Outreach with Town, Housing Partnership and Housing Trust. Agreed to 20% affordable units & work with Town to place units on SHI.
- ▶ Zoning Use Variance granted by the ZBA. 10/20
- ▶ Completed Site Plan Review with Planning Board, sale of property closed. 10/20 -12/20
- ▶ Working on Local Action Unit (LAU) application for rental units. Regular meetings: Town staff & Elevation. (Administration, Building, Housing, Legal)

Accessory Dwelling Unit (ADU) Bylaws & Accessory Apartments

- ▶ Brewster Housing Partnership examined ADU Bylaws (Fall 2017 – Spring 2018)
- ▶ Received a grant for technical assistance to assess and amend ADU bylaws. (Winter 2018)
- ▶ Sent to Planning Board (First held a Listening Session, then normal process)(Summer 2018)
- ▶ Robust outreach: Spoke at Realtors, Chamber of Commerce, Council on Aging, BCN. Advocates also did outreach. Many conversations! (Fall 2018)
- ▶ Passed easily at Town Meeting (Fall 2018)
- ▶ Building Dept., Planning Dept., Housing & ZBA work together on implementation.
- ▶ Building Dept. handout describes process for residents, available online.
- ▶ At least 16 Accessory & ADUs have been approved or permitted since March 2019.



Questions?



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