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

FEBRUARY 3, 2021 JILL SCALISE, BREWSTER HOUSING COORDINATOR
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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?
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
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
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

Data source: U.S. Census Bureau, American Community Survey, 2012-2016
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

Cost Burden

- **Not Cost Burdened** (0-29% of income towards housing)
- **Cost Burdened** (30% or more of income towards housing)

Data source: U.S. Census Bureau, American Community Survey, 2012-2016
Of All Brewster’s Housing Units, 43% are Vacant (Seasonal) 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

<table>
<thead>
<tr>
<th>Implementation Strategies</th>
<th>Responsible Entitles</th>
<th>Time Frame</th>
<th>Pg</th>
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<tbody>
<tr>
<td><strong>Regulatory Reform</strong></td>
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<tr>
<td>#1 Amend the Zoning Bylaw to facilitate creation of accessory apartments</td>
<td>Planning &amp; BHP, HC</td>
<td>Approved TM 10/18</td>
<td>65</td>
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<tr>
<td>#2 Make it as easy as possible to create apartments, especially units in business zoned areas (such as the Village Business District and Underpass Road)</td>
<td>Planning &amp; BHP, HC</td>
<td>Approved TM 12/18</td>
<td>65</td>
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<td>#3 Allow small affordable units on nonconforming lots that are otherwise unbuildable.</td>
<td>Planning &amp; HC, ZBA, Building Commission</td>
<td>In process: Habitat, Medium, Long term</td>
<td>65</td>
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<td>#4 Provide effective incentives to create affordable housing. (e.g., by providing for multi-family dwellings with realistic density &amp; in exchange, requiring affordable units, or requiring proposed buildings over a certain size to include affordable housing as a condition of approval.)</td>
<td>Planning &amp; HC</td>
<td>Medium, Long term</td>
<td>65</td>
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<td>#5 Overhaul &amp; update existing, underutilized provisions (such as Section 139-35.2 Major Residential Development or Section 139-35.6 Planned Residential Development, in order to encourage a mix of residential uses, including affordable units.)</td>
<td>Planning &amp; HC</td>
<td>Medium, Long term</td>
<td>65</td>
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<td>#6 Remove local barriers to housing &amp; redeveloping existing properties for affordable housing</td>
<td>Planning &amp; ZBA</td>
<td>Ongoing</td>
<td>66</td>
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<td><strong>Funding &amp; Assets</strong></td>
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<td>#7 Establish a Municipal Housing Trust by adopting the provisions of G.L. c. 445 S5CC</td>
<td>HC, Select Board &amp; BHP CPC</td>
<td>Created TM 5/18, CPA funds $200,000 TM 12/18</td>
<td>66</td>
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<td>#8 Explore possibilities for local property tax incentives to help fund the creation and preservation of affordable housing.</td>
<td>HC, BHP &amp; Select Board</td>
<td>Ongoing (in process) $100,000 Free Cash to Trust 2019</td>
<td>67</td>
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<td>#9 Work with nearby communities on the Cape by pooling CPA funds &amp; other revenue to construct affordable housing in suitable locations throughout the region &amp; meet regional needs.</td>
<td>HC, BPH &amp; CPC</td>
<td>Ongoing (in process)</td>
<td>68</td>
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**Advocates & Advocacy**

- **Advocate for adoption of special legislation to create a seasonal rentals excise**
  - Select Board & Planning
  - BHP CPC
  - MA passed Legislation 12/18
  - Page 69
- **Create a Housing Coordinator position**
  - Planning & BHP CPC
  - BHP
  - CPC
  - Hired July 2017 CPA funds
  - Page 60
- **Develop a comprehensive housing education plan**
  - Planning & BHP
  - CPC
  - Forum May 2018 Ongoing
  - Page 69

**Local Policy & Planning Strategies**

- **Make good use of 408 as a vehicle for creating affordable housing**
  - Planning & BHP CPC
  - Select Board & Planning
  - CPA funds
  - Ongoing
  - Page 70
- **Develop an asset management plan for town-owned property, including criteria for making surplus property determinations.**
  - Planning & BHP CPC
  - CPA funds
  - Ongoing
  - Page 70
- **Recognize local government’s responsibility for fair & affordable housing in Brewster, and lead by example; reduce the potential for disparate impact on protected classes.**
  - Planning & BHP
  - CPA funds
  - Ongoing
  - Page 70

**Accomplishments Highlighted**

- 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 Fund (CPA funds)

**Notations:**

- BPH = Brewster Affordable Housing Trust
- CPC = Community Preservation Committee
- ZBA = Zoning Board of Appeals
- CPA = Community Preservation Act

**In process:** Areas where the Housing Coordinator, and others, have been actively working.
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 working 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 route 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 the town 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 Era)

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 allocations, 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 Peabody Road, Community Preservation Committee (CPC) Buy-Downs Program, Cape Housing Institute
     - Network: Attend events and communicate with housing partners

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 and survey
     - Millstone Road Community Engagement Component
     - Citizen’s Forums
   - Research and develop a diversity inclusion working group

*Approved by the Brewster Affordable Housing Trust August 13, 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
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

1/1994: Town of Brewster files Tax Lien Conversion Case in Land Court.

6/2004: Court judgment transfers the property to Town of Brewster.

6/2004-2013: Work done includes survey, investigation of deed, and possible access to Millstone land parcel.

2008-2010: Community engagement includes 3 community input sessions, and 2 online surveys. The Trust, with guidance from the Housing Plan and help from MHP & Barrett Planning, determines community housing goals for the property.

9/2010: Completion of Bohler Feasibility Study.


5/2010: Brewster residents approve the transfer of Millstone land parcel 98-12 for community housing purposes, and the use of CPA funds to purchase 0 Millstone Road (99-1) for community housing purposes.

7/2010: Town purchases 0 Millstone Road (access parcel).

12/2010: Select Board signs grant agreement with MHP for pre-development feasibility study and assigns management of the project to the Brewster Affordable Housing Trust.

7/2011: An initial report by Bohler Engineering states that “an affordable housing development appears to be a feasible project at this location with limited constraints.”
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

- Several potential buyers looked at property & talked with Town. Cape Cod Commission DRI (Dev. Reg. Impact) requirement 10% affordable.
- 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)
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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