

**Introduction**

The Town of Barnstable is experiencing a housing crisis which affects every aspect of the town’s economic and social well-being. While it is a crisis being experienced all across the Commonwealth, as a town we must seek local solutions. At present 6 percent, or 1,345 units, of the housing stock in the Town of Barnstable is considered affordable by the Department of Housing and Community Development (DHCD). By definition, this means there is an affordable deed restriction on the property, and it is affordable to households earning 80 percent or less than the area median income.

The Town Council, Town Manager and the Barnstable Housing Committee are committed to reaching or exceeding housing goals and ensuring the distribution of affordable housing throughout all seven villages in the Town of Barnstable.

A successful outcome will require the cooperation of all. Town boards, commissions, departments, and each of the Town’s seven villages must work together to reach these affordable housing goals. The private development sector, business and private lenders must also provide assistance. This section outlines projects and initiatives for the next five to ten years. Where possible, those responsible for implementation are identified. This is an ambitious but achievable plan. All the citizens of the Town of Barnstable will reap the benefits of having an appropriate percentage of the town’s housing stock affordable.

**Existing Conditions**

During the past five years, conditions in the local housing market have continued to escalate at an alarming rate. From the years 2000 to 2005, the median sales price for a home in Barnstable more than doubled, increasing from \$193,000 to \$399,600. Unfortunately, regional wage rates have not kept pace with this trend, making it more difficult for residents to purchase or rent an affordable home. In 2005, the average income needed to purchase a home in Barnstable County was \$104,460, and the typical annual salary of our municipal workers police officer, firefighter or teacher for example, was between \$49,000 and \$53,000.

The affordability gap in Barnstable often is widest for the disabled, those on public assistance, the elderly, minorities and the unemployed. The median household income for the Town of Barnstable in 2006 was \$46,811. However, 42 percent of our residents earn less than that figure. Many of

these townspeople are without means, on public assistance, elderly, or cannot find work. Some are part of the "at risk" population, in jeopardy of losing shelter and potentially becoming homeless.

<b>Town of Barnstable Affordable Housing</b>						
<b>Village</b>	<b>SHI* Homeownership Units</b>	<b>SHI Rental Units</b>	<b>Total Year Round Housing Stock - 2009</b>	<b>Total SHI Units – June 2009</b>	<b>10% of Year Round Housing Stock</b>	<b>% of Year Round Housing Stock as Affordable</b>
<b>Barnstable</b>	1	2	1371	3	137	.22%
<b>Centerville</b>	5	54	5611	59	561	1.05%
<b>Cotuit</b>	4	25	2071	29	207	1.4%
<b>Hyannis</b>	109	752	6580	855	658	13.09%
<b>Marstons Mills</b>	61	31	2253	92	225	4.08%
<b>Osterville</b>	3	8	1672	11	167	.66%
<b>West Barnstable</b>	1	23	708	24	71	3.39%
<b>Confidential Units</b>				162		
<b>Town of Barnstable Totals - 2000</b>	184	895	20266	1345	2027	6.66%
* SHI = Subsidized Housing Inventory as defined in the Department of Housing and Community Development publication <a href="#">Eligibility Summary</a> . Chapter 40B Subsidized Housing Inventory – 6/5/09.						

The impact of seasonal rentals and the strong second home market in Barnstable also contributes to making housing unaffordable for most year-round residents. Each year, Barnstable loses a substantial amount of year round housing units to retired and second homebuyers. Due to the Town’s

popular geographic location, and because its housing stock is primarily made up of single-family detached units, houses are being purchased at an alarming rate as second homes by off-Cape residents. This conversion trend has greatly increased demand for rental housing and has driven up rental costs beyond affordable limits. A declining availability of buildable land also exacerbates the problem.

The percentage of a municipality's affordable housing units required, as by the Commonwealth, is determined by dividing the number of affordable units by the number of 2000 year round housing units. According to the 2000 U.S. Census, the Town of Barnstable has 20,266 year round housing units. This ranks Barnstable 24<sup>th</sup> among all of the state's 351 cities and towns, and only slightly lower than many urban communities surrounding Boston such as Malden (23,561) and Medford (22,631). The Town of Barnstable has more year round housing units than some small cities in the Commonwealth such as Peabody (18,838) and Salem (18,103).

The obvious lack of adequate housing choice, combined with less than desirable economic conditions have contributed to an increase of out-migration of young adults between the ages of 20 to 34. While this tracks with national trends, the adverse impact on our local and regional economies may be greater than other areas that do not rely so heavily on this age group in its services sector.

### **Affordable Housing Efforts Implemented Since 1997**

#### **Affordable Housing Plan and Housing Needs Assessment**

In January 31, 2001, the Barnstable Town Council unanimously approved a town-wide Affordable Housing Plan (AHP) (**Appendix**) with the goal of producing 1,000 units of affordable housing over a ten-year period. The Plan outlined a number of potential projects and initiatives designed to achieve this goal, including identifying building sites, estimating the potential number of units that could be built on those sites, and exploring ways to include existing uncounted units in our affordable housing stock.

In March of 2004, DHCD approved the Town's Affordable Housing Plan and accompanying comprehensive Housing Needs Assessment (**Appendix**). The Housing Needs Assessment determined that the greatest need in the Town is for rental housing, especially with monthly rents at or below \$1,200. The document recommended that the Town prioritize the development of

affordable housing as follows: rental (two and three bedroom, primarily for the resident labor force), ownership (primarily for first-time homebuyers), senior housing, and barrier-free units with preference for disabled residents.

Because the Town successfully produced 0.75% (152) affordable housing units in a calendar year (in accordance with the approved Plan), the Town's Affordable Housing Plan was certified by DHCD in September of 2004. This one-year certification period allowed the Town to have full control over all proposed housing development including those it finds inconsistent with local needs. The certification period for Barnstable ended in August of 2005, but the Town continues to work towards recertification.

#### **Accessory Affordable Apartment Program**

In an effort to find creative ways to include existing affordable units in our affordable housing stock, the Town created the Accessory Affordable Apartment Program in November of 2000. The Accessory Affordable Housing Program, also known as the "Amnesty Program", is now viewed statewide as a model affordable housing preservation and production initiative.

The intent of the ordinance and program is to provide an opportunity to bring into compliance many of the currently un-permitted accessory apartments in the Town of Barnstable to create additional affordable housing. The Town Council recognized that these un-permitted and unlawfully occupied units are filling a market demand for housing at rental costs typically below that of units which are and have been lawfully constructed and occupied. In October of 2002, the Town Council adopted two amendments to expand the program to allow property owners to create affordable apartments within existing detached accessory structures, and create a new affordable apartment within attached structures. These two minor revisions helped to clarify the purpose and intent of the Program, and allowed the opportunity to create new, additional units for the town.

The program utilizes the MGL Chapter 40B, "Comprehensive Permit" process to legalize the units and ensure their long-term affordability. Property owners must agree to bring the unit(s) into compliance with both state building and sanitary codes and to rent the legalized unit only to households whose income is 80% or less of the area median income. In addition, they agree to charge a rent that is affordable to that household with a minimum lease term of one year.

Since the Program's inception, 140 housing units have been added to the Town's affordable housing inventory. The Program has successfully upgraded properties, increased the Town's affordable housing stock, and provided property owners with rental income.

#### **Rental Acquisition Program**

In an effort to increase the stock of affordable rental housing, the Town dedicates a percentage of its Community Development Block Grant (CDBG) allocation to fund the Rental Acquisition Program. This authorizes the Town to use these federal funds towards the purchase of existing single and multifamily properties and maintain them as affordable rentals.

The Town solicits applications from various housing agencies and local non-profits who are interested in utilizing the program, and typically provides up to \$25,000 towards the purchase of a property. Between 2000 and 2005, approximately \$365,000 in CDBG funds have been dedicated towards the purchase of 12 properties with deed restricted affordable units.



#### **Inclusionary Zoning Ordinance**

In June of 1999 the Town adopted an Inclusionary Zoning ordinance to assure "that an appropriate share of the remaining undeveloped land in the Town is used to meet the Town's critical need for affordable housing, and to promote the inclusion of a fair share of the cost of construction of affordable housing in all residential and nonresidential land development activity in the Town".

Under the ordinance, in certain developments of 10 or more units, at least 10% of the residential units constructed must be dedicated by deed restriction to affordable housing. A developer may apply to the Town to enter into a development agreement pursuant to the Town's Development Agreement Ordinance. In this case, the Barnstable Housing Committee would review any development agreement proposed, and advise the Town Council as to whether it provides benefits to the Town that are at least as beneficial to the Town as the affordable housing benefits provided for in the ordinance. A Development Agreement could propose off site affordable units, land conveyance, or cash payments.

To date, the Inclusionary Zoning ordinance has resulted in the permitting of ten units of deed restricted affordable rental housing units. The Town monitors the long-term affordability of the units.

#### **Building Cap Ordinance**

Due to fragile environments and limited drinking water resources, the Town is very concerned about managing growth. The Town has taken steps to curb market rate residential development while simultaneously working to increase affordable housing development. The Barnstable Town Council approved a Building Cap Ordinance through a Growth Management Zoning Amendment in July of 2001. A key component of the Building Cap Ordinance is the provision addressing affordable housing production. "The rate of residential development in Barnstable is determined by and should not exceed the ability of the town to provide adequate infrastructure and to protect natural environment. In addition, the development rate is attended to further the legitimate Commonwealth and local interests in the provision in the fair share of housing that is affordable to persons with both low and moderate income."

#### **Growth Management Department Creation**

In September of 2005, the Town of Barnstable undertook a bold new endeavor in directing its growth and development by creating the Growth Management Department (GMD). The GMD merges previously separate town divisions within the Town to create a multi-disciplinary team to coordinate a long-term vision for the future of the town and its villages, bridge that long-term vision with the regulatory review of private development, and coordinate capital improvements towards that overall vision.

The mission of the GMD is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing land use, traffic management, and property management strategies while promoting consistent sustainable economic development. The Department is comprised of six functions, Regulatory Review, Comprehensive Planning, Community Development (Housing), Economic Development, Property Management, and Traffic and Parking Management. Specifically, the Community Development Division is charged with encouraging livability and diversity by providing affordable and work force housing opportunities throughout the Town.

#### **Adoption of Growth Incentive Zone**

The Hyannis Growth Incentive Zone (GIZ) received final approval on June 21, 2006. The first GIZ approved on Cape Cod, the Hyannis Growth Incentive Zone is centered around Main Street, Hyannis, and includes the surrounding area from the Airport Rotary to the Hyannis Inner Harbor to the West End Rotary.

As requested by the Town and approved by the County, the GIZ enables the Town to permit up to 600 new residential units and 585,000 square feet of new non-residential development. With the approval of the GIZ, projects require only local permitting and are not required to be reviewed by the Cape Cod Commission. This streamlined permitting process provides an incentive for Hyannis property owners to invest in and redevelop their property, and allows for residential development above commercial space.

The Hyannis Growth Incentive Zone application and related documents can be obtained from the Town of Barnstable website. On the home page, go to the Special Notices box and click on Growth Incentive Zone application.

#### **Workforce Housing**

Housing needs span a broad range of household incomes. Many area households earning between 81% and 120% of the median area income exceed state income limits for affordable units, but have difficulty obtaining housing due to the Cape's expensive housing market.

The Town is working to address the need for "workforce housing" in the 2005 rezoning of downtown Hyannis. The zoning provides density bonuses to encourage the production of workforce housing units. Three of the new zoning districts, including the Office-Multifamily, Medical Services, and Hyannis Gateway Zoning Districts offer density bonuses for the provision of

workforce housing, including:

#### **Medical Services District:**

By-right market units – not more than 6 units or 12 bedrooms per acre

Special permit workforce units – not more than 12 units per acre

#### **Office-Multifamily District:**

By-right market units – not more than 12 units or 24 bedrooms per acre

Special permit workforce units – not more than 16 units or 32 bedrooms per acre

#### **Hyannis Gateway District:**

By-right market units – not more than 4 units or 8 bedrooms per acre

Special permit workforce units – not more than 16 units or 32 bedrooms per acre

The Town is committed to continuing to work with the business community to develop innovative strategies to address the need for additional workforce housing to support our workforce and, in turn, our economy.

#### **Artist Loft Housing**

The 2005 rezoning of downtown Hyannis also provides for live/work spaces for artists seeking to reside in Hyannis. Artists' lofts are allowed in the HVB, SF, OM, and HD Districts. An artists' loft is defined as "A place designed to be used as both a dwelling and a place of work by an artist, artisan, or craftsperson, including persons engaged in the application, teaching, or performance of fine arts such as drawing, vocal or instrumental music, painting, sculpture, fiber arts, photography, graphics, media arts, and writing. The work activities shall not adversely impact the public health, safety, and welfare, or the livability, functioning, and appearance of adjacent property."

The Town recognizes the role of a dynamic arts and cultural community in economic revitalization, and is actively seeking to develop deed restricted affordable artist live / workspace in downtown Hyannis.

#### **Town Owned Land Affordable Housing Development Since 1997**

One of the biggest barriers to developing housing in Barnstable is the lack of land available for housing development. To address this problem, a primary focus of the Town Manager and Town Council has been to utilize town owned land for the development of affordable housing. The Growth Management Department recently completed a thorough, comprehensive analysis of all surplus town-owned land and assessed its suitability for development.

Since 1997, the Town has identified several key parcels and has begun the process of developing affordable housing on the sites. The locations are as follows:

YMCA / Lombard Farms, West Barnstable

In May 2001, the Town of Barnstable, with a predevelopment grant from the Massachusetts Housing Partnership Fund, hired the environmental firm of Horsley and Witten, Inc. to conduct a site analysis and feasibility study of the 7.93 acre Lombard parcel on Route 149 in West Barnstable. The town also hired a local engineering firm to prepare a concept plan and preliminary site plan for a four-acre site owned by the Town adjacent to the YMCA in West Barnstable.

The results of the site analyses led the Town to issue a Request for Proposals (RFP) for the development of affordable housing on the two parcels in December of 2003. The Housing Assistance Corporation (HAC) was awarded the bid to construct 28 family rental units at the YMCA property, and 12 senior rental housing units at the Lombard site. Construction was completed in the summer of 2009 and both properties are fully occupied.



Town owned Parcels in Osterville

The Town identified three parcels of municipally controlled land along Old Mill Road in Osterville deemed suitable for affordable housing development. The three parcels are as follows: a 2.06 acre parcel located at 30 Oakville Avenue, a 1.02 acre parcel on Josh Lumbert Road, and a 2.25 acre parcel on Old Mill Road.

After securing a grant from the Department of Housing and Community Development's Priority Development Fund, the Town issued an RFP in August of 2006 to conduct an engineering, planning and design analysis for affordable housing on the sites. In 2008, the Town issued an RFP for the housing development. Development of this project is pending.

**Private Affordable Housing Development Since 1997**

The majority of the affordable housing development that has taken place since 1997 has been done by private developers through the MGL Chapter 40B "Comprehensive Permit" process. In many cases, the Town has

coordinated or "partnered" with the developer through the Local Initiative Program to facilitate the permitting process. Some of the major affordable housing developments that have been permitted and/or built since 1997 are as follows:

Danvers Way, Habitat for Humanity – Hyannis

Also in February of 2003, a comprehensive permit was issued to Habitat for Humanity for the construction of 16 single-family homeownership units in eight two-family buildings off Route 28 in Hyannis. All 16 units are deed restricted as affordable. This development was constructed and the units are occupied.

School House Pond - Hyannisport

In October of 2001, a comprehensive permit was issued to Chatham Real Properties, Inc for the construction of eight homeownership condominium units in a single structure on 2.26 acres on Scudder Ave in Hyannisport. Two of the units are deed restricted as affordable. This development was constructed and the units are occupied.

Village Green - Barnstable Village

JDJ, LLC, was granted a comprehensive permit in July of 2004 for the creation of 130 rental units on 14.32 acres of land off Independence Drive in Barnstable Village. Twenty-five percent of the units will be set aside as low and moderate income. Building permits have not yet been issued for this project.

Southside Village – Hyannis

In February of 2003, a comprehensive permit was issued to Southside Realty Trust for the construction of fourteen (14) attached condominium units on 1.35 acres located off Route 28 (Falmouth Road) in Hyannis. All 14 units are deed restricted as affordable. This development was constructed and the units are occupied.

Housing Land Trust for Cape Cod - Marstons Mills

In 2001, the Town of Barnstable negotiated the acquisition of 19.07 acres of vacant land known as the Childs Property, which borders the Marstons Mills

Elementary and Middle Schools. Of the 19.07 acres, 6.4 acres was designated for affordable housing, and the balance designated for recreation and open space. The 12.69 acres of recreational/open space were purchased by the Town utilizing Land Bank funds, and the 6.4 acre parcel was purchased by the Housing Land Trust for Cape Cod. A comprehensive permit was issued to WBC, LLC for the property in January of 2004. Today, there are 30 occupied homeownership units at the Village at Marstons Mills, 18 of which are deed restricted as affordable.

#### Mill Pond Estates - Osterville

A comprehensive permit was issued through the Local Initiative Program to Starboard, LLC in June of 2005 to develop 11 single-family homes on a 2.81 parcel on Old Mill Road in Osterville. Three of the units will be deed restricted as affordable.

#### Cotuit Meadows - Cotuit

In April of 2006, a comprehensive permit was issued to Cotuit Equitable Housing, LLC to authorize the development of 124 single-family homes on a 50.44 acres site off Route 28 in Cotuit. Twenty-five percent, or 31 units, will be deed restricted as affordable. Phase I is under construction and 6 affordable units have been sold to first time homebuyers.

#### Settlers Landing I - Hyannis

In May of 2006, a comprehensive permit was issued to the Settlers Landing Realty Trust for the construction of 20 single-family homeownership units at Settlers Landing and Castlewood Circle in Hyannis. Five of the 20 units will be deed restricted as affordable.

#### LIFE, Inc – Hyannis

In July of 2006, Living Independently Forever (LIFE, Inc) was granted a modification of their original comprehensive permit issued in 1995 to construct a fifth building containing four condominium units at Lincoln Road Extension in Hyannis. All four of the units will be deed restricted as affordable.

#### Private – Initiated Affordable Housing Development (PIAHD)

The Planning Board, as part of a mediation process initiated by the Housing Appeals Committee, developed the Private Initiated Affordable Housing Development (PIAHD) ordinance. The ordinance, limited to a small area in Hyannis, requires 20% of all project units to qualify as affordable units.

When the projects are constructed, the two PIAHD projects, totaling 58 units, will produce 12 affordable units.

### **Affordable Housing Needs Going Forward**

#### Affordable Housing Preservation

Several strategies are used to preserve the affordability of housing units. Permits are conditioned to require proper deed restrictions safeguarding the affordability in perpetuity and through foreclosure; provisions for the timely recording of these restrictions; and a mechanism for monitoring of these units at the time of resale.

In recent years, affordable housing permit decisions have included adequate provisions for affordable housing preservation. The older affordable housing developments in Barnstable do not have these provisions. The town shall inventory the affordable units at risk; determine whether proper restrictions have been recorded and identify and implement steps to ensure the continued affordability of these units.

Affordable Apartment Amnesty Program (AAP) monitoring is conducted annually by the AAP Coordinator. This monitoring ensures that program participants are in compliance with the terms and conditions of the comprehensive permit issued to them. The property owner is required to submit a copy of a 12-month lease and proof of income for their tenant to verify that they earn 80% or less of the median income. If a property owner is found to be in non-compliance, a hearing will be held before the Hearing Officer of the Zoning Board of Appeals to determine if the comprehensive permit should be revoked.

#### Homelessness

The Town through its Human Services Committee (HSC) has been active in this area. Working with local service providers the HSC developed “Operation In from the Cold” in early December 2005. This program placed ten out of twenty-four individuals in permanent housing and brought the Barnstable Police together with outreach personnel and agencies who work with the homeless population. Public awareness was raised and a process for periodic assessment of the homeless population and their needs is now in place. The HSC wants to expand this collaborative program to “Operation In from the Streets” to bring these groups together again in an effort to reach out to all those living outdoors in Hyannis.

This group is also developing the "Street Sheet 2006" flyer that lists available resources and their location and contact information.

The Leadership Council to End Homelessness on Cape Cod and the Islands released the Ten Year Plan to End Homelessness on Cape Cod and the Islands in February of 2005. This effort is in its second year of implementation. The Plan's Action Items do not assign any actions to the Town. However many services and service providers are located in Hyannis. The Town must continue to participate with these organizations as local issues arise.

### **Workforce Housing**

The town must continue to watch closely the housing needs of all its residents. A diverse housing stock will provide the housing necessary to sustain a stable workforce. Escalating housing costs also affect households with incomes above 80% of the Area Median Income. Most housing subsidies are targeted at those at 80% AMI or lower. There is mounting evidence that those at 100% to 120% of the AMI are having difficulty finding home buying opportunities. The Town should carefully watch these trends and be prepared to help address these increasing housing needs. An analysis of the housing needs of households at 80% to 120% of the AMI should be including in the next Housing Needs Assessment.

### **Regulatory Tools**

The town must develop new regulatory tools to guide housing development in accordance with its Housing Production goals. A collaborative process between the Growth Management Department, the Planning Board and the Housing Committee should be initiated to explore options and set priorities.

### **Consistency**

This plan adopts the Regional Policy Plan Goals 5.1, 5.2, 5.3 and 5.4. In lieu of adopting the Minimum Performance Standards, the following sections outline Barnstable's action plan in support of those goals.

### **Goals and Actions**

**Goal 5.1 Promote the provision of fair, decent and safe affordable housing, for rental or purchase, which meets the present and future needs of the low-to-moderate income residents (incomes less than 80% of the county median income) of Barnstable.**

**Action 5.1.1** In all of its actions the Town of Barnstable shall work to prevent discrimination in housing because of race, color, creed, religion, sex, national origin, primary language, age, political affiliation, disability, sexual orientation or any other consideration prohibited by law, and shall not knowingly approve any development that so discriminates.

#### **Strategies**

- Conduct fair housing and local preference outreach and education using DHCD local workshop or materials
- Examine Rental Registration and Occupancy Ordinances through the ordinance required subcommittee.
- Determine who has responsibility for Fair Housing in Barnstable. Consider delegating these duties to the Housing Committee for better coordination.

**Action 5.1.2** Commit appropriate town resources coordinated through the Growth Management Department (GMD).

#### **Strategies**

- GMD will coordinate allocation of the town's Community Development Block Grant program funding affordable housing portion to support development activities and for conversion or rehabilitation of existing housing stock to affordable units.
- GMD will coordinate maximum participation within the Barnstable County HOME Consortium and the County's "Soft Second Loan Program" to access financial resources to stimulate affordable housing.
- Allocate Community Preservation Act funds for production and preservation of affordable housing. With the Barnstable Housing Committee (BHC) and the Community Preservation Committee (CPC) explore allocating additional CPA funds for housing in coordination with the Town' housing plan as updated.
- Develop a plan to allocate additional CPA funds for housing.
- Obtain Technical Assistance Program funds to develop a "How to Develop Affordable Housing in Barnstable" brochure.

**Action 5.1.3** To fund affordable housing initiatives, seek a reliable funding source for the Barnstable Affordable Housing and Economic Development Trust Fund.

#### **Strategies**

- To access these funds, the Housing Committee shall work with the

- Town Manager's Office on the appointment of fund Trustees
- The Housing Committee shall work with Trustees to develop appropriate criteria for fund disbursement.
- The Affordable Housing and Economic Development Trust Fund will receive mitigation funds and an annual allocation from CPA funds.
- Explore real estate transfer tax or deed recording fee for allocation to the Affordable Housing Trust Fund.

**Action 5.1.4** Continue to monitor needs of homeless families and individuals.

**Strategies**

- The Barnstable Housing Committee will advise the Town Manager's Office if the need for Town action should arise.
- The Town should continue to collaborate with local service providers to address homelessness through the efforts of the Human Services Committee and/or other groups as necessary.
- The Human Services Committee shall advise local officials on policy issues that impact service delivery to the homeless.

**Action 5.1.6** Nonresidential Development of Regional Impacts project reviewed by the Cape Cod Commission should be evaluated as to the need for affordable housing created by such development and should provide appropriate mitigation for impacts to affordable housing.

**Goal 5.2** The Town's goal is to have at least 10% of the year-round housing stock as permanently affordable housing units with an effort to achieve this Goal by the year 2015.

**Action 5.2.1** Use the Local Initiative Program (LIP) Units Only certification process under 760 CMR 45.00 to add units to the town's Subsidized Housing Inventory (SHI). GMD will report to BHC annually on Units Only certifications.

**Action 5.2.2** Modify existing zoning regulations to remove impediments to the development of affordable housing.

**Strategies**

- GMD will analyze development and redevelopment opportunities in locations appropriate for increased density. The results of this analysis to be provided to HC.
- GMD will conduct a town wide analysis of zoning districts showing

districts where multi-family housing is allowed as of right, as a conditional use or prohibited. The results of this analysis is to be provided to BHC.

- Amend 240-21 A(9)(i) of the Zoning Ordinance to condition the grant of a Special Permit that allows an increase in the maximum lot coverage to 50% based on the developer agreeing to provide a 50% of the additional units as affordable housing.
- Grant density bonuses in appropriate locations for developments that provide all units as affordable for the vulnerable segments of the community: the elderly, very low income (50% of the AMI), single-family heads of households, racial minorities, homeless, disabled and others with special needs.
- Research, identify and draft additional zoning ordinance amendments designed to increase desirable types of housing production for populations identified in the Housing Needs Assessment.
- Continue to work on the Affordable Housing Overlay District or other similar zoning ordinance.

**Action 5.2.3** Provide zoning incentives to encourage the development of workforce housing affordable to those at or below 120% of Area Median Income (AMI).

**Strategies**

- GMD will draft ordinances based on successful models such as the Dennis Zoning By-law Section 4.9 Provisions To Encourage the Development of Affordable Housing In Dennis, a method to allow affordable housing development on undersized lots.
- GMD will initiate discussion with the Housing Committee and the Planning Board to explore and prioritize development of new regulatory tools for housing production.

**Action 5.2.4** Provide regulatory incentives to stimulate the creation of affordable units to be added to the town's stock.

**Strategies**

- Grant a reduction in permitting fees to contribute to the financial feasibility of the conversion of existing housing to affordable rental units.
- Grant a reduction from impact fees for developments that provide more affordable housing than required in Growth Centers.

- GMD will explore extending Chapter 168, Regulatory Agreements town wide to allow inclusionary units to be placed offsite and/or payments in lieu of units.
- GMD will draft a comprehensive permit policy that expedites the 40B process provided certain agreed-upon criteria are met.

**Action 5.2.5** Transfer all on-site and off-site property contributed by developers as a result of the Development of Regional Impact (DRI) review by the Cape Cod Commission to the BHA.

**Action 5.2.6** Promote the adaptive re-use of existing structures for affordable housing.

**Strategies**

- GMD will identify properties suitable for conversion to affordable residential use. The HC will be included in the final evaluation of these properties.
- Identify funding sources and develop a program for the Town to assist in the acquisition of these properties.
- The Town will provide financial assistance to projects that convert existing housing stock to affordable housing. i.e. Accessory Affordable Apartment Program.

**Goal 5.3 Ensure the distribution of affordable housing throughout the seven villages.**

**Action 5.3.1** Promote all types of housing – rental, ownership, elderly, special needs and family housing – in all villages.

**Strategies**

- All villages shall aim to provide at least 10% of that village's year round housing stock as affordable in accordance with MGL Chapter 40B. The Barnstable Housing Production Plan and subsequent updates shall document affordable housing stock percentages and types in all seven villages.
- Encourage mixed-use affordable housing that is close to transportation within the village centers.
- Research, identify and promote innovative wastewater management technologies that would allow higher densities in village areas with inadequate infrastructure.

- Identify and fund essential infrastructure improvements necessary to affordable housing developments in the village centers.
- Encourage small-scale affordable housing developments within village centers.

**Goal 5.4 Integrate the development of affordable housing with protection of the Cape's environment.**

**Action 5.4.1** Affordable housing development that increases density levels above existing zoning densities shall comply with Title V.

**Strategies**

- In appropriate locations in aquifer protection zones, increased density for affordable housing development may be permitted where regulatory authorities find a substantial public benefit.
- Encourage the use of cumulative loading analyses to allow increased density for affordable housing. Town staff will work with regulatory authorities to confirm appropriate set aside areas for site-specific cumulative loading analyses.
- Increase in development density in areas served by municipal sewer for affordable housing

**Goal 5.5 The Town through the Growth Management Department shall update and track implementation of the Housing Production Plan and provide biannual updates to the Housing Needs Assessment.**

**Action 5.5.1** The GMD will update the Housing Production Plan (PPP) as needed or as required by DHCD. A PPP implementation report should be prepared annually and distributed to the Barnstable Housing Committee and the Town Council.

**Action 5.5.2** The GMD will update the Housing Needs Assessment (HNA). In addition to the HNA elements required by DHCD, the update shall analyze the needs of households between 80 – 120% of the AMI, the homeless population, transitional housing, congregate housing, student housing and seasonal workforce housing.