



January 11, 2017

Board of Selectmen
Town of Provincetown
Response to Town of Provincetown
Request for Proposals for Development
Community Center at 46 Bradford Street
Provincetown, MA 02657

We respectfully submit this proposal to The Town of Provincetown to purchase and develop 46 Bradford Street, Provincetown, Cape Cod, MA, USA as a Workforce Housing Facility. Our proposed use will be WORKFORCE HOUSING.

Identification of Respondent

Our group consists of Ron Rudnick, President of GRS Investments and Lighthouse Realty of Chatham located at 1455B Main Street, Chatham, and John E. Ciluzzi, President of GJSW, Inc., DBA Premier Commercial of Centerville located at 1550 Falmouth Road, Suite 1, Centerville, and Managing Director of The Masthead Resort & Cottages located at 31-41 Commercial Street, Provincetown, MA.

John E. Ciluzzi will be the primary contact for the Respondent. He can be contacted at jciluzzi@premiercommercial.biz, or direct dial 508-962-5033 or PO Box 731, Centerville, MA 02632.

Identification of Entity

Rudnick and Ciluzzi will nominate a Realty Trust to hold ownership of the property upon award of the project. An additional operating entity, Corp, LLC or LLP will be created to manage the operation of the property and business. For general purposes, GRS Workforce Housing will be the nominee entity for the proposal.

Identification of Developers Intent

This proposal is to indicate to you the intent of our group, which shall be identified as GRS Workforce Housing Group or Nominee from Chatham, Massachusetts, to enter into an agreement to purchase the land, building and improvements, located at 46 Bradford Street,

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Provincetown, MA 02657. We intend to purchase the property from the Town and redevelop the property into a workforce housing property.

To summarize our position, we request that you evaluate the key components contained within this proposal while making your decision. Also, we've attached a number of documents (Provincetown Housing Play Book, Town-wide Policy Goals, ULI Studies/Research and more) that should be carefully read. There is a clear link between what the town has originated in studies, as listed above and attached within, and our proposed redevelopment use of Workforce Housing. We believe that this link makes the case for our use as the highest and best for the site located at 46 Bradford Street.

There is a crisis looming over Provincetown regarding the lack of Workforce Housing. Many Town of Provincetown originated studies document this shortfall of inadequate housing opportunities for the seasonal labor force.

Not addressing the need for Workforce Housing will have significant, near term consequences to the economy of Provincetown.

We are specifically addressing issues that the Town has originated in i. The Provincetown Housing Playbook; ii. Town of Provincetown Policy Goals; iii. Urban Land Institute Study; all attached to this proposal.

We have the Capital to purchase and bring this project to fruition as outlined in our development schedules.

We have the experience and expertise to manage and operate successful real estate businesses. We have assembled an exceptional development team to work on this project.

We have identified seven (7) community benefits including:

1. Immediate cash to the Town of Provincetown
2. Long Term Tax Revenue to the Town of Provincetown
3. Housing Benefits
4. Economic Development Benefits
5. Neighborhood Investment in Real Estate
6. Serving the Public
7. Discount Programs for Non Profits

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We are very excited to work on this project with the Town and its management team!

It is a unique occasion! Don't miss out on this opportunity!

Thank you for your time and consideration and we look forward to discussing this matter in the near future.

Very truly yours,

Ronald Rudnick

Ronald Rudnick

John E. Ciluzzi

John E. Ciluzzi

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**WORKFORCE HOUSING PROPOSAL
RESPONSE TO TOWN OF PROVINCETOWN
REQUEST FOR PROPOSALS FOR DEVELOPMENT
COMMUNITY CENTER AT 46 BRADFORD STREET**





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Urgency Community Crisis

At this juncture, the management of Provincetown must address and consider its most important asset, the small businesses community including but not limited to commercial fishing, marine / marina, retail, art and creative businesses, energy including fuel, and hospitality including Hotels, Motels, Cottage Colonies, Inns, Guest Houses and Restaurants.

Currently, Provincetown has no Workforce Housing that is officially recognized by the Town.

Simply stated, these precious assets (small business) need a labor force that has adequate housing. Business owners have identified a real-time link between the high cost of housing, recruitment, productivity, retention and their bottom line. Currently, the lack of supply in Provincetown is undermining the type of competitive business environment that is essential to a strong vibrant community.

The labor force that is lucky enough to obtain housing under the current statutes, most likely live in deplorable conditions substandard to health and fire codes.

Not addressing the need for Workforce Housing has significant, near term consequences to the local economy of Provincetown. Businesses, especially seasonal ones, derive most of their income in the months of May through September. These same business operations, whether hospitality, retail or professional, depend on a strong seasonal workforce.

If this need is not addressed immediately, Provincetown will find it necessary to bus/transport the labor force into the town. This is a crisis that needs to be addressed immediately.

As identified in the Urban Land Institute's recent 2016 Study, "A Technical Assistance Panel Report" (Attached), Seasonal Workforce Housing Needs are a Challenge. Specifically, **"Panelists heard in many interviews and conversations that when a business is hiring for both year round and season, one of the first questions they often ask is, do you have housing?"**

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What is Workforce Housing?

It is important to define the words, WORKFORCE HOUSING. The term Workforce Housing dates back to a concept of providing housing in resort communities and ski towns, where the disparity in wages and the cost of purchasing or renting housing prevented the workforce from being able to live in town. Therefore, creating Workforce Housing in communities like Provincetown that are seasonally impacted by an influx of tourists has a natural curing effect on the demand for Workforce Housing.

As identified in the Provincetown Housing Playbook, draft of October 18, 2016. (See attachment)

- The Community's Workforce Housing Goal is *"To identify and develop seasonal rental housing sufficient to accommodate our seasonal workforce in order to sustain our tourist economy. The Provincetown economy struggles with maintaining a labor force due to the lack of housing."*



- *"The Town brings in about 500 workers on student J1-visas and at least that many on H2B visas. The surge of conversion to weekly rentals has reduced availability and increased the cost of seasonal rentals forcing workers into cramped quarters and further away from town; many workers rely completely on public transportation. Placement agencies and the State Department are concerned about lack of housing and may reduce the number of approved visas. Losing this critical labor force will have severe operational impacts on the business community and our economy."*

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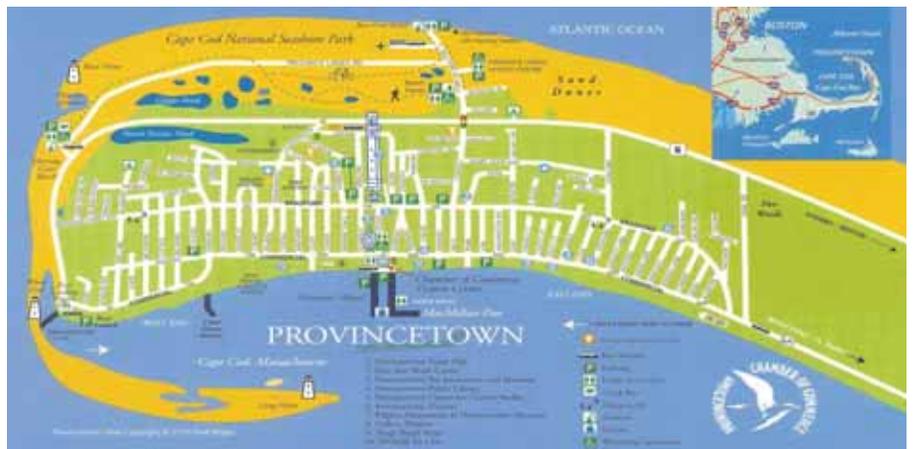


Specifically, the term “**Workforce Housing**” is increasingly being used by developers, planners, government officials, and other organizations concerned with housing policy and/or advocacy of same. It is gaining cachet with realtors, developers and lenders as a vital component of community and economic planning and development.

Additionally, as recognized in the Adoption of Annual Town-wide Policy Goals for 2017 on June 27, 2016, the adoption of goals specifically outlines *Workforce Housing* for seasonal employees as a key goal of The Town of Provincetown.

(See attachment)

Communities across the country increasingly are recognizing the link between Workforce Housing and their communities' economic and social well-being. Shortages of affordable housing close to workplaces can lead to longer commutes, which degrade the quality of life for all residents. Communities are starting to see the value of making their environment a good place to live, work, play and learn.



At this juncture, we feel that supplying

an adequate amount of Workforce Housing is critical to the Provincetown Community. Furthermore, the redevelopment of 46 Bradford Street to a Workforce Housing use will provide stability to a critical housing category while benefiting the Town of Provincetown on numerous levels.

Our motivation is to provide a sustainable housing solution for the future of Provincetown.

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78 Bed Project

Our plan to redevelop the property into a 78 bed Workforce Housing community with 54 beds on the first floor and 24 beds on the lower level of the property. Common bathrooms will be on each floor and there will be a common area including kitchen, computer workspaces, and common lounge / television areas.

Please refer to the floor plans both attached to this proposal and enclosed large scale plans.

Bikes, Not Cars

It is a known fact that the majority of J-1 and H2-B visas do not own or operate motor vehicles during their tenancy in the United States, therefore our Workforce Housing property has incorporated bike racks to benefit all of the tenants.



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Key Criteria for our project:

1. Location is Key

The 46 Bradford Street site is within walking and or biking proximity to all businesses and attractions in Provincetown.



2. Supply and Demand

There is currently a very low and inadequate supply of housing for seasonal and year-round workforce employees. The demand to remedy this issue is very high.

3. Affordability

GRS Workforce Housing will offer housing at very affordable rates starting at \$200 per week.

4. Tenant Mix

We will be offering housing opportunities for employees of The Town of Provincetown and Businesses located within Provincetown. Municipal Employees, specifically Police and Fire Department will receive preference.

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Development Team

We have assembled an entire team of professionals to tackle this project. Our team has committed to commencing work immediately upon award of the project. We've attached qualifications for the engineer and architectural members of the team. Our core management for the project is as follows:

Developer Team Member, Ronald Rudnick, *Principal Developer & CEO*

Our redevelopment team will be led by Ronald Rudnick, President of GRS Investments and Lighthouse Realty of Chatham (www.chathamlighthouse.com). Ron has successfully acquired and developed hundreds of properties on Cape Cod and specifically in Chatham.

GRS Investments and Lighthouse Realty have been successful, collaborative members of the Chatham business community for over 40 years. They have a wealth of development and redevelopment experience Cape wide with new construction projects ranging from Workforce Housing, residential homes, subdivisions, mixed use properties, and small malls. Their comprehensive experience in redevelopment has included condo developments, apartments and retail and commercial space.

Being a "local" company has allowed GRS the unique opportunity to fully understand the specific needs of the Cape Cod communities they have worked within. This in turn has allowed for respectful and harmonious working relationships with individual town officials, departments and entities with "due diligence" and "time is of the essence" being corner stones in any collaborative work done. Please see the attached letter from The Chief of The Town of Chatham's Police Department.

GRS and Lighthouse, not only as Chatham property developer but also Chatham property managers, are in an even stronger position to understand the specific and unique needs of Provincetown and their Workforce Housing issues as we feel they are very similar to those Chatham faces both seasonally and on a year-round basis.

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The solution can come in the form of redeveloping suitable existing properties that can accommodate seasonal workers, which blend with the local communities and environment and do not create a negative impact.

Recent Properties developed by Rudnick as follows:

- Owns and manages 718 Main Street, Harwich. Residential Multi Family Property consisting of 28 units with some *Workforce Housing*.
- Owns and manages 782 Main Street, Chatham. Mixed use property consisting of retail, residential and *Workforce Housing* units.
- Owns and manages Master Mariner *Workforce Housing* Property located at 1547 Main Street, Chatham.
- Built and developed over 100 condominium units in Chatham and Harwich
- Developed Oyster Pond Condos, 32 Units located at 1233 Main Street Chatham. The community features one and two-bedroom floor plans ranging from 800 to 1600 sf of living space.
- Owns and Manages 595-593 Main Street, Chatham. The mixed-use property consists of 15 condominiums and 20 retail stores in the heart of Chatham village. Hospitality Tenants include The Bistro on Main and Dunkin Donuts.
- The property has room for 44 tenants and has been operating successfully for over 3 years.
- Owns and manages 907 Main Street, Chatham. Former Friendly's Restaurant currently leased by Del Mar Bistro and Bar. Hospitality Tenant lease with Financial Tenancy by Bank of America for ATM Building on site.
- Owns 1563 Main Street, Chatham. Hospitality Tenant Dunkin Donuts.
- Developed Misty Meadows Condos at Misty Meadow Lane in Chatham. The property offers seven luxurious townhouse style condominiums with attached single car garages.
- Owns and Manages 1221-1223 Main Street, Chatham. The mixed use property consists of retail and 6 apartment units.
- Built and developed over 10 subdivisions between Yarmouth and Chatham.

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Development Team Member, John E. Ciluzzi, *Community Liaison, Project & Property Manager*

Our team will include John E. Ciluzzi of Centerville and Provincetown. Ciluzzi is a native of Provincetown having grown up in the West End of Provincetown at his family's resort and is regionally known for his expertise in real estate brokerage, project and permitting management, hospitality management, retail development and property management.

John is President of GJSW, Inc. which does business as Premier Commercial and Brokerage (www.premiercommercial.biz) with offices in at 1550 Falmouth Road, Suite 1, Centerville and 33 Commercial Street, Provincetown. For the past 20 years, John has specialized in representing clients and customers in commercial real estate transactions, mergers and acquisitions of privately held companies and leases, structuring financing for business and real estate acquisitions, workouts, business development and property management.

In addition to his transactional responsibilities at Premier, Ciluzzi and his Premier Team manage over 200,000 square feet of commercial, mixed use and residential real estate on Cape Cod.

One of John's most recent Provincetown Projects included the sale of Fisherman's Wharf to Chuck and Anne Lagasse of Newbury Port, MA. The Lagasse's have rebranded the site as Provincetown Marina (www.ptownmarina.com) with plans to redevelop the site to a first-class marine facility. Ciluzzi commenced working on the project in 1996 and committed to bring value to the site, his clients and the community.

Also, since 2013, Ciluzzi also acts as Managing Director of The Masthead Resort & Cottages, (www.themasthead.com) located at 31-41 Commercial Street in Provincetown. The Masthead offers distinctive accommodations in an authentic Cape Cod setting. The property has been owned and operated by the Ciluzzi family for over 58 years and consists of waterfront cottages, suites, and rooms. The property has been the beneficiary of numerous awards including the Trip Advisor's 2015 & 2016 Certificate of Excellence.

Ciluzzi is a member of The National Association of Realtors, The Massachusetts Association of Realtors, The Cape Cod & Islands Association of Realtors, The Cape Cod Chamber of Commerce, The Hyannis Chamber of Commerce, The Provincetown Chamber of Commerce, and The Provincetown Business Guild.

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Ciluzzi is also a volunteer mediator at The Consumer Assistance Council of Cape Cod in Hyannis. The CAC works in cooperation with the Attorney General's office of Massachusetts. Its primary objective is to assist and educate consumers and sellers of goods and services about consumer protection laws. CAC's secondary objective is to insure that consumer transactions are conducted in a fair and equitable manner and that ethical merchants are protected from unjustified complaints.

Development Team Member, *Christopher J. Snow, Esq., Snow & Snow, Esq. LEGAL*

Christopher J. Snow, principal of Snow and Snow PC (www.snowandsnowlaw.com) located at 90 Harry Kemp Way, Provincetown, is legal counsel representing the company. Snow and Snow is the oldest continuously operating law firm on Cape Cod. Founded by the late John C. Snow in 1949, his son, Christopher J. Snow, joined the firm in 1977 and continues to provide outstanding legal services to individuals and businesses across Cape Cod and the Commonwealth. The practice is frequently engaged in providing novel solutions to legal predicaments unique to the Outer Cape.

Development Team Member, *Matt Eddy, President Baxter and Nye – Engineering Consultant*

Mr. Eddy has over 26 years' experience in Civil Engineering and Construction projects. Prior to purchasing and becoming Managing Partner of Baxter-Nye (www.baxter-nye.com), Mr. Eddy has served as Vice President of both engineering consulting and general contracting firms. He has been involved in projects in the states of Massachusetts, Rhode Island, New Hampshire, Maryland and Virginia.

Mr. Eddy has developed an in-depth understanding of management, design, and oversight of development projects. This includes client needs, cost estimating and project budgets, contracts, project scheduling, project permitting, and the need for teamwork and leadership. He has been the team lead Design Professional Engineer, for commercial, residential, and Municipal projects, responsible for overall project management, site planning and design, coordinating project team consultants including traffic, environmental, geotechnical, and historical/archeological, and construction administration & inspection. He has significant experience with large projects including planned unit developments consisting of hundreds of residential units, commercial and industrial space, recreational facilities, and all associated infrastructure. In addition to handling the business operations and seeing to client satisfaction at Baxter-Nye, Mr. Eddy continues to provide hands on project management, design, and design oversight of project staff.

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Development Team Member, *Kurt E. Raber, Vice President, Registered Architect*
Brown Lindquist Fenuccio & Raber Architects, Inc. - Architectural Consultant

Development Team Member, *Thomas W. Swensson, Project Manager, Designer*
Brown Lindquist Fenuccio & Raber Architects, Inc. - Architectural Consultant

Development Team Member, *Richard P. Fenuccio, President, Registered Architect- Designer*
Brown Lindquist Fenuccio & Raber Architects, Inc. - Architectural Consultant

Development Team Member, *Paula Drury, Certified Interior Designer*
Brown Lindquist Fenuccio & Raber Architects, Inc. - Architectural Consultant

Brown Lindquist Fenuccio & Raber Architects, Inc. (www.capearchitects.com) is a diversified architectural practice located in historic Yarmouthport and Plymouth, Massachusetts. We provide comprehensive architectural and consulting services to a wide range of Commercial, Civic and Residential clients.

Because of our depth of experience with Multi-Unit Housing, strength in historic building renovation, as well as our experience working on a variety of buildings in Provincetown, we believe our firm to be a great match for this exciting housing project.

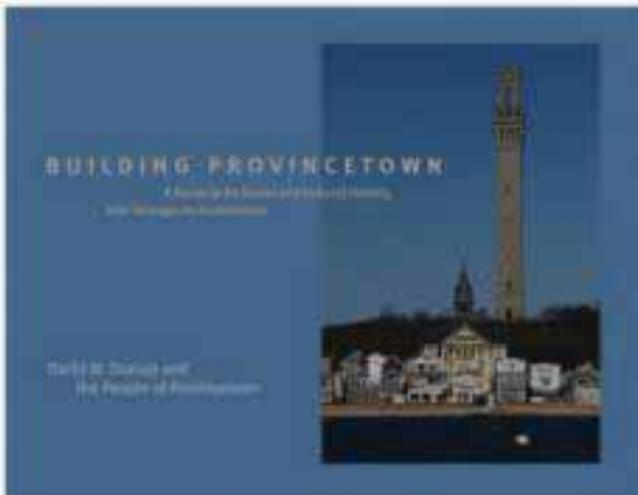
Founded in 1969, our firm has developed a solid client base in both the private and public sectors by adhering to a commitment to client service and several basic principles:

- We provide creative design solutions which meet our Client's needs and respond to the context of our local communities
- We believe that sites and buildings should be developed utilizing Low Impact Development techniques and in an environmentally responsible manner
- We support our Clients throughout the Design, Permitting and Construction Processes
- We maintain continuous Project Management and Budget Assessments throughout all project phases

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History of Site



In Author, David W. Dunlap's book, *Building Provincetown, A Guide to its Social and Cultural History, Told Through Its Architecture*, the building has significant history.

The original colonial revival branded as The New Governor Bradford School was built in 1892 at the site. The school burned down in a fire circa 1935.

The site later became The Provincetown Community Center in 1956 and was focused on after school activities. The center moved to the Veteran's Memorial School in 2013 and the building has been vacant since.

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Brand and Logo

Our brand will be identified as *Workforce Housing at The Community Center*.

We've completed preliminary work on the logo with the components of

- I. The historical significance of the front portion of the building
- II. Workforce tenants on site
- III. Bike Racks with bikes
- IV. Green Trees, symbolic of the landscaping plans for the site.

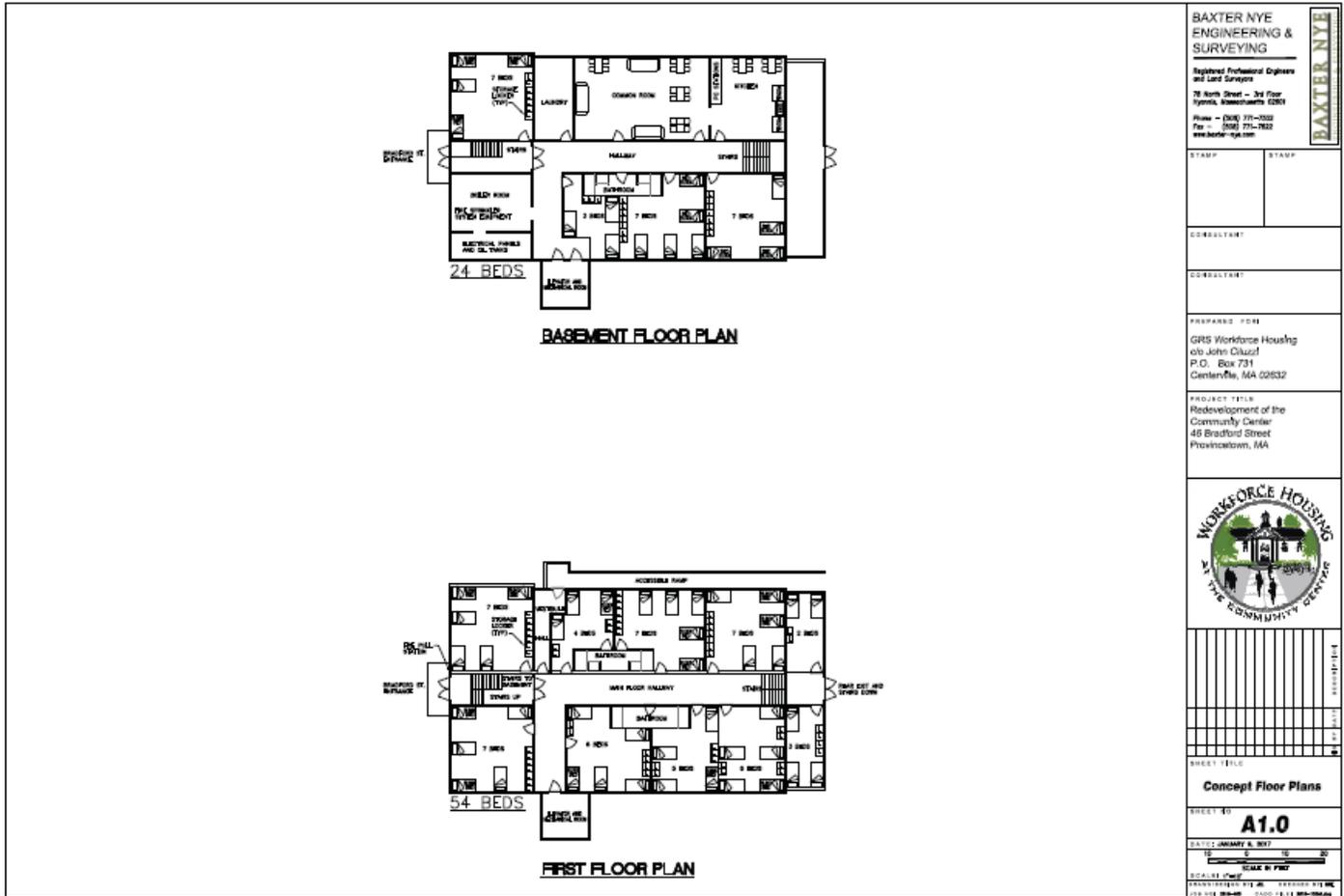
Workforce Housing at the Community Center Logo:



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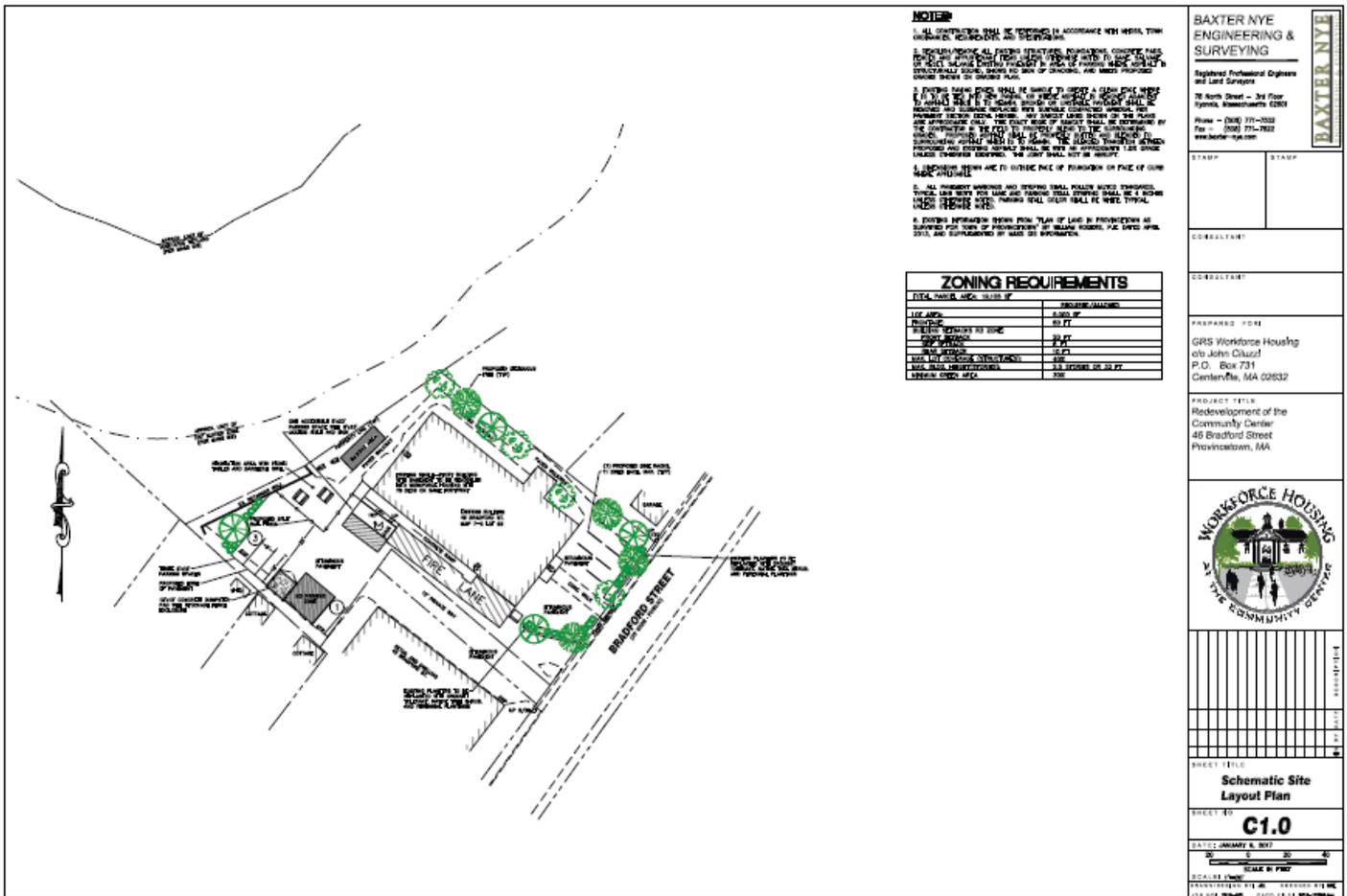
Concept Floor Plan



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Schematic Site Layout Plan



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Tenant Selection

Tenant selection for each summer season, April – October, will begin in November of the previous fiscal year. Employers and / or employees will be able to reserve space in the property for the following season.

Prospective tenants or their employees will be able to reserve space on an active, user friendly website managed by GRS. GRS Workforce Housing owns the rights to the following domains:

- provincetownworkforcehousing.com
- provincetownworkforcehousing.net
- provincetownworkforcehousing.info
- provincetownworkforcehousing.org
- ptownworkforcehousing.com
- ptownworkforcehousing.net
- ptownworkforcehousing.info
- ptownworkforcehousing.org

All searches that originate with the words Provincetown, Workforce, Housing will be pointed to the master website provincetownworkforcehousing.com

Tenant Selection Operations

- i. Tenants or their employers will be required to make a deposit of \$1,000 per bed. All reservations will be first come first served.
- ii. Employers will be able to make a maximum of five reservations at a time. They will be able to make additional reservations after another five reservations are made for employees of other companies. Our goal will be to not allow any one employer a monopoly on tenancy at the site.
- iii. Each Tenant will be met by management on their check in day for a formal check in procedure.
- iv. Keys will be given out to tenants with codes to their rooms and a tour of the facility. A key deposit will be collected at time of check-in.
- v. All guests will be given a copy of the Rules and Regulations. (See attached).

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Property Management

The Management team of Rudnick and Ciluzzi combines over 60 years of management experience between the two owners. Both team members are in compliance with all local, state and federal taxes.

Ron Rudnick's dossier of completed projects on Cape Cod is without peer. He's developed countless real estate projects including but not limited to subdivisions, luxury, middle level, and affordable condominium complexes.

When it comes to Real Estate permitting and development, Rudnick is considered a visionary with the ability to bring substantial value to any project he's involved in.

Rudnick's real estate entity, Lighthouse Real Estate, is a full service real estate firm with a team of administrative assistants, property managers and a proficient repair and maintenance team to handle any issues that come up with the current portfolio of properties.

A portion of Rudnick's current portfolio and management experience are listed within his management team profile.

John Ciluzzi's experience as the leader of the commercial real estate industry on Cape Cod has been documented recently by the Cape & Islands Association of Realtors. He has been the leader in commercial, industrial, and business transactions at the Cape Cod and Islands Association of Realtors for many years.

Ciluzzi's Property Management division, headed up by Ciluzzi manages mixed use properties ranging from 3,000 – 20,000 square feet across Cape Cod.

Ciluzzi brings a combination of local knowledge and real estate experience to the project as a native of Provincetown. *Ciluzzi's experience is listed within his management team profile.*

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Safety Concerns

GRS Workforce Housing has identified a number of operational safety concerns at the property. Some of these are outlined below:

Fire Lane

The parking along the southwest side of the building will be eliminated in lieu of creating a fire lane across the entire side of the building. This fire lane will add another level of safety at the site, so the Provincetown Fire Department will gain easy access to the property for emergencies.

Knox Box Installation

A Knox Box will be installed at the Bradford Street entrance so Town Emergency personnel will have easy access to the property.

Fire Sprinkler System

A sprinkler system will be installed throughout the interior of the property. Plans for same will be provided to the Town upon formal application.

Fire Pull Station

A Pull Station will be installed at the front of the building that will be connected directly to the alarm and fire station. The pull station will be connected to a building fire protection system that sends a signal to the PFD and PPD, eliciting a police and fire department response.

Annual Fire, Building & Health Department Inspections

GRS will work with the local Town of Provincetown departments to ensure all codes are up to compliance. Same departments include Fire, Building and Health.

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Property Amenities

Workforce Housing at The Community Center will have a number of amenities for tenants to enjoy. Some of them are as follows:

Wi-Fi

The property will have free Wi-Fi service for all tenants. The Wi-Fi will be password protected and tenants will be provided the access code upon check in.

Bike Racks

The property will have a number of bike racks on the Bradford Street entrance side of the property.

Lockers

Every tenant will have a locker in their room. Each tenant is responsible to obtain a lock for their locker.

Laundry Room

Laundry facilities will be located on the lower level of the building. Please refer to the floor plans.

Rubbish Removal

All tenants will have access to the rubbish containers on the South-West side of the property. Recycling bins will be on site as well.

Picnic Tables and Barbeque Area

A picnic table and barbeque area will be on the North-West side of the property.

Mailbox delivery system

Tenants will be able to receive mail at the building, if the USPO will provide delivery service. Tenants will have the option of receiving mail via the company's PO Box at the Provincetown USPO.

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Community Benefits

Having 46 Bradford Street as a Workforce Housing property will benefit the community on many levels including but not limited to i. Provide the Municipality with immediate cash; ii. Provide the Municipality with long term tax revenue; iii. Provide Housing Benefits; iv. Provide Economic Development benefits to the business community; v. Provide Immediate Neighborhood Investment in the Real Property. vi. Service of The Public; vii: Discounted Programs for Local Non-Profit Organizations.

A summary of each Community Benefit is as follows:



Community Benefit #1

Immediate Cash to Town of Provincetown

Our proposal for purchase of the land, building and improvements at 46 Bradford Street will have an immediate positive effect on the Town of Provincetown, as the sale will produce immediate cash at closing / transfer of title. The Town will be able to use the cash for other items or projects it deems appropriate.

Based on the operating budgets provided by the Town, the property has not generated any income for many years and should be categorized as a liability. A sale of the property would create an immediate cash benefit to the Town.

Additionally, the redevelopment of the property will create ancillary annual funds flowing into the Town in the form of fees for permitting and use/license fees.

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Community Benefit #2
Long Term Tax Revenue

The property is currently owned and operated by The Town of Provincetown. Municipality owned properties are not revenue generating properties, as Towns cannot tax themselves. Therefore, the sale of the property located at 46 Bradford Street will create substantial long term tax revenue.



As stipulated in Massachusetts General Laws under Chapter 60, The Town of Provincetown's Tax Collectors Office is to collect all taxes, including but not limited to real estate, personal property and receivables committed by warrants.

The current tax rate for Commercial, Industrial and Personal Property is \$7.45. This rate would be assessed via The Town of Provincetown's Assessors office. Therefore, the property, at time of sale would convert from a non-revenue producing property to a taxable property with long term tax revenue for the Town.



Community Benefit #3
Housing

(See attachment Provincetown Housing Playbook and Town wide Policy Goals)

As identified in the Provincetown Housing Playbook, draft of October 2016, The Community's Workforce Housing Goal is

"To identify and develop seasonal rental housing sufficient to accommodate our seasonal workforce in order to sustain our tourist economy".

Moreover, the Playbook lists its goal as:

"to implement a consistent, robust and aggressive housing program that builds on the efforts outlined in the Community Housing Action Plan, expanding it to include three categories of housing: 1) Affordable Housing, 2) Community Housing, and 3) Seasonal Workforce Housing.

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Additional Provincetown Housing Playbook information as follows:

“GOAL: To identify and develop seasonal rental housing sufficient to accommodate our seasonal workforce in order to sustain our tourist economy. The Provincetown economy struggles with maintaining a labor force due to the lack of housing.

Along with fewer rental units being available both year-round and seasonally there is increased pressure to provide housing for seasonal workers. Increasingly, local businesses struggle to find staff for their establishments with the limited housing options. Some businesses are able to provide housing, but smaller businesses and start-up businesses increasingly struggle. Representing just a portion of the summer workforce, the Town brings in about 500 workers on student J1-visas and at least that many on H2B visas.

The surge of conversion to weekly rentals has reduced availability and increased the cost of seasonal rentals forcing workers into cramped quarters and further away from town; many workers rely completely on public transportation. Placement agencies and the State Department are concerned about lack of housing and may reduce the number of approved visas. Losing this critical labor force will have severe operational impacts on the business community and our economy.

DEFINITION: Seasonal Workforce Housing: workforce rental housing that is available for the entire “summer” season [generally 6 months, May through October] at an appropriate rental rate for workers that do not live in Provincetown year-round and including those on work visas [J1, H2B]; not weekly or monthly rentals.

INFORMATION: With the housing crisis worsening over the past two decades, Provincetown faces greater pressure to provide housing for its seasonal workers. Most property owners strive for top rental dollars, which is often achieved renting by the week during the peak season. Most seasonal workers do not make enough money at their summer job to support those rents. Sometimes lack of any reasonable housing leads to overcrowding. While often identified as a need, the public policy perspective (at least in Massachusetts) has been that housing for seasonal employees in areas like ours is a cost of doing business and is therefore a business owner’s expense that should not be subsidized from public tax money. There are no funds available for the creation of this type of housing beside local tax dollars or private funds. That being said, there are a few communities that address some of the issue with dormitory housing, usually for municipal employees such as seasonal police, fire and rescue personnel. We have looked at options in the past including the numerous unutilized houses within the CCNS as potential sites. Strategies used elsewhere include dormitory style housing, houseboats, zoning changes to allow for greater density, accessory apartments, and allowing multi-unit housing.”

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The September 2016 Urban Land Institute's report encouraged the Town to work with businesses to develop housing for seasonal workers citing that lack of year-round and seasonal Workforce Housing severely impacts our economy.

Based on the Town's ongoing drafts of the Playbook coupled with the ULI's research, we believe that the identification and acceptance of 46 Bradford Street as a Workforce Housing Property will positively impact the community's housing needs and goals as identified in the Playbook and Policy Goals.

***Community Benefit #4
Economic Development***



Problem that requires remedy: No or little Workforce Housing in Provincetown.

At this juncture, the management of Provincetown must address and consider its most important asset, the small businesses community including but not limited to commercial fishing; marine/marina retail; energy including fuel; hospitality including Hotels, Motels, Cottage Colonies, Inns, Guest Houses; and Restaurants or other food related business such as coffee shops and take out stands.

Simply stated, these precious assets need a labor force that has adequate housing. Business owners have identified a real-time link between the high cost of housing, recruitment, productivity, retention and their bottom line. Currently, the lack of supply in Provincetown is undermining the type of competitive business environment that is essential to a strong vibrant community.

Not addressing the need for Workforce Housing has significant, near term consequences to the local economy of Provincetown. Businesses, especially seasonal ones, derive most of their income in the months of May through September. These same business operations, whether hospitality, retail or professional, depend on a strong seasonal workforce.

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Solution: GRS Workforce Housings Redevelopment of 46 Bradford Street

Awarding GRS Workforce Housing the opportunity to redevelop 46 Bradford Street to a Workforce Housing property will ensure that Provincetown is working to remedy one of its most worrisome housing issues. Working with the local development team, Rudnick and Ciluzzi of GRS Housing will enable Provincetown to fast track its Workforce Housing needs and provide instant stability to a critical portion of the business community.

Community Benefit #5

Neighborhood Investment In Real Property

The property located at 46 Bradford Street has been vacant and deteriorating and not utilized since 2013. Unambiguously, the property has deteriorated substantially in the last 36 months and is dire need of capital improvements.

The exterior of the property including landscaping, roof, cupola, siding, entrances, lighting and more all have immediate needs for repair and or replacement.

(Please see attached enlarged improvement pictures)



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The interior of the property will be completely redeveloped to mirror our floor plans as attached.

The community and neighborhood will benefit immediately from the redevelopment of the site including the preservation of the property's significant historical features. Property valuations surrounding the property will appreciate, especially any within sight of the current dilapidated structure.

Community Benefit #6

GRS Workforce Housing is Here to Serve the Public



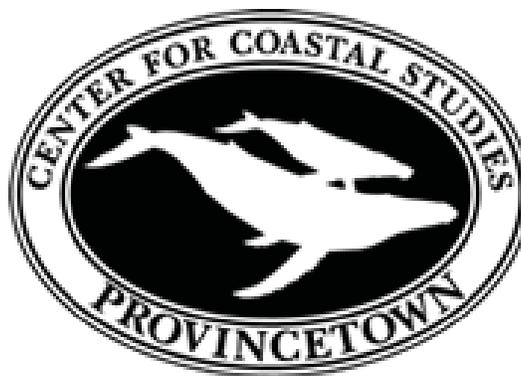
Our Workforce Housing property located at 46 Bradford Street should be considered a facility to benefit the public and Town's agencies.

One of our core operating goals will be to preferential treatment to the Town of Provincetown's Employees including but not limited to Police, Fire, Ambulance, Water and more. We will be offering discounted rates to public agency employees.

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Community Benefit #7
Discount Programs for Local Non Profits



GRS Workforce Housing will operate on a year-round basis. Due to this fact, we recognize that we will be able house a minimum of 20 tenants during the months of October to March at reduced rates. Therefore, we will seek partnerships with local nonprofit organizations such as The Center for Coastal Studies (www.coastalstudies.org), which have immediate needs for housing.

Specifically, we've had some informal discussions with Rich Delaney, Executive Director for The Center for Coastal Studies. Based on our initial findings, we feel that we can assist in providing CFCS housing on an annual basis at lower costs than the agency is currently paying. Delaney informed us that the Center has numerous programs throughout the year including the North Atlantic Right Whale program with UMASS Boston between January and April. Interns from the University spend a few months in Town to work with the Center on this important program.

We will explore other alternative options to help the community's non-profits as we proceed in our business development.

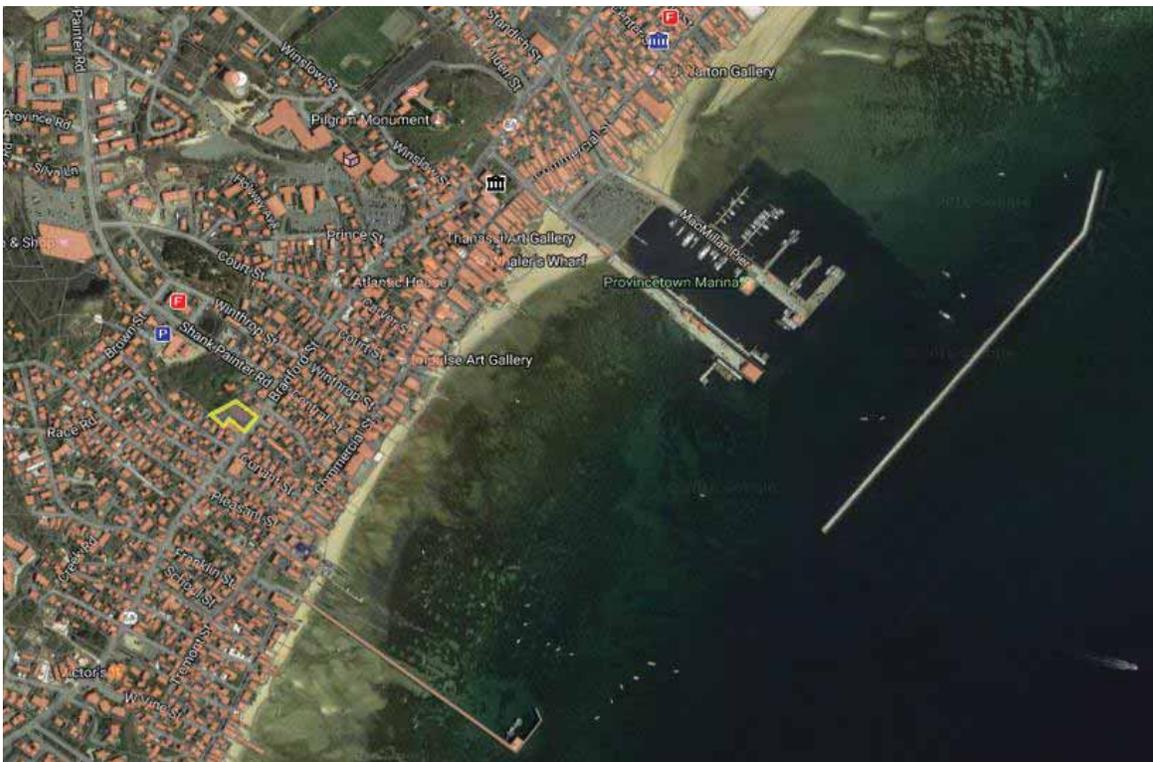


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Neighborhood Outreach

To communicate effectively with the neighbors of the proposed project we plan on an aggressive outreach campaign to attend to the surrounding neighborhood's concerns regarding the project. Our goal will be to maintain a safe and quiet operation within the Bradford Street neighborhood.



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Technology

GRS Workforce Housing will have an active and engaging website that displays the following:

1. Who we are
 - a. GRS Workforce Housing is a wholly owned private company whose president is Ronald Rudnick.
 - b. John E. Ciluzzi acts as Community Liaison and Project and Property Manager.
 - c. Contact information for site manager.
2. What we do
 - a. Operate a full-service Workforce Housing Facility in Provincetown Cape Cod MA USA
3. Who we serve
 - a. People who are employed within the Town of Provincetown, either by public or private entities.
 - b. We provide an alternative housing option to employers in The Town of Provincetown to secure housing for seasonal or year-round employees.
4. Free Wi-Fi
 - a. Free and Secure Wi-Fi will be available for all tenants of GRS Workforce Housing.
5. Accommodations and Reservations
 - a. Our accommodations will include units with 2 to 7 beds in each unit. All occupants will have individual lockers.
 - b. Reserve now
6. Contact Us
provincetownownworkforcehousing.com



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Development Schedule

Our proposed development schedule displays the time horizon as follows:

1. Execution of the Final Documents - February 2017
 - a. Final Documents including but not limited to Development Agreement, Purchase and Sale Agreement, other required Agreement.
2. Final Preparation of Architectural and Engineering of site – March & April 2017
 - a. Our development team will continue to finalize our plans for review by The Town of Provincetown's Boards. These will include Utility, Fire and Sprinkler, Safety, HVAC, Lighting, Landscape, Building, Site and other relevant plans.
3. Permitting – May through September 2017
 - a. We anticipate the permitting process with the town to include zoning, historical, site plan, economic development and other relevant departments. Our development team legal advisor, Attorney Christopher Snow will lead our group through this process.
4. Closing: November 2017
 - a. We forecast a closing in November of 2017.
5. Construction: December 2017 – March 2018
 - a. Construction to commence after closing / transfer of title or within 30 days from the receipt of all permits and approvals and any appeals periods
6. Opening: March/April 2018

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Development Schedule 2017-2018

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
|-----------------|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Feb 2017 | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | | | |
| | <i>Execution of Final Documents</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar 2017 | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr |
| | <i>Final Preparation of Architectural and Engineering of site</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apr 2017 | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | |
| | <i>Final Preparation of Architectural and Engineering of site</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May 2017 | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We |
| | <i>Permitting</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jun 2017 | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | |
| | <i>Permitting</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jul 2017 | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo |
| | <i>Permitting</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Aug 2017 | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th |
| | <i>Permitting</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sep 2017 | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | |
| | <i>Permitting</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct 2017 | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov 2017 | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | |
| | <i>Closing</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec 2017 | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su |
| | <i>Construction</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jan 2018 | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We |
| | <i>Construction</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Feb 2018 | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | | | |
| | <i>Construction</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mar 2018 | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa | Su | Mo | Tu | We | Th | Fr | Sa |
| | <i>Opening</i> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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Community Advisory Board of Directors

GRS is committed to creating a community advisory board of eight individuals. The Advisory Board will provide non-binding strategic advice to the management of the corporation.



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CONCLUSION

To summarize our position, we request that you evaluate the key components contained within this proposal while making your decision. Also, we've attached a number of documents (Provincetown Housing Play Book, Town-wide Policy Goals, ULI Studies/Research and more) that should be carefully read. There is a clear link between what the town has originated in studies, as listed above and attached within, and our proposed redevelopment use of Workforce Housing. We believe that this link makes the case for our use as the highest and best for the site located at 46 Bradford Street.

There is a crisis looming over Provincetown regarding the lack of Workforce Housing. Many Town of Provincetown originated studies document this shortfall of inadequate housing opportunities for the seasonal labor force.

Not addressing the need for Workforce Housing will have significant, near term consequences to the economy of Provincetown.

We are specifically addressing issues that the Town has originated in i. The Provincetown Housing Playbook; ii. Town of Provincetown Policy Goals; iii. Urban Land Institute Study; all attached to this proposal.

We have the Capital to purchase and bring this project to fruition as outlined in our development schedules.

We have the experience and expertise to manage and operate successful real estate businesses. We have assembled an exceptional development team to work on this project.

We have identified seven (7) community benefits including:

1. Immediate cash to the Town of Provincetown
2. Long Term Tax Revenue to the Town of Provincetown
3. Housing Benefits
4. Economic Development Benefits
5. Neighborhood Investment in Real Estate
6. Serving the Public
7. Discount Programs for Non Profits

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We are very excited to work on this project with the Town and its management team!

It is a unique occasion! Don't miss out on this opportunity!

Thank you for your time and consideration and we look forward to discussing this matter in the near future.

Very truly yours,

Ronald Rudnick

Ronald Rudnick

John E. Ciluzzi

John E. Ciluzzi

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Attachments

- Required RFP Forms
- Rules and Regulations
- Provincetown Housing Playbook
- Town Wide Policy Goals 2017
- A Technical Assistance Panel Report
- Website Template Example
- Plans
 - Floor, Schematic Site, Utility
- Qualifications of Baxter and Nye
- Qualifications of Brown Lindquist Fenuccio & Raber Architects, Inc.
- Correspondence with the Town of Chatham
- Letters of Reference



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Required RFP Forms

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TOWN OF PROVINCETOWN
REQUEST FOR PROPOSALS (RFP)

Development of Community Center Property (46 Bradford Street, Provincetown)

ATTACHMENT 3

Certificate of Non-Collusion

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

Signature: *Rowan Repnik*
Printed name: Rowan Repnik
Title: Trustee
Name of Business: TD B
Date: 1/5/17

484321/PROV/0332

(Note: This form must be included in the proposal submission)

TOWN OF PROVINCETOWN
REQUEST FOR PROPOSALS (RFP)

Development of Community Center Property (46 Bradford Street, Provincetown)

ATTACHMENT 4

Certificate of Tax Compliance

Pursuant to Chapter 62C, §49A(b) of the Massachusetts General Laws, I,

RONALD RUONICK authorized signatory for
(Name)

RONALD RUONICK OR NOMINEE hereby certify under the pains and
(Name of Proposer)

penalties of perjury that said proposer has complied with all laws of the Commonwealth of Massachusetts relating to taxes.

Signature: Ronald Ruonick
Printed name: RONALD RUONICK
Title: TRUSTEE
Name of Business: T D B
Date: 1/5/17

484321/PROV/0332

(Note: This form must be included in the proposal submission)

TOWN OF PROVINCETOWN
REQUEST FOR PROPOSALS (RFP)

Sale of Community Center Property (46 Bradford Street, Provincetown)

ATTACHMENT 5

**DISCLOSURE STATEMENT FOR
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

The undersigned party to a real property transaction with a public agency hereby discloses and certifies, under pains and penalties of perjury, the following information as required by law:

(9) Real Property: 46 Bradford Street, Provincetown, MA

A parcel of land located 46 Bradford Street, Provincetown, Massachusetts, with the building known as the "Community Center" and other improvements thereon, containing 19,689 square feet, more or less, and shown on Assessors Map 7-2 as Parcel 62. The Premises are described in deeds recorded with the Barnstable County Registry of Deeds in Book 201, Pages 173, 186, and 534

(2) Type of Transaction, Agreement, or Document:

Sale of Town Property

(3) Public Agency Participating in Transaction:

Town of Provincetown

(4) Disclosing Party's Name and Type of Entity (if not an individual):

RONALD ZWAMUK OR his NOMINEE

(5) Role of Disclosing Party (Check appropriate role):

___ Lessor/Landlord ___ Lessee/Tenant

___ Seller/Grantor X Buyer/Grantee

___ Other (Please describe): _____

**DISCLOSURE STATEMENT FOR
TRANSACTION WITH A PUBLIC AGENCY CONCERNING REAL PROPERTY
M.G.L. c. 7C, s. 38 (formerly M.G.L. c. 7, s. 40J)**

(6) The names and addresses of all persons and individuals who have or will have a direct or indirect beneficial interest in the real property excluding only 1) a stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation or 2) an owner of a time share that has an interest in a leasehold condominium meeting all of the conditions specified in M.G.L. c. 7C, s. 38, are hereby disclosed as follows (attach additional pages if necessary):

| <u>NAME</u> | <u>RESIDENCE</u> |
|-----------------|------------------------------|
| RONALD RUONIK | 10 CRISS CROSS LN CHATHAM |
| JOHN E. CIVIZZI | 444 BAY LANE, CENTERVILLE |

(7) None of the above-named persons is an employee of the Division of Capital Asset Management and Maintenance or an official elected to public office in the Commonwealth of Massachusetts, except as listed below (insert "none" if none):

(8) The individual signing this statement on behalf of the above-named party acknowledges that he/she has read the following provisions of Chapter 7C, Section 38 (formerly Chapter 7, Section 40J) of the General Laws of Massachusetts:

No agreement to rent or to sell real property to or to rent or purchase real property from a public agency, and no renewal or extension of such agreement, shall be valid and no payment shall be made to the lessor or seller of such property unless a statement, signed, under the penalties of perjury, has been filed by the lessor, lessee, seller or purchaser, and in the case of a corporation by a duly authorized officer thereof giving the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in said property with the commissioner of capital asset management and maintenance. The provisions of this section shall not apply to any stockholder of a corporation the stock of which is listed for sale to the general public with the securities and exchange commission, if such stockholder holds less than ten per cent of the outstanding stock entitled to vote at the annual meeting of such corporation. In the case of an agreement to rent property from a public agency where the lessee's interest is held by the organization of unit owners of a leasehold condominium created under chapter one hundred and eighty-three A, and time-shares are created in the leasehold condominium under chapter one hundred and eighty-three B, the provisions of this section shall not apply to an owner of a time-share in the leasehold condominium who (i)



Community Center Rules for Tenants

Quiet hours – 9 p.m. till 8 a.m.

There is no loud music, or loud conversations between these hours inside the rooms or outside on the property.

Smoking - All the rooms and the Common Areas are considered smoke free. Smoking is permitted outside. Please dispose of your cigarette butts in the container provided.

Alcohol - Please note that the legal drinking age in Massachusetts is 21 yrs. old. Underage drinking is illegal. Any public drinking is a violation of the open container law and is prohibited.

The police will take note of these activities and will act accordingly.

Anyone Over 21 - Do not leave bottles, containers or any other sort of trash in any part of the premises. Please pick up and dispose of it in the dumpster provided. Be considerate of other renters!

Visitors - Visitors to the property are the responsibility of the renter they are visiting. They should visit only during the hours of 8 a.m. and 10 p.m. and are not to remain overnight. They are subject to all the same rules as the renter.

T.V. & Internet -

The T.V. and the Internet are provided for all renters to enjoy. Please be considerate when operating them. They are not to be locked or codes changed in any way. When using the internet please do not have multiple tabs open, especially when streaming video/music. The internet speed supplied should be sufficient to accommodate everyone's needs as long as you are considerate in your usage. Abuse of this will see dramatically reduced speeds in both uploads and downloads.

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Room Keys - Each room has a keyed lock. When we have received the key deposit of \$25.00 there will be a key issued for the room. If you need more than one key you may get a copy made or for another key deposit we will issue another key. We suggest that you **DO NOT** make copies of your keys and give them out to anyone else. If you have an issue with the lock or lose your key contact *Lighthouse Realty* to resolve the problem. Being locked out is not considered an emergency.

**Personal
Items -**

It is the renters' responsibility to secure their personal belongings including bikes and all forms of transportation. If you need it, there is a bike rack provided, you will need to supply a bike lock/chain. If storing items in the main kitchen area please make sure they are **CLEARLY** labeled. There is an honor system in place and it is expected everyone will respect each other's items and not use them.

**Cleaning
Common
Areas -**

It is the responsibility of the individual to clean up after themselves!

In the kitchen area – if you are using the kitchen you must clean up

(Wash & put away any dishes, utensils, pots & pans, etc. Wipe down all surfaces, put trash in the garbage, wipe up any spillage on the floor)

In the dining and t.v. rooms – clean up any food and beverage items, wipe up any spillages, take personal items with you when you leave.

Outside areas – you must pick up all food and beverage items and dispose of them appropriately. Please dispose of any other trash in the dumpster provided.

LEAVING FOOD & BEVERAGE ITEMS UNCOVERED AND OUT WILL ATTRACT UNWANTED PESTS & INSECTS!

Lighthouse Realty will have the Common Area floors (**ONLY**) washed once a week.

**Cleaning
Rooms -**

It is the **SOLE** responsibility of the tenants in each room to keep their room clean and garbage free. There is a vacuum cleaner and mop and bucket available for use (stored in the Common Area). You are responsible for providing liquid cleaners, garbage bags, soap, toilet paper, paper towel.

Human Waste and toilet paper are the ONLY things to be flushed down the toilets!

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Laundry

Facilities - Laundry Facilities are located on the lower floor of the property. All machines will be on a first come first served basis. All tenants are responsible for property use of machines and to report any issues with the equipment to management.

Garbage &

Trash - A dumpster is provided for the disposal of all garbage and trash. It is expected that all renters will clean up after themselves in their rooms, common areas and in the outside areas and dispose of all their garbage/trash in the dumpster. No large or oversized items are allowed. Household type garbage/trash only!

GRS Workforce Housing will make regular, routine visits to the premises for regular maintenance and service of the building and grounds. If you have a problem or issue they need to handle please contact the office at 508-945-5350 to schedule an appointment. After normal business hours please call the answering service at 508-240-7450. They are not there to clean up after renters!

Violation of these rules and/or illegal activities in/on the property are grounds for eviction.

The following steps will be taken if issues arise:

- As it will be difficult to know who exactly who is violating the rules, abuse of these rules will result in notification from *Lighthouse Realty* to ALL renters outlining the issue and remedy needed.
- If the situation is not resolved, then a fine (the amount of which will be appropriate for the issue and you will be notified of in the Notification letter) will be issued to ALL renters.
- If the situation continues *Lighthouse Realty* will take steps to identify all offenders and move forward with eviction.

All Employers will be notified of any and all issues concerning their employees. When necessary their help will be requested to resolve any issues.

Please sign the signature page below.

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Community Center Rules for Tenants

My signature below is my acceptance and agreement to follow the above rules while I am a tenant at the Workforce Housing at the Community Center.

Renter Signature

Date

Print Renter Name

GRS Workforce Housing Representative Date

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Provincetown Housing Playbook

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PROVINCETOWN HOUSING PLAYBOOK

DRAFT



COVER PHOTO BY JULIAN BRENNER

10/18/2016

Past, Present, & Future

A Compilation of Provincetown's current and future housing strategies divided into three categories: Affordable Housing, Community Housing, and Seasonal Workforce Housing.

Provincetown Housing Playbook

PAST, PRESENT, & FUTURE

PROVINCETOWN HOUSING PLAYBOOK PREPARED BY:

Town Manager David B. Panagore
 Assistant Town Manager David Gardner
 Community Housing Specialist Michelle Jarusiewicz
 Town Planner Gloria McPherson

EXECUTIVE SUMMARY

In this Second Edition of the Housing Playbook, revisions include updates on activity since the March 2016 version, such as Town Meeting actions and FY 2016 income limits, new sections including Housing Basics, a list of acronyms, and a “How about...” idea section. We anticipate updating the Playbook as needed to reflect the evolution of our housing efforts.

The Problem

Since 1997, the Town of Provincetown has been actively tackling the need for stable housing for the people that live and work here. Given the increase in home prices over the last twenty years, housing is priced outside the reach of the majority of residents, with Provincetown median household income at \$43,272¹ and the median price of a single family home reaching above \$790,000², there are housing needs at all local income levels. The general rule is that housing costs [including utilities] should be no more than a third of income. So for a household with \$43,272 income, maximum housing & utility costs would be \$1,190 per month. The Provincetown median household income of \$43,272 could afford to purchase a home at approximately \$125,000; an income of about \$100,000 could purchase a home at approximately \$350,000.

The needs are great and cross the spectrum of incomes. Lack of stable housing has a severe impact on our community character and our future viability. We have witnessed the outmigration of many of our year-round residents and families which has led to the closing of our high school and loss of our year-round population by 14% from 2000 to 2010.³

As we struggle to maintain and grow our local economy, it is imperative that we concurrently strengthen our housing options. Without housing,

PURPOSE:

“The motivation to undertake the following Housing Actions comes out of a deep-felt desire to sustain Provincetown as a thriving year-round community that provides safe, secure and affordable housing for year-round and seasonal residents who work in town, for businesses looking for the stable population and housing base needed to expand the community’s year round economy, for families hoping to raise their children here, and for seniors hoping to stay in the community as they age.”

John Ryan, Housing Action Plan

¹ US Census Bureau American Community Survey 5-year estimates 2010-2014

² Zillow ...

³ US Census: 2000 - 3,431; 2010 - 2,942

there are no workers; without workers there is no economy. Because our economy is primarily tourist-based, seasonal worker housing is also a problem. Without a diverse population, there is no Provincetown as we know and love. Provincetown's needs go beyond the traditional categories of affordable housing and reach up into the middle income brackets. Much of our workforce is positioned above the conventional affordable income limits, thereby excluding them from the otherwise available state and federal subsidy programs. As a result, the middle class segment of our workforce, along with the lower income segment, is being and has been squeezed out of Town. Over the last five years, there has been a 13.3% decline in the average number of employed residents,⁴ while the average number of local jobs stayed the same. This almost certainly means that an increasing number of workers are commuting to Provincetown from other communities on the Cape. This problem starts local, becomes regional, and without a long term consistent and persistent program, will permanently alter, and potentially eliminate as we know it, community life on the Outer Cape.

We have identified three categories of housing need that must be addressed effectively in order for Provincetown to support and expand its economy and retain a viable year-round population: Affordable, Community and Seasonal. Because the housing need problem extends across all levels of affordability and seasonality, no single project, or type of project, will be able to meet all the housing needs of the community. The Town needs to take a comprehensive approach, including multiple smaller projects which collectively can begin to address the need.

The Consequences

In simplest terms, if the status quo continues and the loss of viable housing options for all income levels is left unchecked, the year round community will continue to shrink and potentially even eventually effectively disappear. With a shrinking local population, the Town will feel not only a community impact, but a financial one as well. The cost of converting from a volunteer to a fully paid fire department is just one example, while businesses will need to factor in the cost of importing their workforce each day. The identity and local culture that lies at the heart of the way of life in Provincetown, its economy, and even tourism will be fundamentally altered. The unique characteristics of Provincetown's restricted land base, its low-wage seasonal economy, and the attractiveness of its housing for seasonal use, are steadily eroding the Town's capacity to sustain itself on a year-round basis.

**Provincetown lost
489 households
from 2000 to
2010!**

US Census:
2000 3,431; 2010 2,942

The Goal

To implement a consistent, robust and aggressive housing program that builds on the efforts outlined in the Community Housing Action Plan, expanding it to include three categories of housing: 1) Affordable Housing, 2) Community Housing, and 3) Seasonal Workforce Housing.

This Housing Playbook begins our work on a more comprehensive approach. It's a roadmap that builds upon the existing data and the work (238 units so far) that has already been accomplished. It

establishes a one stop reference for all the programs, efforts and financial sources and tools currently available. It takes into consideration new opportunities, public and private properties and new initiatives identified since the 2014 Housing Summit.

Organizationally, this Playbook is divided into three main sections (1) Affordable Housing, (2) Community Housing and (3) Seasonal Worker Housing. In each section we attempt to comprehensively cover the topic

⁴ MA DWD, 12/13

for Provincetown. We then identify the current real estate opportunities. Finally, we lay out recommended action steps.

With significant support from the Provincetown community, the Town has developed an expansive toolbox that addresses some of the housing needs in the community. While the various programs and approaches described in this Housing Playbook will continue to allow the Town to work toward protecting the vitality and sustainability of the community, the Town must remain flexible in adopting new tools and seizing new opportunities as they arise.

While the Town continues to promote housing for all incomes and all household sizes in order to encourage and retain families and our year round workforce, the highest demand has consistently been for one-bedroom units for single person households. This is reflected in the January 2016 applications received for Stable Path, where 58 of 104 (56%) applications submitted were from single person households, although there were only 5 one-bedroom/efficiency units available out of a total of 23 units. Currently, 70 of 91 (77%) of the households on the waitlist at Province Landing are for one-bedroom affordable units.

As reflected in the chart below, of the 238 deed restricted units we have, 225 of those are Affordable Housing units and only 13 have been Community Housing units. As housing prices have steadily risen, outstripping the ability of anyone on a median income to secure housing, this has steadily pushed the need for housing at below market prices up into higher income levels. The production of Community Housing can respond to this need and will require a focused effort on par with our affordable housing production, while recognizing that as of today the overwhelming number of programs and financial tools available are for Affordable rather than Community Housing.

Existing Deed Restricted Units

| | 40B SHI | | Non-40B SHI | | Total |
|------------------|------------|-----------|-------------|-----------|------------|
| | Affordable | Community | Affordable | Community | |
| Rentals | 170 | 5 | 9 | 0 | 184 |
| Ownership | 35 | 0 | 11 | 8 | 54 |
| Totals: | 205 | 5 | 20 | 8 | 238 |

The Requirements

While there are many operational, legislative, and financial actions that need to be taken, it is important to keep in mind, we need three things that are necessary in order to build and accelerate our program: (1) land, (2) money, and (3) willing development partners.

Regarding the first requirement, the Real Estate Opportunities Section looks at some of the limited pool of currently potential development sites, both public and private. On the second requirement, each section of this Playbook lays out the available financing and financial incentives currently available, while in the action steps, the call for identifying new sources and retargeting existing sources is and must be a priority. On the third, in order to cultivate the Town’s relationships with developers, financiers and other partners,

we need to improve our collaboration and expand the services the Town can offer, so that we handle more of the public process and bureaucracy surrounding the development of below market units in our Housing Office, which otherwise has been an impediment.

It is fully anticipated that all of these potential activities will be regularly evaluated and assessed to ensure they meet our future needs and the available resources. Principal among these activities is the establishment of more precise data and analysis-backed target numbers for the production of affordable and community housing units, while recognizing that each housing category needs more units than we are currently producing. This Playbook is a resource and a common baseline for a productive on-going community conversation. This Playbook lays out what we have, and identifies what we do not, our gaps in information, finance and effort. While we are building on existing efforts, we all recognize that they have not been enough to truly change direction. We recognize it has taken decades for Provincetown's housing market to get where it is, and it will take a concerted effort to change the direction.

Urban Land Institute: Technical Assistance Panel Report

ULI Report Highlights

At the Town's invitation, the Urban Land Institute [ULI] brought 12 regional experts in the interdisciplinary fields of real estate, design, housing, and finance to Provincetown on June 8 & 9, 2016. Their technical assistance focused on the VFW site, the former Community Center, and the pending legislation for the Year-Round Rental Trust while also considering efforts to create a more year-round economy. The ULI Team took a comprehensive look at our housing development process to develop recommendations and realistic options to bring forward.

The ULI Team had some clear takeaways:

- The dearth of affordable housing has a negative impact on our year-round economy and on our tourism business.
- Provincetown residents & leaders have a strong commitment to finding ways to address the housing crisis.
- Solving the problem will take time & persistence and long-term commitment is needed.

Short-Term Recommendations:

- Improve communication with deliberative communication strategy combined with an online platform to get reliable information out. A suggestion included the online platform *CoUrbanize*.
- Make the Housing Playbook more accessible
- Ongoing education: remind public about the close relationship between housing & health of local economy.
- Dispose of the 2 town-owned properties to support affordable housing production. One scenario for the VFW has 29 two-bedroom cottages and a 2-story workforce housing development at the former Community Center. Consider combining both in single RFP to make more attractive to developers.
- Support the Housing Authority expansion.
- Push-ahead with the proposed Year-round Rental Trust.
- Assist businesses that wish to team up on larger project for workers at number of establishments.
- Inclusionary zoning – try again. Consider units of for-sale housing at 120% & 150% AMI for less of an impact on smaller developments.

Long-term Recommendations:

- ❖ Expand the economy consider arts campus in winter/spring
- ❖ Master Plan identifying parcels for housing development and increased density;
- ❖ Consider overlay district to spur development under certain guidelines
- ❖ Assess the use of the accessory dwelling unit by-law.
- ❖ Consider making artist studio live/work space.
- ❖ Consider conversion of upper floors of commercial buildings converted into apartments.

"The danger is letting the perfect get in the way of the good."

HOUSING BASICS: Acronyms, Local Preference, Fair Housing Laws, Tenant Selection, & Waitlists

It is not unusual for a community to want to construct and create housing for its own members. While typically new developments are allowed some local preference at initial rent-up [usually up to 70%], applicants may come from anywhere. But at the end of the day, the reality in Provincetown is that greater than 90% of the actual tenants typically would qualify under our local preference policy. Housing Development is extremely complex and governed with regulations including both federal and state Fair Housing Laws. There are privacy and confidentiality rules that apply to the tenants that prohibit the Developer from releasing all information to the public.

Local Preference:

The Board of Selectmen adopted a Local Preference Policy on 11/24/2008 providing for the maximum preference allowed by law. Typically this is 70% of the units at the initial rent-up or sale and must be approved by the state. Eligibility for local preference includes current year-round residents [no time limit], current households with children in the Provincetown schools, and current employees of the Town and Provincetown businesses.

Fair Housing Laws:

The Fair Housing Act [Title VIII of the Civil Rights Act of 1968] prohibits discrimination for housing related transactions on the basis of race, color, national origin, religion, sex, disability, and familial status. In addition to the federally protected classes, Massachusetts, under MGL c. 151B, includes marital status, age, sexual orientation, gender identity, military status, receipt of public assistance and/or housing subsidy, genetic information, and ancestry. Other laws also play a role including the American with Disabilities Act and Section 504 of the Rehabilitation Act of 1972. Municipalities are obligated to evaluate their rules, policies, and actions to not only ensure against discriminatory effects but to also affirmatively further fair housing. It is important to note that even when a practice or policy isn't intended to discriminate or limit housing opportunities, it may have a discriminatory effect. With each development, the Tenant Selection Plan requires broad Affirmative Marketing and Outreach that meets these criteria and makes additional effort to reach people who might not typically be aware of the housing opportunity.

Tenant Selection for Rental Properties:

THE PLAN - All 40B developments and developments that receive state and federal funds must develop a comprehensive tenant selection plan

ACRONYMS

ADU: Accessory Dwelling Unit
AHTF: Affordable Housing Trust Fund
AMI: Area Median Income
BOS: Board of Selectmen
CBH: Community Based Housing
CDP: Lower Cape Community Development Partnership
CHAPA: Citizens' Housing and Planning Association
CHC: Community Housing Council
CHR: Community Housing Resource
CPA: Community Preservation Act
CPC: Community Preservation Committee
DART: Design and Resiliency Team
DHCD: Dept. of Housing & Community Development
DOR: Dept. of Revenue
HA: Housing Authority
HAC: Housing Assistance Corporation of Cape Cod
HAC: Housing Appeals Committee
HECH: Harwich Ecumenical Council for the Homeless, Inc.
HH: Household
HPC: Homeless Prevention Council
HS: Housing Specialist
HUD: U.S. Dept. of Housing & Urban Development
IFB: Invitation for Bids
LIHTC: Low Income Housing Tax Credit
LIP/LAU: Local Initiative Program/Local Action Unit
MCDBG: Mass. Community Development Block Grant
MHP: Mass. Housing Partnership
QAP: Qualified Allocation Plan
RFP: Request for Proposal
SHI: Subsidized Housing Inventory
TM: Town Manager
ULI: Urban Land Institute
USDA: US Dept. of Agriculture
YRHT: Year-Round Rental Housing Trust
40B: State statute that provides accelerated permitting process, allows developer to override restrictive zoning, and requires a minimum of 20-25% restricted affordable units.

that complies with the Fair Housing Laws and is approved by the subsidizing entities. Typically this involves significant marketing and outreach, approved advertisements, threshold requirements such as maximum & minimum incomes, asset limits, household size, timelines for advertising and applications, application review process, and a lottery.

THE APPLICATION - There is a strict due date for the submission of complete applications. Complete applications typically include a multi-page form, income tax returns, bank statements, asset statements, pay stubs, and other documentation. The developer performs initial review of eligibility.

THE LOTTERY - Lotteries are done in public places such as Town Hall or the Veterans Memorial Community Center. Applicants are assigned a number and those numbers are placed in a container. Applicants may attend but are not required to do so. A neutral party draws ALL the numbers, presents them to the group, and they are posted in order. If there is local preference, there will be an additional container that contains those applicants that qualify. The local preference candidates are also placed in the open-category container.

THE CERTIFICATION: Following the lottery, starting at the top of the list and processed in order as appropriate [based on available units per size and income category], the developer will continue with the final review steps and third-party verification of income, assets, and other information of applicants with a potential unit. This may include reference checks, interviews, CORI checks, and other confirmations.

THE WIN: the successful applicant will be offered a unit and has a limited time to accept. The developer will provide a year-round lease that requires annual re-certification of income eligibility. All remaining applicants become part of the waitlist for this development only and undergo the above certification process as an appropriate unit becomes available.

Ownership & Resales:

The selection process for ownership units is similar. Note that in the last decade due to the housing crisis, there have been almost zero funds available for the development of new ownership units. The state is only now beginning to consider it. Existing deed-restricted units do have resale provisions in their deed restrictions that govern how they are resold and for how much. A maximum resale price is determined in accordance with the formula in the restriction. Typically the Town must seek an eligible buyer within the targeted income level and household size; sometimes the state must be part of this process as well. Marketing and outreach is done in similar fashion to that for the rental properties. The application must provide the income and asset documentation for eligibility along with pre-qualification for a mortgage. If there are multiple eligible purchasers, a lottery is held in the same fashion as described above. The sale moves forward with the #1 candidate to closing. If the applicant withdraws or is unable to get the mortgage, the next applicant in line will be offered the unit. Note that resales can surface at any time; there were seven in 2015/2016 which was highly unusual.

Income levels:

As described in upcoming sections, each development targets specific income categories and often has multiple income levels with each unit targeting certain income levels. Further complications may arise, such as this year, when the FY 2016 Income Limits were released in the middle of the rent-up process for Stable Path, some income levels dropped. Applicants that may have been at the edge of eligibility within a category may have lost their eligibility within that category and were then bumped to the higher income level. This in turn may have bumped someone in that income level who was lower on the lottery list. Income levels have a ripple effect on eligibility as noted above and on the pricing of the for sale units

and rents. The FY 2016 median income [100% for family of 4] for Barnstable County of \$77,100 was a 4% drop from the FY 2015 limit of \$80,300 and a 3.5% drop from the FY 2012 income limit.⁵

Barnstable County

HUD

| Median Income | |
|----------------------|--------|
| FY 2012 | 80,000 |
| FY 2013 | 74,900 |
| FY 2014 | 74,900 |
| FY 2015 | 80,300 |
| FY 2016 | 77,100 |

Historically the Town of Provincetown has had greater than half of its year-round population fall under the definition of low and moderate income; that is less than 80% AMI. According to HUD, for FY 2015, 58.4% of the Provincetown population qualifies as low and moderate income; 36.6% for both Truro and Eastham, and 25.6% for Wellfleet.⁶ Compare this to the Subsidized Housing Inventory of deed-restricted units that target this population of 9.9%. There is a great gap.

What are livable wages? \$23.73

According to the National Low Income Housing Coalition’s 2015 Out of Reach report, a minimum wage of \$23.73 per hour [assuming 40-hour work week, 52 weeks per year] would be required to afford a rent of \$1,234 per month. In Barnstable County, the Fair Market Rent for a two-bedroom apartment is \$1,234 per month. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn \$4,113 monthly or \$49,360 annually. With a minimum wage of \$9.00 per hour, the earner would need to work 88 hours per week, 52 weeks per year. Monthly Supplemental Security Income [SSI] payments for an individual are \$847 in Barnstable County. If SSI represents an individual’s sole source of income, \$254 in monthly rent is affordable while the Fair Market rent is \$920.

Waitlist:

There is no ONE waitlist. Waitlists are held by each development and are subject to their individual tenant selection plan. The Waitlists are typically broken down by unit size [number of bedrooms] and income level [30% AMI, 50% AMI, 80% AMI, etc.]; they are typically closed after the initial lottery and tenant selection. Developers usually refresh their waitlist each year by inquiring if applicants are still interested to be on it; failure to respond can result in removal from the list. As a particular waitlist for a certain type of unit [for example, a 2-bedroom unit at 60% Area Median Income] becomes short or is exhausted, the Developer will advertise and briefly open the list for applications for that category only. The Housing Authority maintains a waitlist that is regulated by the State. Community Housing Resource maintains a *Notification List* [this is NOT a waitlist]; that is, any individual can be placed on the list to receive notices of certain types of housing for certain types of households as they become available. That is rental and/or ownership; 1-bedroom, 2-bedroom, etc.

The overall application process is highly regulated by many agencies and is very complex. That being said, there can be exceptions to certain rules. For example, typically a one-person household is only eligible for a 1-bedroom unit, but someone with a disability may require an accommodation and need a

⁵ HUD

⁶ MCDBG HUD calculations

live-in caregiver [the caregiver's income would not be calculated in the eligibility]. Developments are monitored annually by the subsidizing agencies. Monitoring includes detailed analysis of tenant files including their applications and documentation, the developer's efforts to certify that information, the condition of the properties and units, and the overall budget for the property. Developers are expected to maintain their properties and have sufficient set-asides for operations, maintenance, and capital improvements over time.

To give you an idea of current waitlists see Attachment I.

AFFORDABLE HOUSING:
Year-round Extremely Low/Low/Moderate Income

Goal: to create between 190 to 240 units of affordable housing over the next ten years (as indicated in the recent 2013 Housing Needs Assessment) to provide for our lower wage workers, seniors, artists, those on a fixed income, and other vulnerable populations who would likely be served by affordable housing.

Since 2013, 23 new low/moderate income rental units have been completed and came on line in 2016.

DEFINITION:

Extremely Low Income Affordable Housing: Housing that is available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below **50% of Area Median Income in Barnstable County**; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 50% of AMI in Barnstable County; AMI as defined by HUD or the appropriate subsidizing entity; updated annually; varies with household size.

Low Income Affordable Housing: Housing that is available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below **65% of the Area Median Income in Barnstable County**; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 65% of AMI in Barnstable County; AMI as defined by HUD or the appropriate subsidizing entity; updated annually; varies with household size.

Moderate Income Affordable Housing: Housing that is available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below **80% of the Area median Income in Barnstable County**; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 80% of AMI in Barnstable County; AMI as defined by HUD or the appropriate subsidizing entity; updated annually; varies with household size.

See **Attachment D** for current income levels for various household sizes.

PRODUCTION:

Rental: to date 179 deed-restricted rental units have been developed, including 170 rental units listed on the Town of Provincetown's 40B Subsidized Housing Inventory (SHI); all 179 are extremely low to moderate income housing units (30% AMI – 80% AMI)

Ownership: to date 46 deed-restricted ownership units have been developed including 35 ownership units listed on the 40B SHI; these 46 units are low to moderate housing units (60% - 80% AMI)

FUNDING AVAILABLE:

Town CPA funding is available for housing for those earning up to 100% AMI. Provincetown's Affordable Housing Trust Fund is available for housing up to 80% AMI. Many state and federal programs, including state and federal affordable housing tax credits, are available for housing developments below 80% AMI. All funding sources are very competitive and typically target specific income levels and unit types. See **ATTACHMENT J** for description of some of the state and federal programs.

EXISTING TOOLS:**Development:**

- Province Landing: Land acquisition with CPA funds [\$1,000,000]; long-term land lease created 50 new low and moderate income rental units; initial occupancy 2012
- Seashore Point: CPA funds [\$900,000] & Land contributed with long-term land lease created complex that includes nursing home, rehab facilities, senior ownership housing, and 9 senior moderate income rentals; initial occupancy 2011
- CPA supported developments at:
 - 83 Shank Painter [15 low/moderate rental units] [\$150,000]; initial occupancy 2012
 - Sandy Hill Lane [12 moderate/median ownership units] [\$732,000]; initial occupancy 2008
 - Stable Path [23 low/moderate/median rental units][540,000]; initial occupancy June 2016
- Grace Gouveia Building: town-owned property sold at reduced price to subsidize the creation of 3 moderate income rental units [\$345,000]; initial occupancy January 2016

Zoning:

- Growth Management: set-aside of building permits for affordable housing in whole or in part as well as economic development permits which can be used for workforce housing; provides incentive for affordable and community housing development due to limited allocations in other lower priority categories.
- Affordable Housing Bylaw: This bylaw allows the creation of affordable accessory units in all zoning districts, and includes an amnesty clause for illegal apartments that are made affordable, provided there is an affordability deed restriction that limits rental rates and resale prices for a minimum of 20 years.
- Change of Use Conversions: This bylaw establishes special permit requirements for changes of use from non-residential to residential use and to minimize adverse impacts on the community from such development by requiring that 20% of new residential units created be affordable when 5 or more dwelling units are created. This bylaw is intended to create additional affordable housing opportunities for Provincetown residents and to assist the Town in creating units eligible for inclusion in its Subsidized Housing Inventory.

Financing:

- \$1.5-million for proposed Year-round Rental Housing Trust approved by April 2015 & April 2016 Town Meeting in support of the proposed Year-round Rental Housing Trust; pending with the legislature.
- 60% of CPA funds for housing: April 2014 Town Meeting approved increasing the dedicated CPA affordable housing allocation from 10% to 60%. CPA funds can support housing for up to 100% AMI.
- Affordable Housing Trust Fund [AHTF]: 10% from Land bank, 25% of Tax Title takings, and other sources. The AHTF can be used to create and support affordable housing, both rental and ownership, up to 80% AMI. To date, the AHTF has been used for both Housing Summits and Action Plans [2006/07 & 2013/14], emergency housing assistance to prevent homelessness, housing development, housing rehabilitation, appraisals, outreach, homebuyer workshops, and homebuyer workshop scholarships.
- Donation checkbox on tax bills: the October 2014 Special Town Meeting approved inserting a donation checkbox on tax bills which was approved by Gov. Deval Patrick and implemented in 2015. Over \$1,500 has been donated to date; proceeds are deposited into the AHTF.

- Affordable Housing Revolving Account: for income & expenses related to resale of deed-restricted units: annually approved by town meeting to accommodate resale expenses for ownership units
- Traditional state and federal subsidies and funding sources: support the creation of housing for those earning up to 80% Area Median Income [AMI].

Financial Incentives:

- Tax Exemption Program for property owners that rent year-round to tenants. On 12/8/14, the BOS approved eligibility up to 80% [from 60%] under the current Property Tax Exemption program [Chapter 408 of the Acts of 2002] to allow for eligibility up to 80% AMI [Area Median Income] in a manner that reflects the need across a range of eligible incomes.
- Provision of certain Town services: on 6/27/11 the BOS adopted a policy that Town services shall be provided, if feasible based on site design and providing adequate clearances, by the Department of Public Works, based on a written agreement and waiver, for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units. Services may include trash pick-up, plowing, and street-sweeping.
- Building permit fees: on 6/27/11 the BOS adopted a policy that Town building permit fees shall be waived for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units provided that the applicant has first executed an affordable housing restriction document approved as to form by Town Counsel and executed by the Board of Selectmen. The amount of the fee waiver will be equal to the percentage of units restricted.

Programs:

- Host Homebuyer Workshop series in Provincetown: the Community Housing Council [CHC] sponsored First-time Homebuyer workshops in Dec. 2015 and again in September 2016 as part of its *Pathway to Homeownership* with the intention of holding annual workshops.
- Homebuyer Workshop Scholarships: the CHC authorized scholarships to reimburse participants for completion of a homebuyer workshop as part of its *Pathway to Homeownership*.
- HomeShare program through HOW: Helping Our Women [HOW] has received 2 grants to promote a strategy from the Housing Action Plan to promote and coordinate home sharing. Many people have homes with available bedrooms where a home share could provide a place to live for the home-seeker and some financial benefit and/or companionship to the home provider.
- Self Sufficiency Local Voucher Program: With CPA funds, The Provincetown Self Sufficiency Local Voucher Program aims to allow a family to have affordable, year-round housing while participating in a program which will educate and/or enable them to become self-sufficient within a three (3) year period. The Provincetown Self Sufficiency Local Voucher Program specifically targets households that will benefit from short-term assistance as a stepping stone to self-sufficiency.
- Little Fix Program: With CPA funds, The Little Fix will send teams of volunteers to assist homeowners & renters with clean-up, landscaping, and small home repair projects targeting seniors, disabled, and veterans. The goal is to provide small home and landscaping improvements, largely through a volunteer base, to enhance the safety, comfort, and quality of life for seniors, veterans, and the disabled. The residents will be selected based on income, repair needs, and our ability to meet the request.

Collaboration:

- Housing Authority: The Provincetown Housing Authority is a public agency with the primary mission to develop safe and affordable housing for low income households and operates various rental

housing units for families, elderly, and people with disabilities. Some Town support has been provided with the AHTF for rehab of family housing. The Housing Authority received \$60,000 in CPA funds at the 2016 ATM to plan for the development to expand the number of available units at Maushope over the next 10 years. Susan Connelly, Director of Community Assistance at MHP, met with the HA on 7/27/16 to provide technical assistance.



- Homeless Prevention Council: The HPC works to prevent homelessness before it happens in the eight towns of the Lower and Outer Cape (Chatham, Harwich, Brewster, Orleans, Eastham, Wellfleet, Truro, and Provincetown). They provide professional case management, which includes counseling, advocacy and referral services to appropriate resources. The Town provides emergency housing assistance funds through annual allocation through a human service grant and additional AHTF support.
- Regional Housing Rehab Program: Through MCDBG funds, up to \$35,000 as a forgivable loan may be available for qualified residents through a Mass. CDBG grant to address safety, energy, and code issues for eligible homes. Lead community Town of Truro; administered by the Community Development Partnership [CDP].
- Community Development Partnership [CDP]: formerly known as the Lower Cape Cod Community Development Corporation, is a community based non-profit organization created in 1992 by community leaders and activists who believed the eight towns of the Lower Cape needed an organization focused on affordable housing and economic development issues unique to the area. The CDP manages numerous rental locations in Provincetown and on the Lower Cape and provides other resources with regard to housing.
- Seashore Point, 100 Alden Street: Seashore Point, a not for profit full-service residential community managed by Deaconess Abundant Life Communities, offers housing along with a continuum of services and amenities including ownership opportunities and some rental opportunities for eligible seniors.

Staff support:

- Community Housing Office with full-time Housing Specialist: Community Housing Office funded through CPA Works with all entities to develop, create, and maintain housing including the CDP, CHR, TCB, on marketing, outreach, & lotteries.
- Resale of ownership units: in accordance with deed restrictions, the Town may conduct the resale process for eligible purchasers when the owner intends to sell a deed-restricted unit [7 in 2015 generating approx. \$24,200 in resale fees].

Planning Documents:

- 2013/2014 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles
- 2006 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles
- 2000 Local Comprehensive Plan, currently in the process of being updated

OPPORTUNITIES:

- VFW site
- Former Community Center, 46 Bradford St
- Fire Station #2, second floor
- Coastal Acres Campground
- VMCC building and site

COMMUNITY HOUSING: Year-round Median/Middle income

Goal: To create an adequate supply of community housing units over the next ten years in order to stabilize the year-round workforce and reduce the number of median and middle income wage earners moving out of Provincetown.

Since 2013, 5 median income rental units have been completed and came on line in 2016.

DEFINITION:

Median income: Housing that is available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below **120% of the Area Median Income in Barnstable County**; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 120% of AMI in Barnstable County; AMI as defined by HUD or the appropriate subsidizing entity including CPA; updated annually; varies with household size.

Middle income: Housing that is available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below **160% of the Area Median Income in Barnstable County**; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 160% of AMI in Barnstable County; AMI as defined by HUD or the appropriate subsidizing entity; updated annually; varies with household size.

PRODUCTION:

Rental: 5 deed-restricted rental units have been developed, all of which are median income, specifically for those households earning up to 100% of AMI.

Ownership: 8 deed-restricted ownership units have been developed at median income level (80-100%).

FUNDING AVAILABLE:

Until recently there were no state or federal resources available for housing above 80% AMI, Town CPA funding [which includes some state matching funds] is available for housing for those earning up to 100% AMI. The state has recently initiated a Workforce Housing Initiative through MassHousing that supports the creation of housing for households up to 120% AMI.

The 2015 Spring Town Meeting voted to propose a Year-Round Rental Housing Trust, which would serve to purchase or develop rental units, and/or secure rental deed restrictions to serve those earning above 100% AMI up to potentially 200% AMI. The YRHT is currently pending before the State legislature.

While neither funding nor programs exist for community housing above 100% AMI that is for ownership rather than rental, over time as the rental program matures, the Town may likely need and desire such a fund or program.

Provincetown Year-Round Rental Housing Trust

The proposed Provincetown Year-Round Rental Housing Trust (YRHT) addresses Community Housing for year-round rentals for those that do not qualify for the traditional affordable housing, but yet are unable to find housing in Provincetown. The goal of the YRHT is to provide workforce housing to those who may work in Provincetown, but are unable to live here.

Examples of those who do not qualify for traditional affordable housing and are unable to secure housing include, but are not limited to [these are examples of Town employees for discussion purposes, but the YRHT is not limited to Town employees; see ATTACHMENT K for more examples]:

- Police Patrol Officer, salary range \$56,429 to \$66,777
- Police Records Clerk, salary range \$52,618 to \$62,243
- Town Clerk, salary range \$65,919 to \$81,992
- Treasurer and Collector, salary range \$61,312 to \$76,249
- Public Works Foreman, salary range \$48,577 to \$59,087
- School Teacher, mid-level salary range \$46,557 to \$79,206

Note that eligibility is a function of total household income and the current limits for various income levels are below. These numbers are reset annually.

While the YRHT may and most likely will purchase properties in fee, it will be important to investigate the best ways to stretch the limited dollars to maximize the number of units it can help make available at rental rates the local market can afford. One method may be by helping to fund public-private partnerships where the YRHT purchases deed restrictions on properties ensuring that those properties will be guaranteed for year-round community housing. The incentive to the private sector must be sufficient to provide them a reason to rent year-round at a rate that is affordable to our residents/workforce instead of renting to weekly seasonal visitors to our Town.

Mortgage qualifications often state that any household should spend no more than 30% of their gross income on all housing expenses (rent and utilities). Based on these parameters, the following is considered appropriate housing costs for a total household income tied to this salary:

| | <u>Annual Housing Costs</u> | <u>Monthly Housing Costs</u> |
|-------------------------|-----------------------------|------------------------------|
| Police Officer | \$16,929 to \$20,033 | \$1,411 to \$1,669 |
| Police Records Clerk | \$15,785 to \$18,673 | \$1,315 to \$1,556 |
| Town Clerk | \$19,776 to \$24,598 | \$1,648 to \$2,050 |
| Treasurer and Collector | \$18,394 to \$22,875 | \$1,533 to \$1,906 |
| Public Works Foreman | \$14,573 to \$17,726 | \$1,214 to \$1,477 |
| School Teacher | \$13,967 to \$23,762 | \$1,164 to \$1,980 |

Due to the desirability of Provincetown as a vacation destination, the potential income from a weekly rental to transient visitors over the ten to twelve week high season greatly exceeds the potential income from a year-round rental. Additionally, second home owners would not be able to enjoy their properties themselves part time if they were renting to someone year-round. Because of these factors, year-round housing is in short supply or unavailable for the Provincetown workforce. The YRHT will allow the Town to purchase deed restrictions on certain properties guaranteeing their availability to the year-round workforce. In certain circumstances the Town may purchase a property outright through the YRHT if the finances make economic sense.

Income limits FY 2016

Barnstable County median income \$77,100

| Household Size | 100% Income Limit Median CPA | 120% Income Limit CPA | 150% Income Limit Middle CPA | 160% Income Limit Middle CPA | 180% Income Limit Middle CPA |
|----------------|------------------------------|-----------------------|------------------------------|------------------------------|------------------------------|
| 1 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 |
| 2 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 |
| 3 | \$69,390 | \$83,268 | \$104,085 | \$111,024 | \$124,902 |
| 4 | \$77,100 | \$92,520 | \$115,650 | \$123,360 | \$138,780 |
| 5 | \$83,268 | \$99,922 | \$124,902 | \$133,229 | \$149,882 |
| 6 | \$89,436 | \$107,323 | \$134,154 | \$143,098 | \$160,985 |
| 7 | \$95,604 | \$114,725 | \$143,406 | \$152,966 | \$172,087 |
| 8 | \$101,772 | \$122,126 | \$152,658 | \$162,835 | \$183,190 |

Note: Source of information is HUD Barnstable County FY 2016 Income Limits. This document is for reference only. Actual limits are determined by the specific funding source. 100% AMI is a CPA figure; 120%, 150%, 160%, 180% are extrapolated using the 100% CPA number as a base. Income is the total of all gross income for all household members. Income limits are updated annually.

EXISTING TOOLS

Zoning:

- Growth Management: set-aside of building permits for affordable and community housing in whole or in part as well as economic development permits which can be used for workforce housing; provides incentive for mixed-income development including affordable and community housing units due to limited allocations in other lower priority categories.
- Accessory units: allowed in Res1 & Res2 districts - One accessory dwelling unit may be allowed in the Res1 Zoning District, for a total of two dwelling units per lot, and in Res2 Zoning District for a total of three dwelling units, only if the following criteria are met: the accessory dwelling unit is for year-round rental only; it is limited in size to 600 square feet if it is a free-standing dwelling unit or 40% of the gross floor area if it is located within the principal residence.

Financing:

- \$1.5-million for proposed Year-round Rental Housing Trust approved by April 2015 & April 2016 Town Meeting in support of the proposed Year-round Rental Housing Trust; pending with the legislature.
- 60% of CPA funds for housing – April 2014 Town Meeting approved increasing the dedicated CPA affordable housing allocation from 10% to 60%. CPA funds can support housing for up to 100% AMI.

- Traditional state and federal subsidies and funding sources: are typically not available for these income levels. The state has recently initiated a Workforce Housing Initiative through MassHousing that supports the creation of rental housing for households up to 120% AMI.



Financial Incentives:

- Provision of certain Town services: on 6/27/11 the BOS adopted a policy that Town services shall be provided, if feasible based on site design and providing adequate clearances, by the Department of Public Works, based on a written agreement and waiver, for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units. Services may include trash pick-up, plowing, and street-sweeping.
- Building permit fees: on 6/27/11 the BOS adopted a policy that Town building permit fees shall be waived for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units provided that the applicant has first executed an affordable housing restriction document approved as to form by Town Counsel and executed by the Board of Selectmen. The amount of the fee waiver will be equal to the percentage of units restricted.

Programs:

- Host Homebuyer Workshop series in Provincetown: the Community Housing Council [CHC] sponsored First-time Homebuyer workshops in Dec. 2015 and again in September 2016 as part of its *Pathway to Homeownership* with the intention of holding annual workshops.
- Homebuyer Workshop Scholarships: the CHC authorized scholarships to reimburse participants for completion of a homebuyer workshop as part of its *Pathway to Homeownership*.
- HomeShare program through HOW: Helping Our Women [HOW] has received 2 grants to promote a strategy from the Housing Action Plan to promote and coordinate home sharing. Many people have homes with available bedrooms where a home share could provide a place to live for the home-seeker and some financial benefit and/or companionship to the home provider.

Collaboration:

- Homeless Prevention Council: The HPC works to prevent homelessness before it happens in the eight towns of the Lower and Outer Cape (Chatham, Harwich, Brewster, Orleans, Eastham, Wellfleet, Truro, and Provincetown). They provide professional case management, which includes counseling, advocacy and referral services to appropriate resources. The Town provides emergency housing assistance funds through annual allocation through a human service grant and additional AHTF support.
- Seashore Point, 100 Alden Street: Seashore Point, a not for profit full-service residential community managed by Deaconess Abundant Life Communities, offers housing along with a continuum of services and amenities including ownership opportunities and some rental opportunities for eligible seniors.

Staff support:

- Community Housing Office with full-time Housing Specialist: Community Housing Office funded through CPA Works with all entities to develop, create, and maintain housing including the CDP, CHR, TCB, on marketing, outreach, & lotteries.

Planning:

- 2013/2014 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles
- 2006 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles

- 2000 Local Comprehensive Plan, currently in the process of being updated

OPPORTUNITIES:

- VFW site
- Former Community Center, 46 Bradford St
- Fire Station #2, second floor
- Coastal Acres Campground
- VMCC building and site

SEASONAL WORKFORCE RENTAL HOUSING:

GOAL:

To identify and develop seasonal rental housing sufficient to accommodate our seasonal workforce in order to sustain our tourist economy. The Provincetown economy struggles with maintaining a labor force due to the lack of housing.

Along with fewer rental units being available both year-round and seasonally there is increased pressure to provide housing for seasonal workers. Increasingly, local businesses struggle to find staff for their establishments with the limited housing options. Some businesses are able to provide housing, but smaller businesses and start-up businesses increasingly struggle. Representing just a portion of the summer workforce, the Town brings in about 500 workers on student J1-visas and at least that many on H2B visas. The surge of conversion to weekly rentals has reduced availability and increased the cost of seasonal rentals forcing workers into cramped quarters and further away from town; many workers rely completely on public transportation. Placement agencies and the State Department are concerned about lack of housing and may reduce the number of approved visas. Losing this critical labor force will have severe operational impacts on the business community and our economy.

DEFINITION:

Seasonal Workforce Housing: workforce rental housing that is available for the entire “summer” season [generally 6 months, May through October] at an appropriate rental rate for workers that do not live in Provincetown year-round and including those on work visas [J1, H2B]; not weekly or monthly rentals.

PRODUCTION:

Deed-restricted: NONE

INFORMATION:

With the housing crisis worsening over the past two decades, Provincetown faces greater pressure to provide housing for its seasonal workers. Most property owners strive for top rental dollars, which is often achieved renting by the week during the peak season. Most seasonal workers do not make enough money at their summer job to support those rents. Sometimes lack of any reasonable housing leads to overcrowding. While often identified as a need, the public policy perspective (at least in Massachusetts) has been that housing for seasonal employees in areas like ours is a cost of doing business and is therefore a business owner’s expense that should not be subsidized from public tax money. There are no funds available for the creation of this type of housing beside local tax dollars or private funds. That being said, there are a few communities that address some of the issue with dormitory housing, usually for municipal employees such as seasonal police, fire and rescue personnel. We have looked at options in the past including the numerous unutilized houses within the CCNS as potential sites. Strategies used elsewhere include dormitory style housing, houseboats, zoning changes to allow for greater density, accessory apartments, and allowing multi-unit housing.

The September 2016 Urban Land Institute’s report encouraged the Town to work with businesses to develop housing for seasonal workers citing that lack of year-round and seasonal workforce housing severely impacts our economy.

TOOLS

- Economic Development Permits: incentive for the private sector & business community to build workforce housing

FINANCE:

- Traditional subsidies are NOT available for seasonal housing.

OPPORTUNITIES:

- Fire Station #2, second floor
- Former Community Center, 46 Bradford Street
- Coastal Acres Campground
- Regional approach with Truro and Wellfleet

**Provincetown Seasonal Workforce Survey
January 2015**

On-line Survey Monkey

47 Respondents:

| | |
|---------------|----|
| Retail | 14 |
| Restaurants | 10 |
| Service | 8 |
| Hotels/Motels | 18 |

| # workers: | 0 | 1-4 | 5-9 | 10-20 | 20+ |
|------------|----|-----|-----|-------|-----|
| Year-round | 11 | 21 | 9 | 2 | 3 |
| Seasonal | 5 | 17 | 6 | 10 | 9 |

| Seasonal Workers: | Average Number | Total Number |
|-------------------|----------------|--------------|
| Local | 7 | 260 |
| J1 | 6 | 161 |
| H2B | 5 | 108 |
| Other | 5 | 112 |

Provide housing?

Yes: 5 Some: 14 No: 28

What type of assistance?

| | |
|---------------------|----|
| Employer owned: | 14 |
| Shared rental: | 2 |
| Motel: | 2 |
| Employee finds own: | 14 |

Other assistance?

Yes: 10 No: 34

What type?

| | |
|-----------|----|
| Financial | 2 |
| Search | 15 |

Does lack of available housing impact your...

Labor supply: Yes: 37 No: 8

Open early/late season: Yes: 17 No: 21

Number of hours/days open:

Yes: 14 No: 22

Growth Management & Sewer Allocations:

Growth Management:

As a result of limited resources including water, solid waste disposal capacity, and wastewater disposal capacity, the Town of Provincetown adopted a Growth Management Zoning By-law in 1989 to provide for limited growth within the confines of those restrictions. Overtime, the by-law has evolved from limited numbers of building permits per year to a system whereby growth is based on gallons per day.

The purpose of the Growth Management Bylaw is to maintain the rate of development in the Town at a level which will allow the Town to provide in a planned and rational manner adequate public services and facilities to meet the needs of its current and future population without overburdening the Town's natural resources or the capacities of existing and planned public facilities, particularly with respect to provision of potable water, wastewater disposal, and solid waste disposal. The regulations provided in this Article are designed to effectuate the purposes of zoning in:

- facilitating adequate provision of water, drainage, sewerage, and other public health safety and welfare requirements;
- protecting and enhancing the character of the community and its historical and natural resources;
- ensuring that the rate of development does not overly burden the capacity of the Town to absorb the costs of meeting water, sewerage and waste disposal service demands in light of both fiscal constraints and limited availability of natural resources;
- while at the same time, encouraging affordable housing development and year-round economic development, and minimizing hardship to persons of limited incomes who live, or may choose to live, in the town.

Every year, allocations are distributed into various categories including affordable housing development, mixed market and affordable developments, new market rate housing construction, and commercial development and economic development. Each year, staff prepares a report that outlines our usage and changes in the resources – water, solid waste disposal, and septic/sewer capacity. There are maximum withdrawal limits that are governed by various state permits. The Board of Selectmen conducts a public hearing and makes determinations on how much gallonage for new development can be allocated into each category for that year. The limited availability of gallonage for market rate new development and expansion provides an incentive for developers to provide affordable or mixed income developments in order to get permits in a timely manner. Otherwise, a developer may need to get in the queue and wait to build.

Although the incentive is considerable, few developers have taken advantage of the bylaw due to the overall cost of construction and the predominance of small lot 2 and 3 unit developments that make mixed income financially infeasible.

Sewer Allocations:

Currently the available capacity at the Sewage Treatment Plant is at or below 25 percent of the permitted capacity as approved by the Massachusetts Department of Environmental Protection, and therefore the sewer system is considered to be in a State of Limited Capacity. During this period

connections to the sewer system shall only be allowed by the Water and Sewer Board for Priority Category properties while such State of Limited capacity exists.

The Priority Categories are:

- (a) Public health Failures –sewer system failures that are critical for the protection of the public health.
- (b) Economic Development – As determined by the Board of Selectmen, those properties issued economic development permits that will provide year-round benefit to the community.
- (c) Affordable housing –
 - (1) Those properties for which an Affordable Housing or Community Housing Permit has been granted qualifying that property as a public service use pursuant to Section 6400.4 of the Zoning Bylaws; or
 - (2) As determined by the Board of Selectmen, those properties for which an Affordable Housing or Community Housing Permit has been granted in which no less than 50 percent of the housing units authorized by said permit will be Affordable Housing or Community Housing.
- (d) Municipal use – As determined by the Board of Selectmen.

In the short term the limitations of sewer system might present an incentive for affordable housing under the current limited capacity state as developers who need a connection would be required to provide affordable units to gain access to the sewer. But in the long term, the lack of capacity might pose a limitation to future development and the ability of the town to meet its future housing needs.

REAL ESTATE OPPORTUNITIES:

The unique characteristics of Provincetown's restricted land base, its low-wage seasonal economy, and the attractiveness of its housing for seasonal use, are steadily eroding the town's capacity to sustain itself on a year-round basis. The 2014 Housing Action Plan called for a minimum of 200 new units by 2025.

While the Town continues to promote housing for all incomes and all household sizes in order to encourage and retain families and our year round workforce, the highest demand has consistently been for one-bedroom units for single person households. This is reflected in the January 2016 applications received for Stable Path, where 58 of 104 (56%) applications submitted were from single person households, although there were only 5 one-bedroom/efficiency units available out of a total of 23 units. Currently, 56 of 73 (77%) of the households on the waitlist at Province Landing are for one-bedroom units.

TOWN-OWNED PROPERTIES:

Community Center at 46 Bradford Street:

Option 1) Town solicits Request for Qualifications [RFQ] to consider economic and housing options for community benefit

Option 2) Development as seasonal workforce housing

Option 3) Town underwrites sale as deed-restricted affordable or community year-round rental housing

Fire Station #2:

Option 1) Town develops and utilizes as seasonal housing for town staff.

Option 2) Town leases or sells as deed-restricted condo for use as affordable or community housing rental unit.

VFW:

Option 1) Town offers site for development as mixed-income year-round rental housing

Option 2) Town offers site for development as mixed-income year-round and seasonal workforce rental housing

PRIVATE PROPERTIES:

Housing Authority:

- Support the Housing Authority's \$60,000 CPA effort for planning expansion;
- Collaborate with Housing Authority to plan expansion for approximately 40 units over 10 years

Coastal Acres:

- Collaborate with owners to maintain campsite as resource for both seasonal worker housing and visitor resource
- Collaborate with owners to consider the development of year-round rental & ownership opportunities at a variety of income levels

KEY DEVELOPMENT CONSIDERATIONS:

- There are significant regulatory, procurement, additional costs [30%], and staff considerations associated with the Town undertaking development itself;
- Projects under 40 units are less financially attractive to developers; and
- Projects under 20 units are not eligible for most sources of State funding, making it undesirable for developers. This was the case for the former community center at 46 Bradford Street, which received no proposals in response to an RFP for the re-development, which was anticipated to be in the range of 10 to 15 units of mixed income, year-round rentals including market rate units.

How about...? What if?

During the many meetings and conversations, people in the community propose ideas for consideration. Below is a representational list of some of those ideas. Sometimes suggestions reflected programs that we already have but were unknown. The Housing Playbook was drafted in part as an outreach tool for the community to see in one place all the tools that we do have.

Could large hotels set-aside couple rooms for summer help?

Great idea! Many large businesses already provide housing on and off-site typically for their own staff.

How about connecting seniors and young people?

A HomeShare program has been available through HOW. This program connects people with extra rooms and those seeking homes. There are many home-seekers but few home-providers.

Create a fund for homeowners to add units?

Considerations:

- Source of funds?
- Restrictions?
- Zoning/sewer/septic capacity

Use the School as dormitories during the summer for seasonal workers?

Considerations:

- The building is not a residential building and does not have adequate bathroom and kitchen facilities.
- Timing: most seasonal workers arrive in May or early June. The school schedule doesn't conclude until the end of June.
- The summer season often includes summer and other school programs in the building.
- The summer season is the time for deep cleaning and repairs.

Micro-units? Tiny-homes?

Considerations:

- Zoning is based on number of units and a development might require zoning relief through 40B to increase density even if the total number of bedrooms is the same.
- sewer/septic capacity
- State health regulations regarding minimum habitable space requirements

Houseboats or cruise ship for seasonal workers

ACTION ITEMS:

[HAP= Housing Action Plan]

[LCP=2000 Local Comprehensive Plan]

Legislative:

ACTION ITEM: Review the impact and operation of the existing set of growth management related by-laws, in order to make recommendation, if needed, to improve the alignment of goals and outcomes. [LCP]

ACTION ITEM: Amend the zoning by-laws to expand the Middle Income definition for eligibility up to 180% AMI to help provide for Community Housing; this may be addressed within the proposed inclusionary by-law proposed amendment. **Approved at April 2016 Annual Town Meeting!**

ACTION ITEM: Zoning changes to encourage use of any residential property as a year-round rental [HAP 3.3] **Accessory dwelling units approved at October 2015 & April 2016 Annual Town Meeting!**

ACTION ITEM: Enact a Condo Conversion by-law [HAP 4.2] [LCP]

ACTION ITEM: Enact an Inclusionary Zoning By-law, part of ongoing evaluation of zoning By-laws to encourage the development of Affordable and Community Housing. [HAP] [LCP]

ACTION ITEM: Dedicate revenue from room tax revenue or real estate transfer tax to Affordable and Community Housing [HAP 7.2]

ACTION ITEM: Through zoning and other regulatory efforts, promote dormitory development for Seasonal Housing as appropriate.

Finance:

ACTION ITEM: Dedicate revenue for Affordable and Community Housing [HAP 7.2]

- Allocate a portion of the expanded transient occupancy rooms tax – requires State approval of pending Special Act
- Allocate a portion of the real estate transfer tax – requires State approval of pending Special Act
- Re-appropriate the 3% Land Bank tax for housing when it expires in 2020

ACTION ITEM: Create a community-based organization to fundraise for Affordable and Community Housing [HAP 7.3]

ACTION ITEM: Maximize the use of our CPA funds (less restrictive) towards Affordable and Community Housing by incorporating administrative costs (Housing Specialist) into the Town Operating Budget (more restrictive).

Development:

ACTION ITEM: Expand Housing Authority housing opportunities, including Maushope, for Affordable Housing. [HAP 2.1] [LCP] **April town meeting approved \$60,000 in CPA funds. MHP met with HA and will provide technical assistance.**

ACTION ITEM: Support the Housing Authority's planning efforts and CPA funding request to further pursue expansion in FY 2017. **Approved at April 2016 Annual Town Meeting!**

ACTION ITEM: Achieve full occupancy at Stable Path [HAP 2.2] **Occupancy began in June 2016 and continues.**

ACTION ITEM: Develop housing on the second floor of Fire Station #2. [LCP]

ACTION ITEM: For Seasonal Worker Housing, consider alternatives such as houseboats, cruise ships, portable trailers, including the benefits and drawbacks and what efforts could be made to reduce any detrimental impacts

ACTION ITEM: For Seasonal Worker Housing, work on an Outer Cape, regional approach with the Towns of Truro and Wellfleet [LCP]

ACTION ITEM: Investigate a partnership with Habitat for Humanity for Affordable Housing [HAP 2.3]

Community Planning:

ACTION ITEM: Establish the community vision for housing through the Local Comprehensive Plan. [HAP 3.7] [LCP]

ACTION ITEM: Undertake in conjunction with MassDevelopment, an Urban Land Institute Technical Advisory Panel in early June 2016, to (1) identify additional tools to create housing opportunities, (2) provide technical assistance with establishing and operating the Year-Round Rental Housing Trust and (3) evaluate current real estate opportunities for Affordable and Community Housing. [HAP]. **ULI report released in September 2016.**

ACTION ITEM: Refine housing production targets in each category founded upon the community vision and based upon a demographic model. Consider analyzing and developing the required municipal service capacities required at those target levels.

ACTION ITEM: Complete the full build out analysis required for the Local Comprehensive Plan process currently underway.

ACTION ITEM: Undertake a demographic analysis of the current regional economy in its overlapping housing, job and economic aspects with other Outer Cape towns in conjunction with the Cape Cod Commission and the Public Policy Center at UMass Dartmouth. [LCP]

ACTION ITEM: Investigate, foster and as opportunities arise, potentially partner with the business community for the development of Seasonal Housing. [HAP 2.5]

ACTION ITEM: Engage realtors to discuss ways to create affordable and community housing from condo conversions [HAP 4.4]

ACTION ITEM: Create entity to connect owners & renters and address issues. [HAP 6.1]

ACTION ITEM: Expand and further open the dialogue with second homeowners. [HAP]

OPERATIONS:

ACTION ITEM: Develop and regularly update a Housing Playbook, as part of the ongoing effort to communicate regarding housing activities. [HAP] [LCP] **Housing Playbook initiated in March 2016; update version 2 in October 2016.**

ACTION ITEM: By January 1, 2017, operationally and physically locate the Town Housing Specialist within the Community Development Department **Logistics underway.**

ACTION ITEM: Investigate how the Provincetown Community Housing Office can provide marketing and outreach services to the developer of Community Housing in Provincetown for the sale of the designated community housing units. One of the unique challenges of providing units at below market rates when working with small developments has been the complexity and bureaucracy of complying with the legally required process to market and sell these units; finding someone who will handle the sale of this unit has been difficult.

ACTION ITEM: Zoning & Planning Boards prioritize year-round Affordable and Community Housing in granting special permits and site plan approvals. [HAP 4.3]

YEAR-ROUND RENTAL HOUSING TRUST:**ACTION ITEMS**

Once approved by the legislature, the Trust's first steps should include the following:

- Establish membership, procedures, & policies to implement the development of year-round rentals
- Obtain technical assistance;
- Network with active Municipal Housing Trusts elsewhere in Massachusetts
- Consult with non-profit and for-profit developers located or working on the Cape or South Shore to explore ways the trust fund can be used to support mixed-income housing developments
- Consult with housing finance programs about possibilities for leveraging non-local dollars with CPA and other resources;
- Establish on-going funding priorities;
- Develop a business plan for the trust fund;
- Set one-year and five-year goals and an action plan; and
- Begin with a relatively low-risk, simple project, ideally by partnering with an experienced organization.

The Town will need to determine, if and how it wants to provide further funding for the Trust, including but not limited to direct appropriation, fund raising, real estate transfer tax, inclusionary housing fees among others. Regarding the use of CPA funds, while a common tactic is the transfer of some portion directly to the trust, according to CPA guidelines can only be used to provide eligibility up to 100% AMI. The Trust may also be used to account for and report other revenues and expenditures, such as housing development grants received from state or federal sources.

Provincetown Actions

As of October 2016



Development:

- Province Landing: Land acquisition with CPA funds; long-term land lease created 50 new rental units
- Seashore Point: CPA funds & Land contributed with long-term land lease created complex that includes nursing home, rehab facilities, senior ownership housing, and 9 senior rentals
- CPA supported developments at:
 - 83 Shank Painter [15 rental units];
 - Sandy Hill Lane [12 ownership units];
 - Stable Path [23 rental units]
- Grace Gouveia Building: sold at reduced price to create 3 rental units

Programs:

- Host Homebuyer Workshop series in Provincetown [Dec. 2015 & Sept. 2016]
- Homebuyer Workshop Scholarships
- HomeShare program through HOW
- Self Sufficiency Local Voucher Program
- Little Fix Program

Collaboration:

- Homeless Prevention Council: emergency housing assistance through human service grant and additional AHTF support
- Housing Authority: supported with AHTF for rehab of family housing
 - CPA funds approved April 2016 for expansion planning
- Regional Housing Rehab Program through MCDBG funds
- Work with all entities including CDP, CHR, TCB, on marketing, outreach, & lotteries.
- Work with neighboring communities including Truro, Wellfleet, and Eastham on information sharing and cooperation on housing efforts

Staff Support:

- CPA funded Housing Office with full-time Housing Specialist
- Town conducts resale process for eligible purchaser in accordance with deed restriction [7 in 2015/2016 generating approx. \$24,200 in resale fees]

Planning:

- 2006 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles
- 2013/2014 Housing Action Plan & Needs Assessment by John Ryan/Development Cycles

Provincetown Local Housing Funds

See details below

| | |
|--|------------------|
| Affordable Housing Trust Fund | \$319,151 |
| Affordable Housing Revolving Account | 13,355 |
| CPA [housing only] as of 6/30/16 | 402,604 |
| {CPA Unallocated balance 6/30/16: \$956,368} | |
| YRRHTF | <u>1,500,000</u> |
| | \$2,235,110 |

Provincetown Affordable Housing Trust Fund [AHTF]:

10/12/16: Balance \$363,058; Non- Committed balance of \$317,950.

Outstanding commitments [\$45,108] include:

- Housing Authority: \$35,000 matching funds for rehab 35A Court St.
- Housing Authority: \$2,403 remaining funds for rehab 40 Pearl St.
- Appraisal set-aside: \$4,942
- Homeless Prevention Council Emergency Housing funds: \$2,762

10% from Land Bank, 25% of Tax Title takings, tax box donations, and other sources. The AHTF can be used to create and support affordable housing, both rental and ownership, up to 80% AMI. To date, the AHTF has been used for both Housing Summits and Action Plans [2006/07 & 2013/14], emergency housing assistance to prevent homelessness, housing development, housing rehabilitation, appraisals, outreach, homebuyer workshops, and homebuyer workshop scholarships.

Historically: \$45,417 average receipts per year for past 3 years from Land Bank,
 \$44,520 average receipts over past 11 years from Land Bank
 \$761.35 interest in FY 16,
 \$147,800 one-time foreclosure payment

Donation checkbox on tax bills: the October 2014 Special Town Meeting approved inserting a donation checkbox on tax bills which implemented in 2015. \$1,459 has been donated to date; \$541 in FY 2015 & \$918 for FY 2016; proceeds are deposited into the AHTF.

Affordable Housing Revolving Account:

Revolving account for income & expenses related to resale of deed-restricted units and other housing expenses: annually approved by town meeting. Receipts & expenditures vary from year to year. Total funds received to date \$29,112; total expenditures to date \$11,699. Balance as of 10/11/16: \$12,412. Expenditures are largely for advertising but include support of housing activities such as the ULI visit.

Community Preservation Act [CPA] Fund:

April 2014 Town Meeting approved increasing the dedicated CPA affordable housing allocation from 10% to 60%. CPA funds can support housing for up to 100% AMI. Historically funds have been spent on:

CPA Approved expenditures per category to date:

| | |
|------------------------|---------------------------|
| Community Housing: | \$4,150,888 |
| | 47.16% |
| Historic Preservation: | \$3,061,501 |
| | 34.78% |
| Open Space/Recreation: | \$1,557,570 |
| | 18.06% |
| Total: | <u>\$8,801,959</u> |

Annual estimates:

| | |
|--------------------------------------|------------------|
| <u>Housing balance 6/30/16:</u> | <u>\$402,604</u> |
| Est. new receipts for housing [60%]: | \$339,711 |
| Less est. debt service: | <u>-224,550</u> |
| Net new funds for housing only: | \$115,161 |

| | |
|--------------------------------------|------------------|
| <u>Unallocated balance 6/30/16:</u> | <u>\$956,368</u> |
| Est. unallocated new receipts [20%]: | \$487,235 |
| Available for all categories | |

CPA Approved Projects To Date:

| ATM Date | Description | Amount |
|----------------------------------|---------------------------------|---------------------------|
| <i>Community Housing:</i> | | |
| 2005 | CEM/Seashore Point | \$900,000 |
| 2007 | Housing Office 1 | \$8,752 |
| 2007 | 90 Shank Painter Road | \$1,000,000 |
| 2007 | Sandy Hill Lane | \$732,000 |
| 2008 | Housing Office 2 | \$50,000 |
| 2009 | 83 Shank Painter Road | \$150,000 |
| 2009- | Stable Path at 35 Race Point | |
| 2011 | Rd | \$540,000 |
| 2009 | Housing Office 3 | \$59,740 |
| 2010 | Housing Office 4 | \$34,309 |
| 2011 | Housing Office 5 | \$42,130 |
| 2012 | Housing Office 6 | \$31,369 |
| 2013 | Housing Office 7 | \$33,454 |
| 2014 | Housing Office 8 | \$67,475 |
| 2014 | the Little Fix | \$30,000 |
| 2014 | Local voucher program | \$180,000 |
| 2015 | Housing Office 9 | \$113,677 |
| 2016 | Housing Office 10 | \$117,982 |
| 2016 | Housing Authority Expansion | \$60,000 |
| | <i>subtotal housing:</i> | <i>\$4,150,888</i> |

Provincetown Year-Round Rental Housing Trust Fund:

April 2015 & April 2016 Town Meeting approved allocating \$1,500,000 for the purpose of creating year-round rental housing for the proposed Year-Round Rental Housing Trust.

Definitions under Provincetown Zoning By-Laws as of May 2016

Affordable and Community Housing: Dwelling units subject to Affordable and Community Housing deed restrictions for a term of perpetuity or the longest period allowed by law, that limits rental rates, limits eligibility for occupancy and purchase, and provides a right of first refusal to the Town of Provincetown, based on the Barnstable County median income as is periodically defined by United States Department of Housing and Urban Development adjusted for household size, as further defined below.

(a) **Extremely Low Income Affordable Housing.** Extremely low Income Affordable Housing units shall be available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below 50% of the Barnstable County median income; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 50% of the Barnstable County median income. Occupancy shall be limited to households whose income is at or below 65% of Barnstable County median income.

(b) **Low Moderate Income Affordable Housing.** Moderate Income Affordable Housing units shall be available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below 65% of the Barnstable County median income; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 65% of the Barnstable County median income. Eligibility for occupancy shall be limited to households whose income is at or below 80% of Barnstable County median income.

(c) **Moderate Income Affordable Housing.** Moderate Income Affordable Housing units shall be available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below 80% of the Barnstable County median income; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 80% of the Barnstable County median income. Eligibility for occupancy shall be limited to households whose income is at or below 100% of Barnstable County median income.

(d) **Median Income Community Housing.** Median Income Community Housing dwelling units shall be available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below 120% of the Barnstable County median income; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 120% of the Barnstable County median income. Eligibility for occupancy shall be limited to households whose income is at or below 150% of Barnstable County median income.

(e) **Middle Income Community Housing.** Middle Income Community Housing dwelling units shall be available for rental at a cost (including utility allowances) not exceeding 30% of annual income for a household at or below 160% of the Barnstable County median income; or, available for ownership at a cost (including mortgage interest, principal, taxes, insurance and common charges if any, but excluding utilities) not exceeding 30% of annual income for a household at or below 160% of the Barnstable County median income. Eligibility for occupancy shall be limited to households whose income is at or below 180% of Barnstable County median income.

Affordable and Community Housing Permits: A permit granted by the Provincetown Community Housing Council (PCHC) established by the vote under Article 12 of the April 7, 1997 Annual Town Meeting, or successor entity, for units of Affordable Housing and/or Community Housing in a project that requires a Growth Management Allocation Permit pursuant to Article 6, the Growth Management Bylaw. Criteria for approval of an Affordable Housing Permit and/or a Community Housing Permit shall include an executed and acknowledged housing restriction or, in the case of ownership unit(s), an executed and acknowledged covenant whereby the property owner agrees to convey the unit(s) subject to a certain housing restriction attached as an exhibit to the covenant, in either case approved as to form by town counsel.

ATTACHMENT D
Household Area Median Income Levels

Income limits FY 2016

rev 0316

Barnstable County median income \$77,100

| Household Size | 30% Income Limit Extremely Low HUD | 50% Income Limit Low HUD | 60% Income Limit Moderate MHP | 65% Income Limit Moderate | 80% Income Limit Moderate HUD | 100% Income Limit Median CPA | 120% Income Limit CPA | 150% Income Limit Middle CPA | 160% Income Limit Middle CPA | 180% Income Limit Middle CPA | 200% Income Limit CPA |
|----------------|---------------------------------------|-----------------------------|----------------------------------|------------------------------|----------------------------------|---------------------------------|--------------------------|---------------------------------|---------------------------------|---------------------------------|--------------------------|
| 1 | \$17,850 | \$29,750 | \$35,700 | \$37,188 | \$47,550 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 | \$107,940 |
| 2 | \$20,400 | \$34,000 | \$40,800 | \$42,500 | \$54,350 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 | \$123,360 |
| 3 | \$22,950 | \$38,250 | \$45,900 | \$47,813 | \$61,150 | \$69,390 | \$83,268 | \$104,085 | \$111,024 | \$124,902 | \$138,780 |
| 4 | \$25,450 | \$42,450 | \$50,940 | \$53,063 | \$67,900 | \$77,100 | \$92,520 | \$115,650 | \$123,360 | \$138,780 | \$154,200 |
| 5 | \$28,440 | \$45,850 | \$55,020 | \$57,313 | \$73,350 | \$83,268 | \$99,922 | \$124,902 | \$133,229 | \$149,882 | \$166,536 |
| 6 | \$32,850 | \$49,250 | \$59,100 | \$61,563 | \$78,800 | \$89,436 | \$107,323 | \$134,154 | \$143,098 | \$160,985 | \$178,872 |
| 7 | \$36,730 | \$52,650 | \$63,180 | \$65,813 | \$84,200 | \$95,604 | \$114,725 | \$143,406 | \$152,966 | \$172,087 | \$191,208 |
| 8 | \$40,890 | \$56,050 | \$67,260 | \$70,063 | \$89,650 | \$101,772 | \$122,126 | \$152,658 | \$162,835 | \$183,190 | \$203,544 |

NOTE: Median Income for Barnstable County [for Household of 4] has decreased from FY 2015 and overall from FY 2012.

Barnstable County

HUD

Median Income

| | |
|---------|---------------|
| FY 2012 | 80,000 |
| FY 2013 | 74,900 |
| FY 2014 | 74,900 |
| FY 2015 | 80,300 |
| FY 2016 | 77,100 |

Excerpts: Housing Action Plan by John J. Ryan Development Cycles, 2014

TARGETS

When faced with a large and difficult challenge like this, it is important to aim for real and positive change that can be measured year-to-year. With that in mind, the proposed actions are intended to help meet two numeric targets:

- We set a target of doubling the number of Affordable and Community Housing units from 200 to 400 by 2025 (see Appendix B);
- Each year from 2014 to 2025, our target is to add more units of Affordable and Community Housing than the number of housing units lost to condominium conversion
- We set a short-term target of achieving a 10 percent level of the state’s Subsidized Housing Inventory by 2017.

This will require a broad array of micro- and larger scale, as well as both short-term and permanent additions to the town’s Affordable and Community Housing stock. The nature and severity of the Affordable and Community Housing need demands flexibility of approach to meet the scale of these targets.

Fig. II.3 Renters Households, by Household Type
Provincetown, 2000-2011

| | Provincetown 2000 | Provincetown 2010 | Change 2000- 2010 |
|-----------------------|----------------------|----------------------|-------------------------|
| Live Alone | 520 | 510 | -10 |
| Married Couple Family | 110 | 92 | -18 |
| Single Parent Family | 64 | 50 | -14 |
| Other | 157 | 130 | -27 |
| Total | 851 | 782 | -69 |

SOURCE: U.S. Census 2000, STF-3, H73, 2010 QT-H2.
2007-2011 ACS B25011 adjusted

Fig. II.4 Model of Non-Elderly Renter Households, by Percentage of AMI Provincetown, 2006-2013

| | 2006 HHs | % of Renters | 2013 HHs | % of Renters |
|-----------------------|----------|-----------------|----------|-----------------|
| Less than 50% of AMI | 186 | 27.5% | 196 | 31.0% |
| 50-79% of AMI | 169 | 25.0% | 174 | 27.5% |
| 80-99% of AMI | 118 | 17.5% | 106 | 16.7% |
| 100-120% of AMI | 51 | 7.5% | 42 | 6.6% |
| More than 120% of AMI | 152 | 22.5% | 115 | 18.2% |
| Total | 676 | 100.0% | 633 | 100.0% |

SOURCE: Development Cycles, 8/06, 12/13

Fig. II.5 Renters Paying 35 Percent or More of Income for Housing
By Age of Householder, Provincetown 2000-2011

| | 2000 | % (Within Age Cohort) | 2012 | % (Within Age Cohort) |
|--------------------|------|--------------------------|------|--------------------------|
| Under 35 Years Old | 41 | 40% | 40 | 62% |

| | | | | |
|-----------------|-----|-----|-----|-----|
| 35-64 Years Old | 239 | 40% | 340 | 60% |
| 65 and Over | 66 | 44% | 83 | 56% |
| Total | 346 | 41% | 463 | 59% |

SOURCE: U.S. Census 2000, STF-3, H96, 2011 ACS B25072 adjusted to match 2010 US Census totals for renter households.

4. Summary: Workforce Rental Housing

It was the consultant’s view in 2006 that Provincetown had a critical shortage of affordable year-round rental housing. Despite the addition of two new affordable rental developments on Shank Painter Road, Provincetown’s need for community’s workforce rental housing has only deepened since 2006. The continued loss of multi-family rental units to condominium conversion has significantly outpaced the production of new rental units. The concentration of renters paying more than 35% of their income for rent has gone from 44% in 2000 to 59% in 2010. The community has fewer renter households; fewer employed residents, both winter and summer; and a greater concentration of renters who earn less than 80% of Area Median Income. Waiting lists dwarf the number of available units, even when only local residents are considered. Since 2006, the trend toward single person occupancy has continued and perhaps as a result, the cost of a one-bedroom apartment has outpaced the growth in wages. Until the number of new units annually outpaces the number of units lost to conversion, it is hard to see how this situation improves.

The Table below represents the consultant’s estimate of the change in the number of rental housing units needed to address the rental housing shortage in Provincetown. In the consultant’s view, there is a greater need for units to serve renters earning less than 50% of AMI; a slightly reduced need for renters earning greater than 50% of AMI. The focus of this need continues to center on one-bedroom units.

The needed year-round rental housing continues to embrace a range of bedroom sizes and income levels. Given the demographics, waiting list, and survey information reviewed, the consultant recommends that roughly 50 percent of the housing should serve those very low income workers earning less than 50 percent of the AMI; 25 percent should serve those “low-mod” residents earning between 50-79 percent of AMI; another 20 percent is needed for moderate income renters earning between 80-99 percent of AMI; and 5 percent is needed to serve those between 100 and 120 percent of AMI.

Fig. II.10

Changes in Workforce Rental Housing Need

Provincetown 2006-2013

SOURCE: Development Cycles, 2006 & 2013

| Income Limit | 2006 Total | 2013 Total | Change 2006-2013 |
|-----------------|------------|------------|------------------|
| <50% of AMI | 80-100 | 85-110 | +5 |
| 50-79% of AMI | 50-65 | 45-60 | -5 |
| 80-99% of AMI | 50-60 | 45-55 | -5 |
| 100-120% of AMI | 20-25 | 20-25 | 0 |
| Total | 200-250 | 190-240 | -10 |

PROVINCETOWN MASTER PLAN, I-8, 1988:

The price visitors can pay for housing bears no relationship to what most Provincetown residents can pay. Provincetown residents, both year-round and seasonal employees, suffer because their incomes are relatively low compared to the incomes of vacation home purchasers and renters.

PROVINCETOWN LOCAL COMPREHENSIVE PLAN

Adopted Article 15 of the April 3, 2000 Annual Town Meeting

6. AFFORDABLE HOUSING

6.1 INTRODUCTION

Provincetown's popularity as a summer resort and as an increasingly coveted location for second homes has made it extremely difficult to find and retain affordable housing here. The scarcity of developable land and the wide gap between the incomes of most year-round residents and those of vacation homebuyers and renters has exerted intense pressure on the housing market. The demand for housing far outstrips the capacity of the existing and potential housing stock. Lower income households are particularly affected and cuts in federal programs will have an increasing impact on local resources. It is clear that without the benefit of major, coordinated efforts on the part of Townspeople, local committees, Town officials, representatives of nearby Towns, the Lower Cape Cod Community Development Corporation, and other local and regional community-based nonprofits, a large percentage of the year-round population will continue to be shut out of the rental and ownership housing markets in Provincetown.

GOAL 1: To promote the provision of fair, decent, safe, affordable housing for rental or purchase that meets the needs of present and future Provincetown residents. The Town shall seek to raise its affordable housing stock to 10% of all housing units (or approximately 290 units) by the year 2015. "Affordable housing" shall be defined as housing affordable to 50% of the median household income for Barnstable County.^{6.5}

GOAL 2: To promote equal opportunity in housing and give special consideration to meeting the housing needs of the most vulnerable segments of the population including, but not limited to, very low income (50% of median income), low income (51% - 80% of median income), families with children, single parent heads of households, racial minorities, people with AIDS, the elderly, the homeless, the disabled, and others with special needs.

GOAL 3: To seek out, provide support for and encourage the development of innovative strategies designed to address the housing needs of Provincetown residents, paying special attention to the needs of low and moderate income renters.

GOAL 4: Coordinate the development of affordable housing with protection of the environment.

ACTIONS/IMPLEMENTATION PROGRAM

ACTION 1: Develop a Provincetown Housing Action Plan using the LCP for guidance.

ACTION 2: Utilize the Local Housing Partnership to coordinate affordable housing efforts including development, rehabilitation, education of tenants, landlords and developers, and technical assistance.

ACTION 3: Develop and implement strategies to facilitate conversion of underutilized and unoccupied properties to affordable housing.

ACTION 4: Ensure affordability for all housing designated as affordable through deed restrictions.

ACTION 5: Control the number of units converted to condominiums by adopting a zoning by-law, as recommended in Section 1, Land Use and Growth Management.

ACTION 6: Acquire multi-unit properties for rehabilitation for cooperative ownership.

ACTION 7: Acquire multi-units properties for rehab for non-profit ownership as permanent rental housing.

ACTION 8: Work cooperatively with other Towns on the Outer Cape to develop regional congregate care and/or assisted living facilities for the elderly.

ACTION 9: Work cooperatively with Outer Cape Towns to comprehensively address housing and service needs of special needs populations including people with AIDS, the homeless, the mentally disabled, the physically disabled, and the elderly.

ACTION 10: Develop alternative approaches to affordable housing, such as shared housing and congregate care.

ATTACHMENT G
Provincetown Year-round Rental Trust Calculation Example

Example of Property Deed Restrictions:

Property A - a four unit building in need of rehabilitation.

| | |
|----------------------|---|
| Purchase Price | \$650,000 |
| Rehabilitation Costs | <u>\$300,000</u> |
| <i>Total</i> | <i>\$950,000</i> |
| YRHT Grant | \$400,000 (\$100,000 cost per unit to Town) |
| Down Payment | <u>\$ 65,000</u> |
| <i>Mortgage</i> | <i>\$485,000</i> |
| Monthly Rent | \$ 1,500 |

Assumptions:

- 5% Mortgage Rate over 30 years
- 3% Annual Growth in Property Value
- 2% Annual Rent Increase
- 3% Annual Property Tax Growth
- 2% Annual Growth in Insurance, Utilities and Maintenance

Year 1 Expenses (excluding mortgage):

- \$10,000 Maintenance
- \$ 7,125 Insurance
- \$ 9,600 Utilities
- \$ 7,410 Property Taxes

The property is cash flow positive in the 3rd year

Equity in Property:

- \$101,167 after Year 1, a return of \$36,167 (55.64%) on the \$65,000 down payment/investment.
- \$165,833 after year 2, a return of \$100,833 (155.1%) on the \$65,000 down payment/investment.
- \$365,067 after year 5, a return of \$300,067 (461.6%) on the \$65,000 down payment/investment.

The example described above is a sample of how a public-private trust might work. It is suggested that the Town issue an RFP for YRHT projects. The market will determine the feasibility of projects and the size of the grant required.

ATTACHMENT H
FY 2016 Residential Parcels by \$150,000 Valuation Increments

| Assessed Value | Total Parcels | Total Value by Strata | Mixed-Use | Single-Family | Condo | 2-Family | 3-Family | Multi-Dwelling | 4-8 Unit | More than 8 Unit |
|-------------------------|---------------|-------------------------|------------|---------------|-------------|------------|-----------|----------------|-----------|------------------|
| 1-\$150,000 | 124 | \$ 14,774,500 | 0 | 7 | 116 | 0 | 0 | 1 | 0 | 0 |
| \$150,001-\$300,000 | 624 | \$ 153,875,400 | 1 | 10 | 612 | 0 | 0 | 1 | 0 | 0 |
| \$300,001-\$450,000 | 875 | \$ 29,592,800 | 7 | 77 | 779 | 8 | 1 | 2 | 1 | 0 |
| \$450,001-\$600,000 | 710 | \$ 371,917,700 | 15 | 187 | 438 | 50 | 7 | 11 | 2 | 0 |
| \$600,001-\$750,000 | 480 | \$ 322,474,700 | 23 | 192 | 175 | 44 | 12 | 27 | 7 | 0 |
| \$750,001-\$900,000 | 290 | \$ 237,553,700 | 31 | 108 | 55 | 35 | 15 | 25 | 20 | 1 |
| \$900,001-\$1,050,000 | 191 | \$ 184,965,200 | 28 | 77 | 30 | 25 | 8 | 9 | 13 | 1 |
| \$1,050,001-\$1,200,000 | 118 | \$ 131,630,200 | 18 | 56 | 13 | 16 | 2 | 10 | 1 | 2 |
| \$1,200,001-\$1,350,000 | 76 | \$ 95,998,100 | 18 | 32 | 8 | 7 | 2 | 5 | 6 | 0 |
| \$1,350,001-\$1,500,000 | 39 | \$ 55,429,400 | 15 | 18 | 0 | 3 | 0 | 2 | 1 | 0 |
| Over \$1,500,001 | 169 | \$ 348,247,700 | 34 | 84 | 6 | 20 | 6 | 11 | 5 | 3 |
| TOTALS | 3696 | \$ 2,246,459,400 | 190 | 848 | 2232 | 208 | 53 | 104 | 56 | 7 |

ATTACHMENT I
Waitlists & Notification Lists

Province Landing at 90 Shank Painter Rd.

As of 5/24/2016

| Income level ↻ | 30% AMI | 60% AMI | 80% AMI | Total |
|----------------|-----------|-----------|-----------|-----------|
| No. Bedrooms ↻ | | | | |
| 1 BR | 21 | 15 | 20 | 56 |
| No. of units | 3 units | 18 units | 4 units | 25 units |
| 2 BR | n/a | 5 | 2 | 7 |
| No. of units | 0 units | 17 units | 4 units | 21 units |
| 3 BR | 7 | 1 | 2 | 10 |
| No. of units | 2 units | 1 units | 1 units | 4 units |
| totals | 28 | 21 | 24 | 73 |
| No. of units | 5 units | 36 units | 9 units | 50 units |

Note: 17 turnovers since opening in 2012; 9 in past year with 3 buying homes, 2 evictions, 2 relocate out-of-state, and 2 move elsewhere in town.

Seashore Point at 100 Alden Street

As of May 2016

↻ 10 households of one waiting for efficiency/1-bedroom rental units; total of 9 units.

ATTACHMENT J
Affordable Housing Subsidy Programs

HOME Investment Partnership Program [HOME]:

A federal program run by HUD which provides annual grants on an entitlement basis to states, large cities, and consortia of smaller community [such as Barnstable County HOME Consortium] for affordable housing activities, including homeownership, rent subsidies, housing development and rehabilitation.

Massachusetts Affordable Housing Trust Fund [MAHT]:

A revolving trust fund established by the Massachusetts Legislature as Section 227 of Chapter 159 of the Acts of 2000, and now Chapter 121D. Administered by MassHousing, AHTF functions as gap filler, the last funding piece necessary to make an affordable housing development financially feasible and sustainable for the long term. Funding is typically in the form of deferred payment loans.

Housing Stabilization Fund [HSF]:

The Housing Stabilization Fund is a state funded program for municipalities, non-profit, or for-profit developers to support affordable rental housing production and rehabilitation.

Local Sources:

County HOME funds, CPA, Affordable Housing Trust Fund

Community Development Block Grant [CDBG]:

HUD funds administered by the DHCD for municipalities to complete projects that benefit low/moderate income population including housing rehabilitation programs and site work.

Community Based Housing [CBH]:

Funding for the development of integrated housing for people with disabilities, including elders, with priority for individuals who are in institutions or nursing facilities or at risk of institutionalization.

Facilities Consolidated Fund [FCF]:

A state funded program for non-profit developers to create and preserve affordable rental housing for clients of the Department of Mental Health and the Department of Mental Retardation.

Massachusetts Rental Voucher Program [MRVP]:

A state-funded rental assistance program begun in November 1992, as a revised version of the state's previous rental assistance program (Chapter 707). It has both a project-based component and a tenant-based component.

Section 8:

A HUD program (officially called the Housing Choice Voucher Program) providing funding for rental assistance to low-income households. Participating tenants typically pay 30% of their income for housing (rent & utilities) and the federal subsidy pays the balance of the rent.

Low Income Housing Tax Credits [LIHTC]:

Largest public source to support affordable rental housing development and is run by the IRS. Investors buy credits. Tax credits are offered by the federal government and is administered by the state to provide private investment to fund affordable housing.

Income Ranges & Positions

10/11/16 DRAFT

Assumptions:

FY 2016 Income Levels using HUD & CPA numbers as base.

Position income ranges are for FY 2017.

Eligibility is based on total household income; assignment of income category [ies] assume position is for single-person household

| Maximum Income: | 80% AMI moderate | 100% AMI moderate | 120% AMI median | 150% AMI median | 160% AMI middle | 180% AMI middle | 200% AMI |
|-----------------------|---|----------------------|--------------------|--------------------|--------------------|--------------------|-----------|
| <i>Household of 1</i> | \$47,550 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 | \$107,940 |
| <i>Household of 2</i> | \$54,350 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 | \$123,360 |
| POSITIONS: | Assistant Tourism Director [\$39,710 – 49,375] COA Outreach Coordinator Principal Accounting Clerk [\$42,689 – 53,104] School Admin. Assistant [\$43,450 – 54,294] School Custodian [\$42,262 – 53,667] Teacher – entry level [\$41,389 – 46,943] | | | | | | |
| | Licensing Agent Library Marketing & Program Director Library Member Services Coordinator Permit Coordinator | | | | | | |

| Maximum Income: | 80% AMI moderate | 100% AMI moderate | 120% AMI median | 150% AMI median | 160% AMI middle | 180% AMI middle | 200% AMI |
|-----------------------|---|--|--|--------------------|--------------------|--------------------|-----------|
| <i>Household of 1</i> | \$47,550 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 | \$107,940 |
| <i>Household of 2</i> | \$54,350 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 | \$123,360 |
| | [45,882 – 57,026] Teacher – mid range 1 [46,557 – 62,409] | | | | | | |
| | | Sec. to BOS Exec Asst Police Chief Parking Administrator MIS Technician [49,332 – 61,355] Police Officer [56,429 – 66,777] Police Dispatcher Animal Control Officer Janitor/Jailor [49,765 – 58,846] | | | | | |
| | | Exec Asst to Town Manager Local Building Inspector Conservation Agent Health Agent Payroll & Benefits Manager [53,040 – 66,005] | | | | | |
| | | | Recreation Director [57,026 – 70,891] | | | | |

Provincetown Housing Playbook

| Maximum Income: | 80% AMI moderate | 100% AMI moderate | 120% AMI median | 150% AMI median | 160% AMI middle | 180% AMI middle | 200% AMI |
|-----------------------|---------------------|----------------------|--|--|--------------------|--------------------|-----------|
| <i>Household of 1</i> | \$47,550 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 | \$107,940 |
| <i>Household of 2</i> | \$54,350 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 | \$123,360 |
| | | | Teacher – mid range 2 [\$54,916 – 79,206] | | | | |
| | | | MIS Analyst COA Director Town Collector Town Treasurer [\$61,312 – 76,249] | | | | |
| | | | | DPW Operations Director Health & Environment Manager Library Director Town Clerk Town Planner Tourism Director [\$65,919 – 81,992] | | | |
| | | | | DPW Deputy Director Principal Assessor Staff Lieutenant [\$70,870 – 88,100] | | | |
| | | | | Building Commissioner MIS Director Water Superintendent | | | |

| Maximum Income: | 80% AMI moderate | 100% AMI moderate | 120% AMI median | 150% AMI median | 160% AMI middle | 180% AMI middle | 200% AMI |
|-----------------------|---------------------|----------------------|--------------------|---------------------|--|--------------------------------------|-----------|
| <i>Household of 1</i> | \$47,550 | \$53,970 | \$64,764 | \$80,955 | \$86,352 | \$97,146 | \$107,940 |
| <i>Household of 2</i> | \$54,350 | \$61,680 | \$74,016 | \$92,520 | \$98,688 | \$111,024 | \$123,360 |
| | | | | [\$76,185 – 94,743] | | | |
| | | | | | Assistant Town Manager Finance Director [\$81,906 – 101,837] | | |
| | | | | | | DPW Director [\$88,057 – 109,487] | |



Town Wide Policy Goals

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Board of Selectmen

Public Notice

Adoption of Annual Town-wide Policy Goals for FY2017

The Provincetown Board of Selectmen held a Public Hearing on **Monday, June 27, 2016 at 6:00 p.m.** in the Judge Welsh Room, 260 Commercial Street, Provincetown, MA, and then and there voted to adopt the following Town-wide policy goals for Fiscal Year 2017:

FY2017 Town-wide Policy Goals

The Provincetown Board of Selectmen seeks to encourage a healthy, happy, diverse, and safe community for everyone. We seek to promote policies that create a better place to live, work, and play.

COMMUNITY HOUSING

Definition: *Community housing is housing for everyone – year-round residents and families, elderly and disabled individuals, and seasonal workforce employees across all low to moderate income levels from 30%-180% AMI.*

Continue to promote policies that encourage the availability of community housing, especially year-round community rental housing

Implement the “Year-Round Rental Housing Trust” promptly upon final legislative approval

Continue to support the development of zoning initiatives and the creation of tools, zoning or otherwise, to create year-round housing and preserve the availability of year-round and seasonal workforce housing; whenever possible identify and deploy tools to create or stem the loss of year round housing in the existing market

Encourage staff, businesses, and the community at large to consider the impact on housing when creating any development or other relevant decision

Complete the first edition of a “Housing Playbook”, which will serve as a roadmap to guide the community in the creation of housing, to be ratified at the April 2017 annual town meeting

Award an RFP for development of the VFW and former Community Center site for community purposes including housing and/or economic development

Discuss the possibilities for creation of workforce housing at the North Truro Air Force Base in conjunction with our congressional delegation, the CCNS, and the Town of Truro

GOVERNMENT & ADMINISTRATION

Advocate for the passage and prepare for the anticipated implementation of expanded rooms tax to cover all rental properties in spring 2017

Identify and reform unnecessary regulatory and administrative burdens to new and existing businesses, and support the Town Manager in efforts to improve operations

Undertake a review of all Town fees and adopt any change deemed appropriate

Successfully renegotiate a lease for the Provincetown Municipal Airport

Continue to evaluate the feasibility and potential locations for a new or renovated police facility

Successfully negotiate collective bargaining agreements with Town employees (AFSCME Local 1462) and with Police (PBA Locals 67 & 68)

Continue to work with CCNS to ensure minimal interruption to Herring Cove Beach through and until the new north parking lot is completed

Promote sustainable energy policies and bylaws

Partner with the State on implementing the Community Compact, which addresses housing, economic development, and broadband

Pursue and fully implement approved technology upgrades

ECONOMIC DEVELOPMENT

Work with the Economic Development Committee and staff to complete and adopt an economic development plan focused on business development and job retention and creation

Pursue public/private and public/public development opportunities whenever possible

Undertake a comprehensive review of growth management and related by-laws, its historical impact, operation in light of current goals and recommend appropriate changes if any

Foster and support initiatives that encourage a year-round economy

Pursue the feasibility of citing of a higher education institution and/or a private/charter high school in Provincetown

Continue to support the efforts of the 2020 celebration

Encourage further development of facilities for the boating community and the harbor, in partnership with private enterprises whenever possible

Explore a “park-like” integration from Macmillan Pier, across the Fisherman’s Memorial Waterfront Park, to the new Legasse pier (Fisherman’s Wharf) and their plans to connect their new development to Commercial Street along Ryder Street Extension to the Bas Relief

Investigate zoning changes to allow food trucks in certain locations and/or at certain times

Encourage residents to prepare for homeownership through education, savings, and other assistance programs in order for them to participate in purchasing of local units as they become available

Explore raising funds for and commission of the AIDS Memorial

Explore designation of Provincetown as a cultural district

FISCAL

Continue to support the strong financial policies and internal controls in place and implement any recommended changes to best practice as a result of the annual audit and/or other adopted reports

Continue the practice of thoroughly reviewing 10-year budget and CIP projections, in advance of the annual budget process

LOCAL COMPREHENSIVE PLAN (LCP)

Continue to encourage the update of an implementable LCP, keeping it on track for final ratification at the April 2018 town meeting

PUBLIC WORKS

Ensure the successful completion of Phase 3 Commercial St repaving for an on time completion in spring 2017

Encourage the creation of the bicycle connection to Provincetown from the current end of the Cape Cod Rail Trail in Wellfleet, with further connections to the Province Lands; review the success of various bicycle safety initiatives

Continue to evaluate traffic, bicycle and pedestrian traffic on the roads and recommend changes when identified in the Cape Cod Commission study, as well as the Mass bicycle study, and as otherwise necessary

Reduce unaccounted for water (UAC) by one half, and work towards an eventual goal of achieving 10% or less UAC

Continue to seek and implement solutions to the Ryder St outfall pipe

CIVIC ENGAGEMENT

Re-assess the overall approach to Town Meeting and recommend changes to the process if necessary to encourage outreach and increase attendance

Strengthen community connectedness, health, and wellbeing by offering evidence-based public health and wellness events and programming

Prepare the Town for future emergency events by creating or updating emergency operations plans, acquiring equipment necessary for competent emergency management, and carrying out training drills and exercises

CAPITAL IMPROVEMENTS AND INFRASTRUCTURE

Formulate a plan to bring forward an article to Town Meeting for funds to design a new DPW facility. The formulated plan may involve a phased approach to funding a new facility or a complete project in a single phase of construction. Town staff will incorporate a DPW facility design into the CIP

Explore bringing forth a by-law amendment to protect public shade trees from unlawful removal and/or pruning, and request town voters to establish a revolving fund to be used for the care and maintenance of public trees; fines imposed for violating the by-law would go into the revolving fund to be used to establish a tree maintenance program

Raphael W. Richter
Chairman, Board of Selectmen

Posted Town Hall, www.provincetown-ma.gov: 6/28/16 4:30 pm dv
Provincetown Banner: July7, 2016



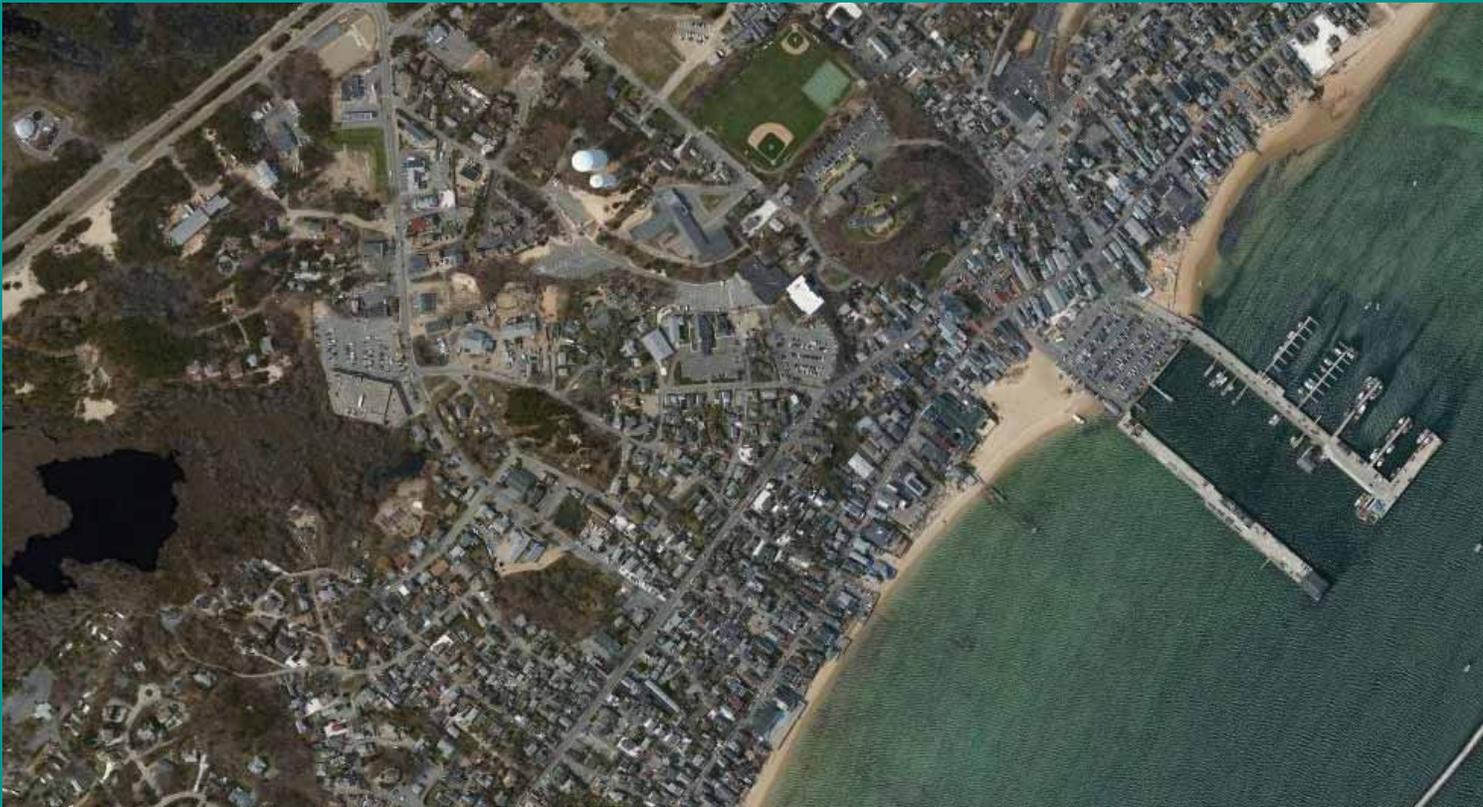
A Technical Assistance Panel Report
By Urban Land Institute

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770

A TECHNICAL ASSISTANCE PANEL REPORT

Town of Provincetown

Provincetown, MA



June 8-9, 2016



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Executive Summary

The Provincetown TAP convened at the Harbor Hotel on June 8. Under the direction of the Urban Land Institute's Boston/New England District Council, a panel of real estate professionals met over the course of two days with town leaders, community residents, developers and business owners. The charrette focused broadly on Provincetown's growing affordable housing challenge as well as efforts to create more of a year-round economy. In particular, the TAP looked at expanding the town's Housing Playbook with new ways of spurring construction of affordable rentals. The panel also examined how two existing, town-owned lots might be used to meet Provincetown's housing goals, while also exploring potential financing sources and development partners, such as the planned Year-Round Rental Housing Trust.

During the panel's discussions and interviews with residents, town leaders and business owners, one thing became crystal clear: For Provincetown, a dearth of affordable housing is having a negative impact on the town's efforts to create a year-round economy as well as on its bread and butter tourism business. A dire shortage of affordable, year-round rentals has forced many working class families out of town, leaving business owners who want to stay open in the off-season with few people to hire. And a shortage of seasonal housing has forced business owners to buy up hotel rooms and year-round rentals alike in order to ensure their summer workers have a place to live. In addition, real estate speculators are buying up hotel rooms and apartments, lured by the high-prices they can fetch when converted to condos. The result has been a decline in hotel rooms on which the town's tourist economy is based, while also cutting further into Provincetown's dwindling supply of year-round housing.

Another clear takeaway for the panel was the strong commitment on part of Provincetown leaders and residents to finding ways to address the town's housing crisis. While there are differences in opinion as to the best approaches to deal with these issues, there was strong agreement that a lack of affordable housing is a big issue for Provincetown. Yet solving the problem will take both time and persistence, with

a long-term commitment needed in order to make a significant difference. The creation of new rental housing, from initial zoning to actual proposals and town reviews to opening, can take years. It will be important for Provincetown to keep moving ahead with housing plans even when the market turns and prices level off in order to be ready when the market inevitably heats up again. Finally, Provincetown should not be afraid to take small steps to boost the amount of affordable and seasonal housing even as it works towards larger goals and projects. The need for housing in the town is so great that immediate action is needed, provided it moves the town closer to meeting its housing goals and objectives.

Chapter 1: ULI and the TAP Process Offers an overview of the Urban Land Institute's Boston/New England District Council and its Technical Assistance Panels (TAPs), while also detailing the panel members and stakeholders who took part.

Chapter 2: Background and History Provincetown has undergone a number of transformations in its long history, from fishing village and whaling port to artists' colony and internationally known tourist destination.

Chapter 3: Challenges Provincetown faces a number of challenges, with a significant drop in its year-round population amid a housing crisis that is driving out middle and lower-income families.

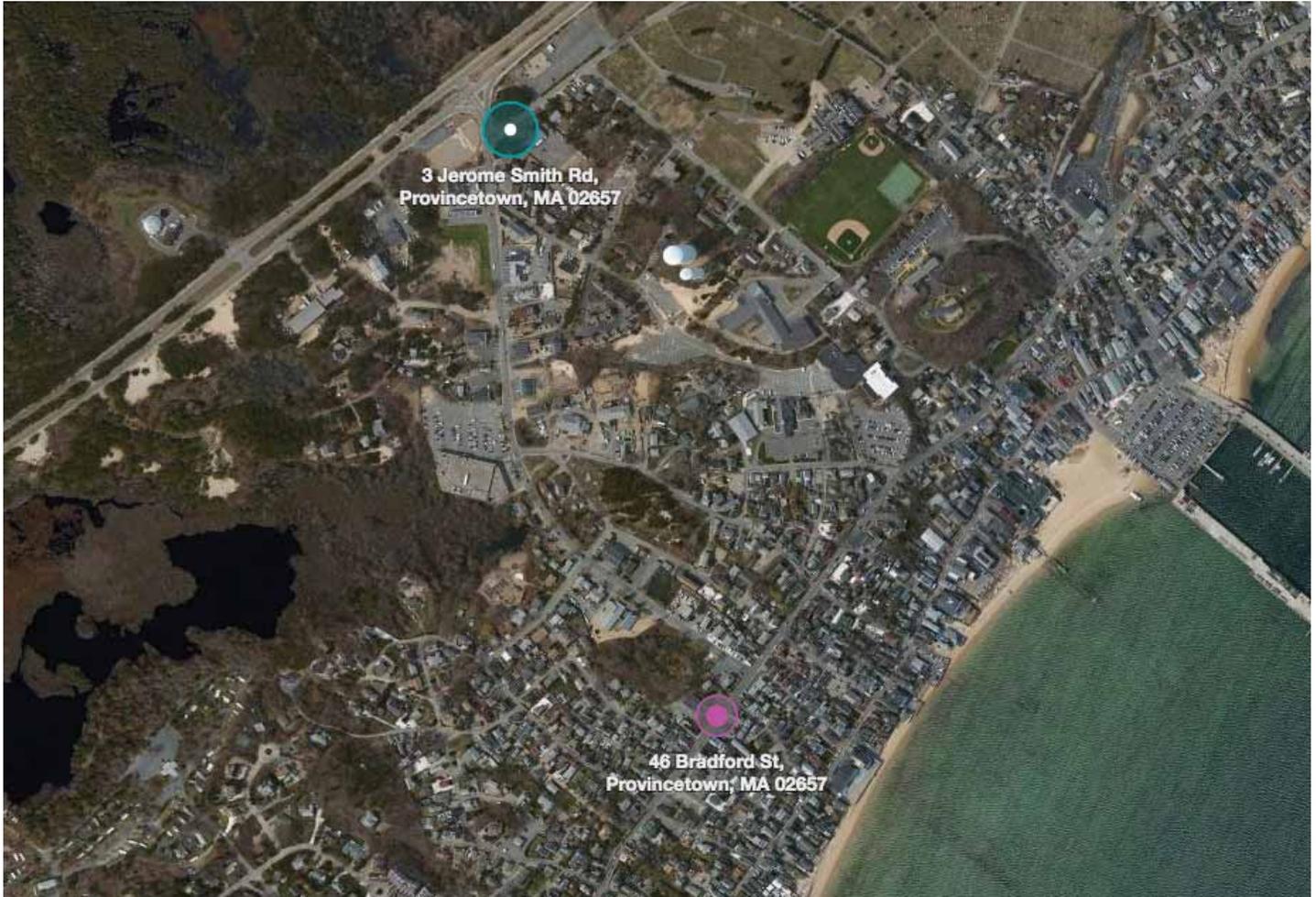
Chapter 4: Assets and Opportunities As Provincetown looks at ways of building affordable housing and creating a year-round economy, it has a number of strengths it can draw on, from strong community support and committed town leadership to a thriving arts community.

Chapter 5: Short-Term Recommendations and Next Steps There are a number of next steps and short-term solutions Provincetown can explore, from making its Housing Playbook more accessible to the public to pursuing housing development on town-

owned sites.

Chapter 6: Longer-Term Recommendations

Provincetown should explore ideas for attracting year-round businesses, such as educational institutions, while also looking at additional zoning changes to encourage new housing development.



Aerial of study site marked with locations of two town-owned parcels.

ULI and the TAP Process

Urban Land Institute (ULI)

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members. Founded in 1936, the institute now has nearly 40,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service, including developers, architects, planners, lawyers, bankers, and economic development professionals, among others.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and to help sustain and create thriving communities. The Boston/New England District Council serves the six New England states and has over 1,300 members.

Technical Assistance Panels (TAPs)

The ULI Boston/New England Real Estate Advisory Committee convenes Technical Assistance Panels (TAPs) at the request of public officials and local stakeholders of communities and nonprofit organizations facing complex land use challenges who benefit from planning and development professionals providing pro bono recommendations. At the TAP, a group of diverse professionals specially assembled with expertise in the issues posed typically spends one to two days visiting and analyzing existing conditions, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way consistent with the applicant's goals and objectives.

MassDevelopment Support

MassDevelopment is the state's economic

development and finance authority. The authority works closely with state, local and federal officials to boost housing and create jobs. With the power to act as both a lender and developer, MassDevelopment also works to fill in gaps in infrastructure, transportation, energy and other areas that may be holding back economic growth. MassDevelopment has worked with ULI since 2011 to help sponsor and support the TAP process in cities and towns across the Commonwealth. support the TAP process in cities and towns across the Commonwealth.

The Panel

ULI Boston/New England convened a volunteer panel of experts to examine the challenges and opportunities facing Provincetown.

Co-Chairs

Susan Connelly, Director of Community Housing Initiatives
Massachusetts Housing Partnership
Boston, MA

Ryan Pace, Partner
Anderson & Krieger
Cambridge, MA

Panelists

Fran DeCoste, Chief Operating Officer
TR Advisors
Boston, MA

Michael Lozano, Senior Project Manager
The Community Builders
Boston, MA

Scott Pollack, Principal
Arrowstreet
Boston, MA

Rob Shearer, Associate
DiMella Shaffer

MassDevelopment Staff

Anthony Fracasso, SVP of Housing Finance
MassDevelopment
Boston, MA

ULI Boston/New England Staff

Michelle Landers
Executive Director

Ileana Tauscher
Associate

Report Writer

Scott Van Voorhis
Natick, MA

Panelists have donated their time.

Stakeholders

Rob Anderson, Business Owner, P365
Mary-Jo Avellar, Town Moderator
Jay Colburn, Executive Director, Community
Development Partnership, and Town of Truro Board of
Selectmen member
Candy Collins-Boden, Executive Director,
Provincetown Chamber of Commerce
Sally Deane, Executive Director, Outer Cape Health
Services
Paul deRuyter, Owner/Developer, Coastal Acres
Campground
Patrick Flaherty, George's Path Association
Maggi Flanagan, Program Director, Homeless
Prevention Council
David Garten, Provincetown 365
Mark Hatch, Chair, Provincetown Finance Committee
Martha Hevenor, Planner, Cape Cod Commission
Steve Katsurinis, Business Owner, member of various
Town boards
Anne LeGasse, Owner/Developer, Provincetown
Marina
Chuck LeGasse, Owner/Developer, Provincetown
Marina
Bruce MacGregor, Owner/Developer, Coastal Acres
Campground
Ted Malone, President, Community Housing
Resource

Sheila McGuinness, Seashore Point
Bob O'Malley, Realtor
Sarah Peake, MA State Representative
Robin Reid, Attorney
Loic Rossignon, Business Owner, P365
Bob Sanborn, Business Owner
Gordon Seigel
Beth Singer, School Superintendent
Louise Venden, Member of Finance Committee
Chris Wise, Owner/Developer, 350 Bradford Street
Erik Yingling, Provincetown Board of Selectmen

TAP Process

The Provincetown TAP met June 8-9 at the Harborview Hotel in Provincetown. TAP members took a bus tour of the town on the afternoon of June 8, driving by or stopping at potential housing development sites, including the VFW site and the old community center. That evening, the panel met town residents and business owners at a reception downtown at the Harbor Lounge. The TAP reconvened the following morning, conducting interviews with residents, business owners and town officials. Following a working lunch, panel members spent the afternoon drafting a series of observations and recommendations. The TAP panel then made a presentation to town officials and the public that evening at Town Hall, followed by a question-and-answer session.

Background and History

Provincetown has reinvented itself more than a few times in its long history, which dates to 1620, when it became the first, albeit fleeting, stop for the Pilgrims. Originally part of Truro, Provincetown was incorporated in 1727. By the mid-19th century, it was one of the richest towns in America, flooded with wealth from the lucrative whaling industry and active fishing port. The discovery of oil in Pennsylvania in 1859 and the rise of kerosene led to a slow but steady decline in the whaling business.

By the early 20th century, Provincetown was well on its way to reinventing itself once again. While the town's fishing fleet continued to thrive, Provincetown became a destination for tourists and magnets for writers and artists of all types. Over the 20th century, Eugene O'Neill, Tennessee Williams, Norman Mailer, among many others, made Provincetown their home at one point or another in their careers. Provincetown also began to attract gay and lesbian vacationers and residents as early as the 1920s and 30s and by the 1970s had become known as an international mecca for the LGBT community. The town also retained much of its original character as well, with an active fishing community of Portuguese descent.

Provincetown today faces a new set of challenges. The town's year-round population has dropped, even as it balloons in the summertime. Once a year-round community, Provincetown is increasingly seasonal, with restaurants and other businesses shutting down during the off-season. The conversion of hotels, homes and apartments into vacation properties - earning far more in a few weeks during the height of the summer season than a 12-month rental would - has helped fuel this trend. Faced with a shrinking year-round housing market, middle and working class residents who staff the shops, restaurants and other businesses, have voted with their feet, moving to neighboring communities or off Cape altogether.

Provincetown now finds itself at another turning point. The town's civic and business leaders and an increasing number of residents recognize the threat the town's housing crisis poses to its long-term health

and viability. There is growing interest in spurring the development of affordable, year-round housing and badly needed seasonal housing for summer.

Objectives and Questions for Study

The Town of Provincetown's TAP submission problem summary, repeated below, describes a real estate challenge faced by many seasonal communities across the country. This study attempts to bring an additional perspective to the problem and the three proposed questions, while recognizing that Provincetown is truly unique amongst seasonal communities. It is not just unique because of its location on the 'very tip of Cape Cod', it is unique amongst many seasonal communities because of the commitment of the year-round community to Provincetown, existing economic opportunities to create year-round interest in Provincetown, and the amount of resources, outreach and focus the Town has invested over the years to promote more affordable housing production.

Although the Town's TAP proposal did not specifically ask the ULI Panel to address the community's economic assets and opportunities, the relationship between affordable and workforce housing and the Town's economy are so entwined, the panel has included some observations about potential growth of Provincetown's year-round economy. Providing housing is key to unlocking this potential.

We have also included highlights from our interviews and conversations with community members. All of the panel participants were moved by the level of commitment and concern residents have for their community, and were grateful to the people who took the time to share their experiences, ideas and concerns.

The Town of Provincetown's problem statement:

The severe shortage of year-round rental housing in the Town is a serious public emergency that threatens

the Town's tourism-based economy and is a serious threat to the public health, safety, and general welfare of the citizens of the Town as substandard housing is becoming a resort as persons desiring to locate in Provincetown cannot locate year-round rental accommodations and existing residents are being displaced and are unable to find new year-round rental accommodations.

The panel was asked three questions:

1. What are the next steps in refining the Provincetown Housing Playbook to identify effective tools to create new housing opportunities within the community?

The Housing Playbook is a complete summary of the Town's affordable housing efforts to date, parameters of the persistent housing challenges, and tools and funding to address these challenges.

2. How may the Town develop an effective strategy for the implementation and administration of the Provincetown Year-Round Rental Housing Trust (YRRHT)?

The Town has filed special legislation to allow the Trust to support the creation of housing for a wider range of incomes than allowed under the state's Municipal Affordable Housing Trust Fund Law (MGL c.44s.55C).

3. How may the Town take advantage of two existing real estate assets to produce a housing development plan to address the critical housing needs of the community?

The Town owns two sites: the Community Center at 46 Bradford Street and the VFW site at 3 Jerome Smith Road.



Aerial of former VFW site at 3 Jerome Smith Rd.

Challenges

Loss of Year-Round Population

Provincetown is fighting to maintain its viability as a vibrant, year-round community amid some powerful trends that threaten to reshape it into an exclusive summer resort. Housing prices have more than doubled in the last 11 years, with the median price jumping to \$1.3 million during the first four months of 2016 compared to \$625,000 during the same period in 2005, according to The Warren Group, publisher of *Banker & Tradesman*. Higher prices, in turn, have weighed heavily on middle and lower-income families that have traditionally been the backbone of the year-round workforce, compelling many to leave. Provincetown's year-round population fell more than 17 percent from 2000 to 2010, dropping to 2,642 from nearly 3,200 at the turn of the century. The number of restaurants and other businesses open through the year has fallen off, while school enrollment has shrunk.

Housing, Local Economy Joined at Hip

At the heart of Provincetown's steady decline in population are two intertwined issues: (a) the cost of housing in Provincetown has become prohibitive for middle-class professionals, let alone blue collar workers (one fifty-something waitress told panelists at a reception downtown that after years of working three jobs and constantly being on the verge of homelessness, she was seriously considering leaving town and moving to Northern New England); and (b) businesses, in turn, cannot stay open because there are not enough year-round residents as customers, nor are there enough workers in the off-season. Without viable year-round housing, the year-round economy suffers and vice versa. One benefit of this link, however, is that increases in year-round housing should lead to increases in year-round economic activity. Town leaders recognize this; they also understand that because of the limit of available land that there has to be a focus on creating deed-restricted housing. Moreover, because the housing market is so skewed, the town needs the flexibility to create affordable, deed-restricted housing for those

with relatively higher-than-average median incomes who now also find themselves unable to afford to rent or buy in Provincetown. The Panel agrees with this assessment. If the town's downward housing and jobs spiral can be reversed, even if just slightly, it can be turned into an upward spiral that would result in a more vibrant year-round economy for all.

Seasonal Workforce Housing Needs

Provincetown increasingly has a one-season economy. The town's population swells to as many as 60,000 people during the summertime compared to 2,642 in wintertime. The town is almost wholly reliant on foreign workers on H-2B visas to keep its restaurants, bars, pubs, and shops open during the high season. This was certainly evident this summer when a delay by the federal government in processing visa applications meant some businesses on the Cape, including the Lobster Pot in Provincetown, had to delay opening or operated with skeleton crews this spring.

Panelists heard in many interviews and conversations that when a business is hiring for both year-round and season, one of the first questions they often ask is, "do you having housing?"

Communication

Faced with the housing challenges described above, town leaders have struggled to educate voters on affordable and workforce housing and to forge a consensus around possible solutions. However, these efforts have been undermined by inaccurate and skewed information on social media and a lack of trust about information coming from town hall. While Provincetown is covered by two local newspapers, local commentary on social media has emerged as a major source of information - at times misinformation and rumor - for a growing segment of the public. In addition, NIMBY-ism is also an issue, with some Provincetown residents arguing during the interview process that affordable housing should be pushed up

Cape.

This challenge is not unique to Provincetown town hall. Not many communities have the resources to be consistently providing data and research to support (or sometimes defend) its actions and/or to be clarifying misinformation. Town hall employees are also responding to the requests and concerns of elected officials.

All municipalities experience turnover or newly elected leaders, so pressures and concerns can change and momentum can be lost as a strategic approach that was once supported no longer is, causing staff to have to start again.

Still, there is a level of misinformation in the community that could make any feasible efforts to solve the town's housing challenges fail.

There is a need for a consistent and transparent communication strategy on the part of the town. We heard from numerous people that they want to be supportive and helpful to the Town's efforts. Creating partnerships between town hall and community members and gaining trust is key to a successful strategy.

Potential Loss of Preferential Treatment under Chapter 40B

Provincetown has relied on the preferential zoning treatment and consolidated permitting granted to developers under the state's Chapter 40B law to get new affordable housing built. But the town is nearing the point where 1.5 percent of its land is used for affordable housing. Once that threshold is reached, the preferential zoning treatment granted to affordable housing developments under 40B (as distinguished from consolidated permitting under 40B) will no longer automatically be applicable in Provincetown. This uncertainty is a major obstacle for developers who wish to build affordable and workforce housing developments and who may fear starting the permitting approval process for a project only to lose the preferential treatment to which a 40B development would have been entitled before Provincetown reached the 1.5 percent threshold.

Town officials need to determine when Provincetown might reach that threshold, if it hasn't already, to provide clarity to developers interested in building affordable housing.

Permitting and Infrastructure

Provincetown also has some significant permitting and infrastructure issues to deal with. The town now allows homeowners to add in-law apartments, but the process is criticized as overly complicated and that some of the requirements may not be reasonable given the scope of opportunities. It is important to note though that a number of people interviewed expressed interest in adding to their own properties if the zoning was amended.

New growth in Provincetown – whether it's commercial or residential – must also take into account limits in the town's water and sewer capacity, which, in turn, are reflected in the permitting process. The panel recognizes that this is a challenge, but also heard that there are viable solutions.

Transportation Issues

As housing grows ever more expensive in Provincetown, seasonal and year-round workers are looking to other Cape towns for housing. But commuting to work in Provincetown is no easy task, especially if you are a seasonal worker without a car. CCRT, the regional bus system servicing the Outer Cape, has a sporadic schedule that is not beneficial for workers. This lack of frequent and reliable public transportation makes it difficult for Provincetown and other Outer Cape towns to band together to provide regional housing solutions. While expanding the search for housing sites beyond Provincetown would certainly increase the number of possibilities - barring some creative alternatives, such as van share, bike share or zip car - the lack of transportation essentially cancels many of these out.

Assets and Opportunities

Provincetown's biggest asset is that it's Provincetown, a one-of-a-kind, internationally known destination for tourists, artists, the LGBT community and beyond. People are drawn to Provincetown from across the world for its spectacular physical beauty, vibrant community, world class arts scene, and wide array of restaurants and shops. Provincetown has considerable strengths to build on as it explores ways to add affordable and workforce housing and bolster year-round community and commercial activity.

Some Developable Sites

While available land for new housing production can be hard to come by, there are a handful of town-owned sites as well as a few privately-owned sites that could be used for new housing and other development. Provincetown also benefits from a commitment on the part of town government and community leaders to attempt to tackle some of the key challenges the town faces, particularly in housing. The town is also fortunate to have a proactive business community that is attempting to address some of these issues as well.

Thriving Arts Community

Provincetown has an arts community that most resort towns – and even fair-sized cities – would envy. Provincetown Art Association and Museum – affectionately known as PAAM – is the center of Provincetown's arts community. Launched in 1914 to provide a showcase for the work of artists on the Outer Cape, PAAM recently celebrated its 100th anniversary. It is the most visited museum on the Cape and holds a steady series of exhibitions, workshops and lectures throughout the year.

In addition to PAAM, Provincetown is home to the Fine Arts Work Center, a thriving nonprofit organization dedicated to “encouraging the growth and development of emerging visual artists and writers and to restoring the year-round vitality of the historic art colony of Provincetown.” The Fine Arts

Work Center is flourishing, and interest currently outstrips capacity. That interest, if tapped, would bring more year-round visitor activity and residents to town.

Provincetown also boasts well more than 40 different galleries and museums, showcasing painting, photography, arts and crafts, tiles and other artistic mediums. The town is home to a thriving theater and cabaret scene as well.

As impressive as it is, Provincetown's arts community has the potential to be an even greater draw, particularly during the off-season, for art lovers, collectors, aspiring artists, art students, writers and even chefs.



Provincetown Arts Association and Museum.

Center for Coastal Studies

The Center for Coastal Studies is expanding on Provincetown's waterfront as it pursues an ambitious goal of becoming the "leading center for coastal/marine science and education." The Center's research and education programs are focused on the "marine mammals of the western North Atlantic and on the coastal and marine habitats and resources of the Gulf of Maine." The Center has added staff in recent years, has an exciting new partnership with the University of Massachusetts Boston and is revamping its marine lab to include public meeting space and expanded exhibit areas. The Center has also added a large research vessel to its resources program.

Tourism

Tourism is a key economic driver for Provincetown. The town's population balloons to as many as 60,000 in the summertime, not counting the steady flow of vacationers and tourists coming in for a week, a weekend, or just the day.

That wide ranging interest can be seen in the number of hits the website of the town's tourism office receives – 15.65 million during the first ten months of 2015 alone.

Tourism, in turn, helps support dozens of restaurants, shops and galleries while playing a big role in financing town services as well. The room occupancy tax brought in nearly \$2 million in fiscal 2015, up from just over \$1.5 million in 2011.

Meal tax revenue rose 5 percent in fiscal 2015 from the year before, to \$553,326. It has also increased substantially from 2011, when it was \$339,548.

Parking revenue is also crucial, with the town taking in over \$2 million in fiscal 2015, up from just under \$1.6 million four years before.

But the long-term health of Provincetown's tourism sector may ultimately depend on whether the town can find ways to increase the amount of affordable housing – both seasonal and year round. The number of hotel rooms in Provincetown has dropped by

10 percent over the past few years as developers convert hotels and motels to condos or seasonal housing for workers.

Committed Town Leadership

Provincetown civic and business leadership has been exploring ways to ease the town's housing crunch and promote year-round commercial activity. There is an awareness of the interplay between housing and economic activity, with a lack of affordable housing creating a shortage of year-round workers for Provincetown restaurants, shops and galleries. The difficulty in addressing housing issues seems to be finding ways to build consensus around both the need for additional housing and what and where new housing should be built. Further complicating these decisions is the need for seasonal housing to support the more than 1,000 seasonal jobs necessary to support the summer economy.



Provincetown Town Hall.

Business Community Leadership

The housing shortage is a major issue for local businesses, who face the prospect of not having enough help during the crucial summer months if seasonal workers are unable to find a place to live. Businesses have stepped up to buy buildings around town for conversion into temporary housing,

demonstrating a willingness to participate in finding solutions to this significant problem.

Committed Residents

Panelists heard time and time again that residents are uniquely and deeply committed to Provincetown. Many people who live in Provincetown make a deliberate decision to move there, rather than just casually putting down roots. They come to the town because of its special qualities and offerings, and they generally want to see it succeed. One resident explained that he and his partner spent months deciding where to relocate to from New York City. They created spreadsheets with all of the qualities that they were looking for in the location for their new home, they crunched data and Provincetown came out on top. He stated that he wants the town to flourish, and that he wants to help with that goal now that he has committed to make it his home. Another resident, who is a key business owner, explained that Provincetown truly is a special place for him and the gay, lesbian and transgender community. He lives in Provincetown because it is the only place that he has

ever visited where he can be comfortable being who he is, without reservation. This type of dedication and commitment to a town is rare, and it is a special resource that could help to solve the housing challenges in town if it is channeled correctly.

Fisherman's Wharf Revival

There is justifiable excitement over the development plans put forth by the new owners of Fisherman's Wharf. Developer Chuck Lagasse is expanding the wharf so that it can accommodate a range of boats up to large yachts, while also building a pair of two-bedroom apartments for employees. The redevelopment is expected to create 25 to 30 jobs. There are also plans for a 10-foot-wide harbor walkway to connect the pier with downtown.

Aquaculture

There is the potential to expand aquaculture in Provincetown, with shellfishing growing in Provincetown, Wellfleet and Truro.

Short-Term Recommendations and Next Steps

Provincetown faces some significant challenges when it comes to its severe shortage of affordable and workforce housing and its shrinking, year-round workforce. However, as Provincetown looks to grapple with its increasingly urgent housing crisis, it may not have the luxury of waiting until all new zoning plans or larger strategic property plans are in place before taking action. The danger is letting the perfect get in the way of the good. A key question related to each new housing proposal, zoning change or development should be, “Does this proposal, change or development move us closer to our goal of providing more housing for year-round residents and seasonal workers in the town?” If the answer to that question is “yes,” the town should seriously consider moving ahead with the proposal, change or development, even if one particular proposal, change or development does not solve all the town’s housing problems. Baby steps are productive, as long as they are steps in the right direction.

There are steps Provincetown’s municipal leadership can take in relatively short order to improve the way new housing proposals are debated and vetted. For instance, the town can improve communication related to major projects and initiatives. A more deliberate communications strategy combined with an online platform for getting reliable information out to the public on new projects and proposal will help build consensus. There are also changes that could be made to the Housing Playbook to make this important and foundational document more accessible to the public.

In addition, there are more concrete steps Provincetown can take to help ease its housing crunch and ensure local businesses have the workers they need to thrive. Provincetown has an opportunity to start making a dent in its housing shortage with two significant town-owned properties, the VFW site and the old community center. There are also potential short-term measures the town, in conjunction with the business community, may want to consider to ease the housing crunch for seasonal workers.

Making Playbook More Accessible

The Provincetown Housing Playbook is an excellent start by the town to put in one place the problem, history, and resources; previous efforts; and the potential solutions to the town’s housing challenges. It is a strong, initial communication approach. To quote:

This Housing Playbook begins our work on a more comprehensive approach. It’s a roadmap that builds upon the existing data and the work (283 units so far) that has already been accomplished. It establishes a one stop reference for all the programs, efforts and financial sources and tools currently available. It takes into consideration new opportunities, public and private properties and new initiatives identified since the 2014 Housing Summit.

The Playbook gives the Town a great opportunity to share a comprehensive strategy with short- and long-term goals.

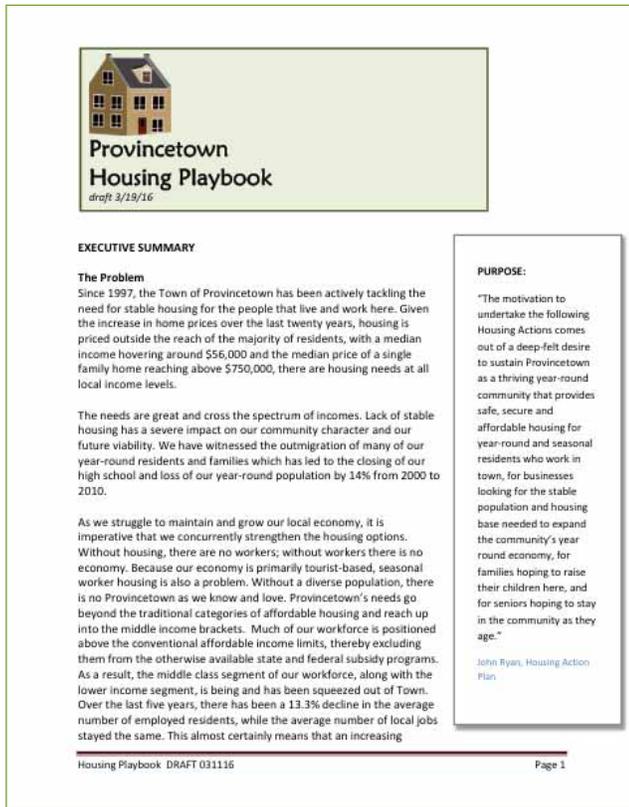
It’s a very dense document. It would be worthwhile to create a more accessible electronic format where the different sections can be divided by tabs for easy access, with links to other sources of data and information that are updated regularly. Also, we would suggest that the complete action item section (for all housing goals) be at the front to track short- and long-term goals.

Specific action items to be included at the front of the Playbook include:

Short-term priorities:

- Disposition of the two town-owned sites to support affordable housing production
- Support for the evaluation of Provincetown Housing Authority property for expansion

- Passage of an inclusionary zoning by-law



The Provincetown Housing Playbook can be found online at <http://www.provincetown-ma.gov/>.

Push Ahead with Housing Trust

Town Meeting voters in 2015 approved plans to create a Year-Round Rental Housing Trust. Voters also agreed to seed it with an initial investment of \$1 million. The proposal is now pending at the State House, where it must be approved in order to take effect. The housing trust is designed to provide support for middle-income renters without regard to income, but targeted for households between 80 and 200 percent of area median income. Currently most subsidy programs top out at 80 percent AMI. A number of town employees currently fall through the cracks, making too much money to qualify for affordable housing programs but not earning enough to pay for an apartment in the super-heated Provincetown rental market where seasonal rentals bring in the biggest profits. These include patrol

officers, teachers, public works employees and the town clerk.

There was some discussion with community members that a possible action item for the Year-Round Rental Housing Trust would be to purchase housing on the market and hold it. This housing could then be rented out, generating income which could then fund further activity by the housing trust. At a surface level this does not appear to be the most effective use of funds and would have a very limited impact given the cost of housing. The housing trust public procurement requirements would also need to be taken into consideration and can be onerous when a municipal entity is managing a residential property. Any third-party management party would also be subject to MGL Ch. 30B since the requirement is triggered by the public status of the owner. With limited funds, the trust may have more success purchasing deed restrictions to preserve some rentals for year-round use. A third-party analysis, based on the economics of the community is recommended to help determine the best business plan for the Year-Round Rental Housing Trust.

Rethink Communications Strategy

The town's elected officials and professional staff should review the process under which major proposals – such as land purchases for housing – are presented to the general public. Proposals need to be thoroughly aired and questions and concerns need to be addressed in a variety of public forums – online and off – before a Town Meeting vote. In today's increasingly digital world, where people are getting information from a variety of sources, the town's municipal leadership can no longer rely primarily on traditional methods, such as public meetings and coverage in local newspapers, to do the job.

The town manager's radio show is one method of reaching out to an expanded audience outside of the traditional meeting and newspaper approaches. The town should also explore ways to share information about major projects online. One possibility is a platform called coUrbanize, where local officials and developers can share information and answer questions about new projects and initiatives. The website's mission is to fill the void in

public information about projects in an age when most people have difficulty attending the myriad government hearings and meetings where key details are hashed out.

Ongoing Public Education

There also needs to be an ongoing effort, maybe through workshops and forums, to remind the public of the close relationship between housing availability and the health of the local economy. Town leaders must make clear that confronting the housing challenge requires community support for a long-term effort and town leaders should make an effort to build on the community support that was clearly evident during the panel's meetings and discussions with residents. Identifying and fostering community partners is also important. For some communities these are business chambers, religious organizations, and different advocacy groups. The goal is to include groups that recognize community housing needs as part of their agenda and to encourage their input on potential strategies and opportunities.

Move Ahead with Housing on Town-Owned Sites

Provincetown is densely developed, and that is one of its many charms. The downside is that buildable lots are hard to come by, but the panel was actually surprised by the amount of opportunities that exist for additional development. The town has the opportunity to begin to address some of its housing needs on two sites, the former VFW hall and parking lot at 3 Jerome Smith Road and the town's old community center at 46 Bradford Street.

Provincetown voters agreed to acquire the VFW site for \$900,000 in October, 2013. In one scenario sketched out by the TAP panel, 29 Provincetown-style, two-bedroom cottages could be built on the VFW site. The cottages, in turn, could provide housing for 54 seasonal workers. The new housing, including land costs, weighs in at roughly \$120,000 to \$150,000 per "cottage." These would be less expensive, modular micro-units.

The town has owned the community center since it

acquired the property for \$125 in 1892, and there is the potential for new construction at the community center site as well. A new, two-story workforce housing apartment building might include 16 rental units at a cost to build of \$275,000 each.

The town should seriously consider combining the two sites as part of a single RFP package. This would create an economy of scale, and the TAP panel was told that this would make the development effort more attractive to developers. Combined, as many as three or four dozen housing units could be built on the two properties.

See proposed schematics on the next page.

Seasonal Workforce Housing

It will take time to build sufficient numbers of new, year-round apartments and homes. However, there are some steps town officials and local businesses can take relatively quickly to address the housing needs of seasonal workers. Faced with housing challenges, a number of Provincetown businesses have taken the initiative to provide housing for their seasonal workers by buying old homes and guest houses and housing workers at these sites. Provincetown officials should work closely with local businesses as they seek housing for their summer workers, encouraging solutions that work for both the businesses and the town. That might include assisting businesses that wish to team up on a larger project that could provide housing at one or two central locations for workers at a number of local establishments. The town might also consider licensing some parking lots to local businesses who want to bring modular micro-units or other forms of quick temporary housing to address immediate needs.

Inclusionary Zoning By-Law

The town should try again to present an inclusionary zoning by-law at town meeting. Inclusionary zoning, particularly in home ownership developments, may be one of the most effective ways to address the community housing needs. Requiring deed-restricted for-sale housing at 120% or 150% of AMI would have



A schematic of the VFW site sketched out by panelists showing Provincetown-style two-bedroom cottages. These would be less expensive, modular micro-units.



A schematic of the Community Center site sketched out by panelists showing a potential for new construction. A two-story workforce housing apartment building might include 16 rental units at a cost to build of \$275,000 each.

less of a fiscal impact on a project's economics so it would be more tolerable to developers and may work better with smaller scale developments. It also allows the town to focus using public funds towards standard levels of affordability (less than 100% AMI).

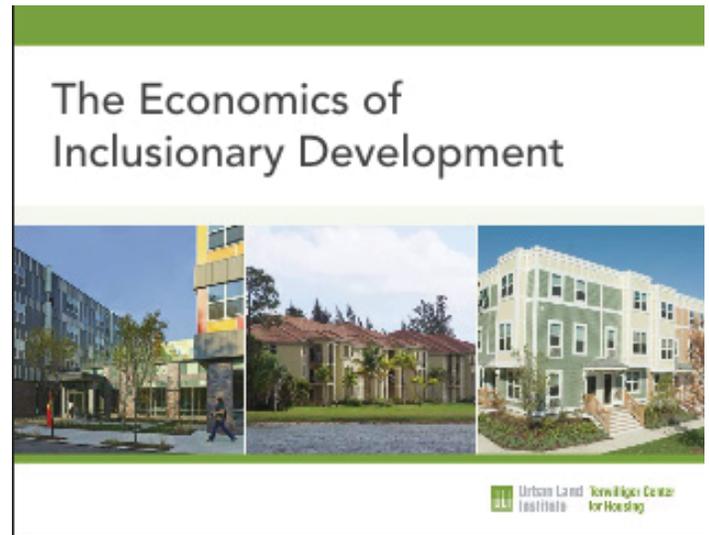
There are consultants that provide fiscal impact analyses of inclusionary zoning who can help structure a zoning by-law that is feasible and doesn't create loop holes for developers. There are also great resources that provide examples and good data about the long-term successes of inclusionary zoning that can help inform the community outreach to support this effort.

The ULI Terwilliger Center for Housing recently published *The Economics of Inclusionary Zoning* (uli.org).

The Lincoln Institute of Land Policy published a report last year on inclusionary zoning:

Through a review of the literature and case studies, this report details how local governments are realizing the potential of inclusionary housing by building public support, using data to inform program design, establishing reasonable expectations for developers, and ensuring long-term program quality.

Inclusionary housing is likely to play a more significant role in our national housing strategy in the coming decade. Faced with declining federal and state resources for affordable housing and growing populations, communities need to take full advantage of every potential tool. The evidence summarized here suggests that inclusionary housing programs produce a modest yet steady supply of new affordable housing resources. Because programs generally preserve long-term affordability, the pool of local inclusionary units can grow steadily into a significant share of an area's housing stock.



ULI Terwilliger Center for Housing's new report, *The Economics of Inclusionary Zoning*, can be found online at uli.org.

Longer-Term Recommendations

Potential for Expanding Year-Round Economy

As its year-round population has dropped, Provincetown has also suffered from decline in the number of businesses open throughout the year as well. But of any community on the Cape, Provincetown may be uniquely equipped to rebuild a local economy that stays active throughout the year. In particular, Provincetown, with its impressive arts community, is well positioned to become a campus during the winter and spring months for aspiring artists, writers, filmmakers and other creative types. A similar idea was explored 15 years ago, but the timing now may be riper now for such an endeavor. Interest in the Fine Arts Work Center, for example, is outstripping its capacity.

The Center for Coastal Studies partnership with the University of Massachusetts Boston could provide yet another template for future endeavors.

Land Use Master Plan and Corresponding Zoning Changes

The panel is aware that the best solution is the most difficult one to accomplish. A master plan for the community, identifying parcels for housing development and increased density would create predictability and avoid a parcel-by-parcel approach to creating a long-term solution for housing needs. It would also help with the planning and management of infrastructure, in particular, water. The town could also create design guidelines to address aesthetic concerns that the community has about new development.

If this does not seem feasible, Provincetown may also want to consider creating a zoning overlay district to help spur new development in prime areas, such as the two town-owned properties that it is currently considering options for. The zoning overlay can function on top of all or a large portion of the underlying zoning in the town, and it can benefit any project/property that meets specified development

criteria. This would allow the town to seek a greater percentage of affordable and workforce housing units in a project in exchange for allowing the developer to create more density, such as by adding more apartments. A zoning overlay district would also allow the town the opportunity to craft guidelines to spell out clearly what it wants and does not want with new development in the new district. This thoughtful and proactive approach to new development should encourage new private and public proposals that were previously not considered. It should also provide developers, worried about the possibility Provincetown may soon no longer fall under 40B regulations, with certainty about the rules of the road that will enable them to move forward with new projects.

Other Zoning Items

Accessory Dwelling Unit - Assess why the accessory dwelling unit zoning hasn't produced more units. The Panel heard from a number of residents that the rules didn't reflect the physical realities of many potential opportunities and that the process was cumbersome. Now that the rules have been on the books for a while it could be a good moment to assess if there's an opportunity to relay the rules and streamline the accessory dwelling unit approval process.

Artist Live/Work Space - A number of artists are now living in their gallery space, something quite common in other arts centers, such as Boston's Fort Point neighborhood. However, since it is not an allowed use under the town's zoning rules, these key contributors to the town's vital arts scene are not able to convert part of their gallery space for residential living. The town should consider making artists live/work an acceptable use under its zoning code.

Mixed-Use – Assess the opportunity for upper floors of commercial buildings to be converted into new apartments.

Permitting

The town should consider the designation of a single point of contact for new housing developments. This person would help to facilitate the permitting process for developers who wish to build housing in Provincetown. While developers say that many town officials are helpful and accommodating with respect to permitting requests, a single point of contact will provide a clear chain of communication and accountability that should result in even better communication between developers and town officials.

The town should also consider the creation of an expedited permitting process for housing developments that will provide affordable and workforce housing as well as seasonal worker housing. In the development world, time is money, and an expedited permitting process should encourage more developers to look hard at creating new housing stock in Provincetown.

Think Regionally

Provincetown and other Outer Cape communities to varying degrees share similar challenges. All face shortages of both seasonal and year-round workers amid years of steadily increasing real estate prices and a rental market in which seasonable demand trumps all. Through regional collaboration, Provincetown and its neighbors may be able to identify more and larger sites for new seasonal and year-round housing than they would otherwise. The Outer Cape towns also confront similar transportation challenges as well. A regional effort could help towns bring greater resources to bear on the issue. While expanding the existing bus service may not be realistic, there may be ways to creatively use services such as Van Share, Zip Car and Bike Share to achieve the same goals.

Expand Financing Sources

Provincetown is fortunate to have the Community Preservation Act, and have funding to launch the year-round market rate rental housing trust, when

approved. There is also the potential for a significant boost should the Legislature at some point approve long-standing home-rule petitions that would enable Provincetown to extend the hotel room tax to short-term rentals.

Conclusion

Provincetown is uniquely positioned to address its housing and year-round economic challenges. The town has a thriving arts community and budding aquaculture sector that could be leveraged to attract new investment and more year-around jobs. The town, through public purchases of land and changes in ownership in key privately-owned sites, has a number of potential development sites to work with as well as it looks to spur construction of additional affordable housing. Crucially, there is a growing consensus among town officials and residents as well that Provincetown's dearth of affordable housing is a keystone issue, one that threatens the very viability of the town's thriving tourism sector and the ability to maintain a vibrant, year-round economy.

However, in order to meet its goals, Provincetown's elected leaders and municipal officials will need to rethink the process of winning approval for major

housing proposals. That means finding ways to more effectively communicate major new initiatives and what's at stake for the town as well as building public support and consensus before a make-or-break Town Meeting vote. Yet that said, these are challenges municipal leaders are grappling with everywhere now and certainly not unique to Provincetown. As it moves forward with plans to deal with its growing affordability problem, Provincetown can count on some significant advantages as well, from dedicated local leadership to a committed citizenry. And that only bodes well for the town's efforts to ensure it has the housing it needs to continue to thrive and prosper for years to come.



Website Template



1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Plans

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770

New Architectural
Asphalt Roof Shingles

Restore Community
Center Sign

Restore Cupola



Add Wallpack
Lighting (Typ)

Restore Columns

New Paint - Color
White. Restore
sidewall material as
needed.

New Architectural
Asphalt Roof Shingles

Add Wallpack
Lighting (Typ)

New Paint - Color
White. Restore
sidewall material as
needed.

Replace basement
windows with
habitable space code
compliant windows



New Architectural
Asphalt Roof Shingles

Restore Cupola

Add Wallpack
Lighting (Typ)

New Paint - Color
White. Restore
sidewall material as
needed.

ETREH LANE





Qualifications of Baxter Nye

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770

Company Overview

BAXTER NYE ENGINEERING & SURVEYING

A d/b/a of Smart Engineering Design LLC

*Civil Engineering-Land Development • Land Surveying • Utility & Infrastructure Design
Environmental Permitting • Planning • Landscape Architecture
Construction Administration Services*

Client Base:

*Private Developers & Institutions
Builders – Contractors - Architects
Individual Home Owners
Municipalities
State Government*

*Our goal is to understand our Clients needs and apply our experience to determine feasible solutions for your project.
We strive to exceed our Client's needs and expectations.
Our long term Client base and retention illustrates this.*

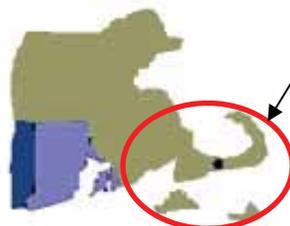
Baxter Nye Engineering & Surveying (BN) is an established firm originally founded in 1974, in the Village of Osterville, Massachusetts. We bring seasoned professionals to the your project, with extensive experience working on the Cape, Islands, and Southeastern Massachusetts region. With BN, your project benefits from professional expertise and strong working knowledge of regulations and permitting processes.

BN has a staff of professional, technical, and support personnel. Our staff includes licensed Professionals in Engineering, Land Surveying, and Wetland Science. The licensed Professional staff members combined have over 100 years of design experience. The remaining staff consists of project engineers, surveying and drafting technicians, survey field personnel and administrative support staff. In 2016 BN staff successfully completed well over 100 design projects, with an estimated construction value of over \$100,000,000. BN's range of project designs covers the development spectrum from large scale commercial, industrial and residential developments, to Municipal facilities and road projects, to individual residential lot improvements.

BN utilizes current technology in performing the design and survey efforts. This includes plan preparation with AutoCAD and Carlson Civil Suite software packages. Design calculation software and GIS software is utilized for integrated designs and planning. Project files are shared interoffice via a central server and Local Area Network. BN provides ftp and cloud sites which allow ease of communication and information transfer with our clients and team members when large amounts of project information need to be conveyed. Our survey crews utilize Lieca RTK/GPS roving units, Lieca Total Stations and Topcon Robotic Stations for state of the art survey of field information, facilitating efficient gathering of existing site conditions information and accurate construction stakeout of proposed improvements.

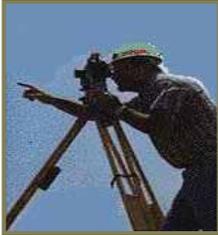
Office Location

78 North Street
3rd Floor
Hyannis, MA 02601
(508) 771-7502
email: info@baxter-nye.com
www.baxter-nye.com



Area of Project Coverage

Services We Provide To Our Clients



Land Surveying

- Establish Existing Conditions Information
- Utility & Facilities Inventories
- Topographical Surveys
- Aerial Photogrammetry
- Property Boundary, Right-of-Way & Easement Definitions
- Property/Deed Research
- GPS Data Collection & GIS Mapping



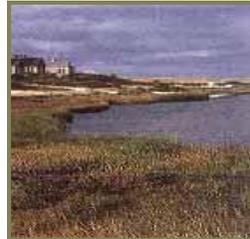
Planning

- Facilities Planning
- Existing Conditions Base Plan
- Feasibility Studies
- Conceptual Commercial & Residential Land Development
- Transportation Planning
- Research of Governmental Regulations
- Graphics



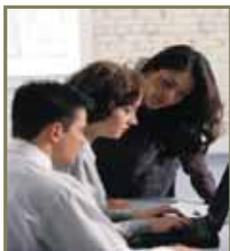
Civil Engineering - Land Development

- Site Plans
- Subdivisions
- Roadways & Utilities
- On-site Sewerage Disposal Systems
- Soils Analysis
- Stormwater Management & System Design
- Governmental Permitting - Application Processing, Design Hearing Support & Agency Coordination
- Construction Specification Preparation
- Construction Cost Estimates



Environmental

- Wetland Resource Delineations
- Vernal Pool Assessments
- Local & State Wetlands Regulatory Filings
RDAs & Notices of Intent
- ACOE Section 404 Permits
- MA Water Quality Certification
- MA Waterways (Chapter 91) Permit & License Applications
- MEPA Documentation
ENFs & EIRs
- NPDES Construction General Permits & Stormwater Pollution Prevention Plans



Sub-Consultant Coordination

- Traffic
- Environmental
- Geotechnical
- Landscape Architect
- Structural
- Archeological/Historical



Construction Administration

- Design/Build
- Bid Support, Review, Evaluation & Recommendations
- Project Management
- Site Design Inspections
- Construction Stakeout
- Construction As-Builts

PROJECT LIST SAMPLING

MUNICIPAL/STATE/FEDERAL PROJECTS:

1. *Hyannis Fire Station, Hyannis, MA (2013 – ongoing)*
Survey, Site Design, Permitting, Construction Administration
Client: Town of Barnstable & KBA, Inc.
2. *Santuit Preserve – 117 Main St. (Route 130), Mashpee, MA (2015 – 2016)*
Existing Condition and Property line Survey, Parking lot design for public access to preserve, Construction survey
Client: Town of Mashpee DPW
3. *Town Neck Beach and White Cap Path (2016)*
Existing Condition Survey and coordination for Town
Client: Town of Sandwich, MA Dept. of Natural Resources
4. West Barnstable Fire Dept – Feasibility Analysis for land purchas
Study of existing conditions for land purchase
Client: BLFR Architects and West Barnstable Fire Dept.
5. *Massachusetts Maritime Academy, Buzzards Bay, MA*
Survey, Site Design, Conservation Commission, MEPA & Construction Administration
Client: PCA Architects, Inc & MSCBA
 - *Phase 2 - 300 bed, 6 story Cadet Housing Addition, parking, and pedestrian circulation improvements (2012- 2014)*
 - *Wastewater Treatment Plant Upgrade (2012-2014)*
 - *Phase 6 – Entry Addition (2013 – 2014)*
 - *Phase 7 – Mess Deck Addition (2014-2015)*
6. Herring River Restoration Project, Wellfleet, MA Survey (2012-2013)
Existing conditions survey of utilizing a combination of GPS/RTK and total station. Provided bathymetric elevations and upland existing conditions survey. Prepared Existing Conditions Bathymetric and Topographic Plans for use in proposed bridge evaluation.
Client: NPS & Fuss & O'Neill, Inc.
7. *Broad Cove Salt Marsh Restoration Project, Hingham, MA (2010)*
Existing conditions survey of Broad Cove and Hingham Harbor including identifying stormwater outlets, culverts, limits of phragmites, and marsh ditches utilizing a combination of GPS/RTK and total station. Provided vertical/horizontal control for aerial survey. Surveyed bathymetric elevations within Hingham Harbor and Broad Cove using soundings. Prepared Existing Conditions Bathymetric and Topographic Plans.
Client: State of Massachusetts & Fuss & O'Neill, Inc.
8. *Sturgis Charter Public School, West Campus, Hyannis, MA – 43,250 sf (400 student) High School (2010 – 2011)*
Survey, Site Design, Site & Conservation Permitting & Construction Administration
Client: Sturgis Charter Public School
9. *New Non-Federal Air Traffic Control Tower, Barnstable Municipal Airport, Hyannis, MA (2010- 2012)*
Survey, Site Design, Permitting Assistance, & Construction Administration
Client: Barnstable Municipal Airport

COMMERCIAL DEVELOPMENT PROJECTS:

1. *Marriott Courtyard 50 suite Addition – Hyannis, MA (2016- ongoing)*
Survey, Site Design, and Permitting
2. *40 acre Master Planning and land acquisition for Performing Arts Center (2016 – ongoing)*
ALTA Survey, Survey, wetland delineation, Preliminary Planning
3. *80,000 sf Office Campus – Barnstable, MA (2013 - ongoing)*
Survey, Site Plan Design, Permitting
4. *17,700 sf Office Building – Hyannis, MA (2014 – 2016)*
Survey, Site Plan Design, Permitting, and Construction Administration
Client: Strawberry Hill Nominee Trust
5. *Fairfield Inn & Suites, Hyannis, MA (2013 – 2016) – 3-story 125 room Marriott Hotel*
Survey, Site Plan Design, Permitting & Construction Administration
Client: Simon Konover Co.
6. *Hyannis Harbor Hotel, Hyannis, MA (2011 – ongoing) – 4-story 68 room Hotel*
Survey, Site Plan Design, Permitting and Construction Administration
Client: Newport Hotel Group
7. *Southwind Plaza, Hyannis, MA*
Survey, Site Plan Design, Permitting and Construction Administration
Client: Wilder Co.
 - Concept Planning (2014 –2016)
 - Ethan Allen (2016)
 - Bed Bath and Beyond (2015)
 - Whole Foods Market (2013-2014)
 - Kohls Department Store (2012-2013)
8. *Outer Cape Health Services Master Plan and Feasibility Study for new Facilities – Wellfleet, MA (2015)*
Planning and review of facility layout, parking, utility requirements and permitting requirements
Client: Outer Cape Health Services and Isgenuity Architects
9. *Cape Cod Healthcare – Wilkens Medical Center, Barnstable, MA (2010 - 2012) – 23,500 sf Medical Center Complex*
Site Plan Design, Pump Station Design, Permitting and Construction Administration
Client: Cape Cod Healthcare / Isgenuity Architects
10. *South Cape Village, Mashpee, MA (2005- 2012) - 165,000 sf Phased Commercial Retail Center*
Survey, Site Plan and Subdivision Design and Permitting, and Construction Administration
Client: C. Talanian Realty Co., Inc.
11. *Ocean Edge Resort & Golf Club, Brewster, MA (2007- 2010)*
 - Linx Golf Clubhouse Addition
 - Fletcher Recreation Complex Expansion
 - Mansion Beach Work
 - Whitehouse Parking ExpansionSurvey, Site Plan Design & Permitting, Construction Administration
Client: Ocean Edge and Corcoran-Jennison

RESIDENTIAL DEVELOPMENT PROJECTS:

1. *29 Unit Apartment Complex – Barnstable, MA (2015 – 2016)*
Survey, Site Design, Permitting
Client: Independence Place, LLC

2. *Willowbend Country Club, Inc., Mashpee, MA (2005- ongoing)*
 - Master Planning Analysis
 - Planning development for 62 unit residential Villa project on the golf course
 - Expansion of existing Golf Course Villas
 - 300 acre golf course ALTA Survey
 - Development of Condominium unit documentsSurvey, Planning, Site Plan Design & Permitting, Construction Administration
Client: Willowbend Country Club, Inc.

3. *Cotuit Meadows, 124 Lot 40B Subdivision, Cotuit, MA (2005 - ongoing)*
Survey, Planning, Subdivision & Road Design, Permitting, Groundwater Discharge Permits, Construction Administration; Ongoing construction administration services for lot build out and individual lot site plans.
Client: Cotuit Equitable Housing, LLC

4. *School St. Townhouse Project, Hyannis, MA (2006-2007) – 8 Townhouse Units*
Survey, Concept Planning, Site Design & Permitting
Client: Alan Granby

5. *South St. Mixed Use Building, Hyannis, MA (2004 - 2007) – 6,000 sf of Retail and 4 Townhouse Apartments*
Survey, Site Design & Permitting, and Construction Administration
Client: Shane Pacheo

MATTHEW W. EDDY, P.E.
MANAGING PARTNER



PROFESSIONAL REGISTRATIONS:

- Professional Engineer:
 - Commonwealth of Massachusetts #43183
 - State of Maryland #19599
- Board of Real Estate: Massachusetts Salesperson License #9062891

EDUCATION: B.S. in Civil Engineering, University of Lowell, Lowell, MA – 1988

PROFESSIONAL AFFILIATIONS/ APPOINTMENTS:

- American Society of Civil Engineers
- Boston Society of Civil Engineers
- Chi Epsilon - National Civil Engineering Honor Society
- National Society Professional Engineers
- Hyannis Area Chamber of Commerce
- Development Review Forum Subcommittee, St. Mary's County, MD for reviewing and making recommendations on alternative site design and streamlining County approval process

EXPERIENCE: Mr. Eddy has over 29 years experience in Development, Civil Engineering and Construction projects. Prior to purchasing and becoming Managing Partner of Baxter Nye, Mr. Eddy has served as Vice President of both engineering consulting and general contracting firms. He has been involved in projects in the states of Massachusetts, Rhode Island, New Hampshire, Maryland and Virginia.

Mr. Eddy has developed an in-depth understanding of management, design and oversight of development projects. This includes client needs, cost estimating and project budgets, contracts, project scheduling, project permitting, and the need for teamwork and leadership. He has been the team lead Design Professional Engineer, for commercial, residential and Municipal projects, responsible for overall project management, site planning and design, coordinating project team consultants including traffic, environmental, geotechnical, and historical/archeological, and construction administration & inspection. He has significant experience with large projects including planned unit

MATTHEW W. EDDY, P.E.
M A N A G I N G P A R T N E R

developments consisting of hundreds of residential units, commercial and industrial space, recreational facilities, and all associated infrastructure. In addition to handling the business operations and seeing to client satisfaction at Baxter Nye, Mr. Eddy continues to provide hands on project management, design and design oversight of project staff.

**ADDITIONAL
TRAINING/
WORKSHOPS:**

- GSA Contracts Seminar
- Alternative Energy Discussion; Clean Energy, State Office of Energy and Environmental Affairs
- Decentralized Wastewater Training
- Low Impact Design on Cape Cod
- WTI – Advantex Nitrogen Removal
- National Real Estate Studies – 3 day course
- Zoning and Land Use

KEY PROJECTS:

DESIGN
PROJECTS

1. **Massachusetts Maritime Academy, Buzzards Bay, MA**
 - MEPA Certification for 5 Year Campus Master Plan
 - 300 bed, 6 story Cadet Housing Addition
 - Mess Deck Addition
 - Entry Addition
 - Study 200 bed buildover on Co. 3 and 5

Feasibility Studies, Survey, Site Design, Conservation Permitting & Construction Administration
Client: PCA Architects, Inc., MSCBA, MMA
2. **Sesuit Harbor Use and Capacity Study**

Existing Conditions Research, Evaluations and Recommendations of Land Side Improvements
Client: Town of Dennis
3. **Great Neck Road North Improvements, Mashpee, MA**

Wetland Delineation, Survey, Planning Services, Design & Environmental Permitting. Includes over 2 miles of sidewalk, three intersection redesigns, one new signalized design, and drainage improvements.
Client: Town of Mashpee, MA
4. **Site Feasibility Report for 100+ Room Rehabilitation Center, Yarmouth, MA**
5. **125 Room Fairfield Inn – Marriott, Hyannis, MA**

MATTHEW W. EDDY, P.E.
MANAGING PARTNER

Survey, Existing Conditions Plan, Site Design, Permitting, Construction Documents & Bid Support, & Construction Administration
Client: Simon Konover

- 6. Barnstable Municipal Airport Air Traffic Control Tower, Hyannis, MA**
Survey, Existing Conditions Plan, Design Plan, Project Specifications, Construction Bid Support, & Construction Administration
Client: Barnstable Municipal Airport
- 7. Cape Cod Healthcare – Wilkens Center, Barnstable, MA - 23,500 sf Imaging and Doctors Office/Center**
Survey, Site Plan Design, Pump Station Design, Permitting, and Construction Administration
Client: Cape Cod Healthcare
- 8. Cotuit Meadows Residential 124 Lot, 40B Subdivision, Cotuit/Barnstable, MA**
Planning, Survey, Design Consultation/ Definitive Subdivision Construction Design, Construction Administration
Client: Cotuit Equitable Housing, LLC
- 9. Willowbend Country Club, Inc., Mashpee, MA**
 - Master Planning Analysis
 - Planning development for 62 unit residential Villa project on the golf course
 - Expansion of existing Golf Course Villas
 - 300 acre golf course ALTA Survey
 - Development of Condominium unit documentsSurvey, Planning, Site Plan Design & Permitting, Construction Administration
Client: Willowbend Country Club, Inc.
- 10. South Cape Village, Mashpee, MA**
165,000 sf Phased Commercial Retail Center
Survey, Site Plan & Subdivision Design, Permitting & Construction Administration
Client: C. Talanian Realty Co., Inc.
Additional Support Design Elements:
 - a. Commercial Street Subdivision, Mashpee, MA
Commercial Subdivision and Road Design
 - b. Great Neck Road South Sidewalk, Mashpee, MA (2006 - 2007)
Survey, Design and Construction Administration
Client: Town of Mashpee & C. Talanian Realty Co., Inc.
- 11. New Operations Building, Bridgewater State College, MA**
30,000 sq. ft of Office and Industrial Space
Site Plan, Survey and Construction Administration
Client: State of Massachusetts, DCAM

JOHN K. LAVELLE
SENIOR ENGINEER



EDUCATION: B.S. in Civil Engineering, Worcester Polytechnic Institute, Worcester, MA – 1987.

EXPERIENCE: Mr. Lavelle has over 20 years experience in Civil Engineering and Construction projects. Prior to coming to Baxter Nye, Mr. Lavelle has worked as a project manager at Coastal Engineering Company in Orleans, MA and at Atlantic Design Engineers, Inc. in Sagamore, MA.

Mr. Lavelle has extensive experience in site design, permitting, and construction inspection over two decades of work in site development projects. This includes responding to client needs, cost estimating, project permitting, and construction administration. He has worked on commercial, residential, industrial and municipal projects, responsible for project management, site planning and design, construction administration and construction inspection. He has experience with sizeable projects including large residential subdivisions and large retail development.

**KEY
PROJECTS:**

- 1. Sesuit Harbor Use and Capacity Study**
Existing Conditions Research, Evaluations and Recommendations of Land Side Improvements
Client: Town of Dennis
- 2. Massachusetts Maritime Academy, Buzzards Bay, MA – Cadet Entry and Lounge Addition and Mess Deck Addition**
Site Design, Conservation Permitting & Construction Administration
Client: PCA Architects, Inc
- 3. The Knack Restaurant, Orleans and Eastham, MA**
Site Design Plan, Alternative Technology Septic System Design, Permitting through Board of Appeals, Board of Health, Conservation and Site Plan Review in two towns and Construction Administration
Client: The Whole Clam, LLC
- 4. BJ's Wholesale Club, Hyannis, MA**
Design, Permitting and Construction Administration Services for 70,000 sf retail development including site design and drainage design for site in aquifer protection district.
Client: Tarkinow Development Group of Newton, MA

JOHN K. LAVELLE
SENIOR ENGINEER

- 5. Cape Cod Healthcare – Fontaine
MedicalCenter, East Harwich, MA
23,000 sf Doctors Office/Healthcare Center**
Survey, Site Plan Design, Permitting, and
Construction Administration
Client: Cape Cod Healthcare

SHANE MALLON, PLS
DIRECTOR OF LAND SURVEYING



PROFESSIONAL REGISTRATIONS:

- Registered Professional Land Surveyor:
 - Commonwealth of Massachusetts #48687

EDUCATION: University of Massachusetts
Dartmouth, MA
Bachelor in Civil Engineering – 1997

Wentworth Institute of Technology
Boston, MA
Land Surveying Certificate Program

PROFESSIONAL AFFILIATIONS/ APPOINTMENTS:

- Massachusetts Association of Land Surveyors and Civil Engineers

EXPERIENCE: Mr. Mallon supervises all land surveying activities at Baxter Nye Engineering and Surveying. For the past 15+ years, Mr. Mallon has worked on a multitude of large scale, highly detailed commercial, municipal and residential projects. Mr. Mallon has extensive experience in boundary line determination, topographic and detail surveys, ALTA/ACSM Land Title surveys, condominium surveys, construction layout services and construction as-built services.

Mr. Mallon's attention to detail, dedication and his diverse background in land surveying functions makes him an excellent attribute to the Baxter Nye team. Included in the list of key projects below is a small sample of Mr. Mallon's work.

KEY PROJECTS:

- 1. Survey Services for 9 B Needham, Mass**
Existing Conditions survey
Client: KCI Technologies, Inc.
- 2. Survey Services for Mattapoisett Resiliency Evaluation, Mattapoisett, MA**
Establish and define elevation information for four facility sites
Client: Fuss & O'Neill, Inc.

SHANE BRENNER, PLS
DIRECTOR OF LAND SURVEYING

- 3. Survey Services for Mattapoisett, MA**
Establish and set monumented elevation information for four facility sites
Client: Pegasus Technical Services Inc. / EPA

- 4. ALTA Survey for 3.7 acre Hotel Site – Hyannis, MA**
Perform ALTA Title Survey
Client: Newport Hotel Group



Qualifications of Brown Lindquist Fenuccio & Raber Architects, Inc.

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



Firm Description



Sturgis Library (Cir. 1644)

Brown Lindquist Fenuccio & Raber Architects, Inc. is a diversified architectural practice located in historic Yarmouthport and Plymouth, Massachusetts. We provide comprehensive architectural and consulting services to a wide range of Commercial, Civic and Residential clients.

Because of our depth of experience with Multi-Unit Housing, strength in historic building renovation, as well as our experience working on a variety of buildings in Provincetown, we believe our firm to be a great match for this exciting housing project.

Founded in 1969, our firm has developed a solid client base in both the private and public sectors by adhering to a commitment to client service and several basic principles:

- We provide creative design solutions which meet our Client's needs and respond to the context of our local communities
- We believe that sites and buildings should be developed utilizing Low Impact Development techniques and in an environmentally responsible manner
- We support our Clients throughout the Design, Permitting and Construction Processes
- We maintain continuous Project Management and Budget Assessments throughout all project phases



Provincetown Fisherman's Wharf



Stagecoach Residences



Melpet Farm Community Housing



Lombard Farm Senior Living

Architectural & Project Management Services

- | | |
|-----------------------------|-------------------------------|
| • Site & Zoning Feasibility | • Design Feasibility Studies |
| • Space Programming | • Code Analysis |
| • Master Planning Studies | • Permitting Coordination |
| • Architectural Design | • Construction Documents |
| • 3-D Design Visualization | • Bidding Assistance |
| • Cost Estimating | • Construction Administration |



Staff



ARCHITECTURAL STAFF

Kurt E. Raber, Vice President

Principal-in-Charge, Registered Architect
Brown Lindquist Fenuccio & Raber Architects, Inc.

EDUCATION

Bachelor of Architecture
Roger Williams University
School of Architecture

REGISTERED ARCHITECT

Massachusetts #10563

EXPERIENCE

Vice President / Owner
Brown Lindquist Fenuccio & Raber Architects, Inc.
Yarmouthport, MA



Over 20 years of professional experience in Massachusetts including design and construction oversight for numerous public municipal, commercial and residential projects.

SELECTED PROJECTS

Littleneck Village Housing

48 Unit Affordable. Elderly Housing
Milton, MA

Sandwich Marina

New Harbormaster Office, Bathhouse & Garage
Sandwich, MA

Bourne Archives Building

Renovations (2009), Roof Replacement (2011)
Bourne, MA

Provincetown Marina

Marina Building and Bathhouse Renovations
Provincetown, MA

Seamen's Bank

New Bank Branch
Wellfleet, MA

COMMUNITY INVOLVEMENT

Corporator- Cape Cod Five Cents Savings Bank, Member & Volunteer- FJC
Coach- Falmouth Youth Lacrosse

CURRENT PROJECTS

Miacomet Golf Course

Employee Dormitory Housing
Nantucket, MA

Nobska Light

Conceptual Design Study
Falmouth, MA

Wannacomet Water Department

New Maintenance Building
Nantucket, MA

Carriage House Apartments

29 Unit Market Rate Rental Apartments
Hyannis, MA

Eliot Street Affordable Housing

Six Story, 72 Unit Market Rate Apartment Bldg
Milton, MA



ARCHITECTURAL STAFF



Thomas W. Swensson

Project Manager, Designer

Brown Lindquist Fenuccio & Raber Architects, Inc.

EDUCATION

Bachelor of Arts, Architecture Major
Washington University of Architecture
St. Louis, MO

EXPERIENCE

Project Manager, Brown Lindquist Fenuccio & Raber Architects, Inc., Yarmouthport, MA
Former Associate, Polhemus, Savery, DaSilva Architects & Builders, Chatham MA
Former Associate, Coletti Bros. Architects, Duxbury MA

Over 30 years of experience with architecture firms in Massachusetts, Pennsylvania and California including design and construction oversight for numerous commercial and residential projects.

SELECTED PROJECTS

Provincetown Marina Renovations

Provincetown, MA

Seamen's Bank Loan Center

Truro, MA

Eastward Ho! Country Club, Maintenance Bldg

Chatham, MA

Chatham Yacht Club

Chatham, MA

Corporation Beach Bathhouse

Dennis, MA

Multiple Private Residences

Osterville, Centerville, Duxbury, Barnstable

CURRENT PROJECTS

Craigville Beach Bathhouse

Barnstable, MA

Habitat for Humanity, (Multiple locations)

Barnstable, Brewster, Harwich, Falmouth, MA

Shepley Wood Products, Warehouse Bldg

Nantucket, MA

Private Residence

Osterville, MA

Private Residence

Dennis, MA

COMMUNITY INVOLVEMENT

Mr. Swensson has been active in fundraising events for Habitat for Humanity of Cape Cod as well as assisting with documentation for construction of a number of neighborhoods on the Cape in the past few years. He is also a member of Home Builders Association of Cape Cod and has participated in their Construction Career Day for 2015 & 2016.



ARCHITECTURAL STAFF

Richard P. Fenuccio, President

Registered Architect- Designer

Brown Lindquist Fenuccio & Raber Architects, Inc.

EDUCATION

Bachelor of Architecture

Syracuse University, School of Architecture

REGISTERED ARCHITECT

Massachusetts #7789

EXPERIENCE

President / Owner Brown Lindquist Fenuccio & Raber Architects, Inc., Yarmouthport, MA

Over 30 years of experience including work as project manager and project architect on numerous residential, commercial, institutional and municipal buildings for a wide range of public and private clients.



SELECTED PROJECTS

Centerville Library Renovation and Expansion

Centerville, MA

Sturgis Library (1644) Study & Renovations

Barnstable, MA

Dennis Union Church (1838)

Expansion and Renovation, Dennis, MA

West Barnstable Communities

12 Unit Senior Housing/ Lombard Farm

Flax Pond Lodge Building

Town of Yarmouth, MA

Tiffany Cottage Study (1839) / Wianno Club

Osterville, MA

CURRENT PROJECTS

West Falmouth Library Renovation and Expansion (1896)

West Falmouth, MA

Melpet Farm Community Housing

Dennis, MA

Wianno Club Renovations (1839)

Osterville, MA

JFK Museum Renovations

Hyannis, MA

Academy of Performing Arts

Orleans, MA

COMMUNITY INVOLVEMENT

Mr. Fenuccio serves as a Corporator for The Cooperative Bank of Cape Cod, is a trustee of the Oceanside Performing Arts Center, and has served on many local boards and committees including YMCA Cape Cod, YMCA Cape Cod Expansion Committee, St. Francis Xavier Preparatory School, Main St. Hyannis Historic District Study Committee, Housing for All Inc. and he recently served on a building committee for the Latham School, Brewster. He has also coached numerous local youth sports teams and has been a speaker at several housing and banking conferences.



ARCHITECTURAL STAFF

Paula Drury

Certified Interior Designer

Brown Lindquist Fenuccio & Raber Architects, Inc.

EDUCATION

Bachelor of Science in Interior Design

Mount Ida College

EXPERIENCE

Interior Designer / Project Manager -

Brown Lindquist Fenuccio & Raber Architects Inc. Yarmouthport, MA

Former Associate - DRL & Associates Inc. Weymouth, MA

Ms. Drury has more than 15 years of experience as a designer in corporate interiors including directing and overseeing the interior design process; space planning; schematic design development; providing color, finish and material selections; managing millwork design and assisting with furniture selection.



SELECTED PROJECTS

Commercial Kitchen Coop of CC

Hyannis, MA

CapeSpace Co-working Center

Hyannis, MA

Holy Family Parish

Duxbury, MA

The Beach House at Ocean Mist Hotel

Yarmouth, MA

Sandwich Harbormaster Office

Sandwich, MA

St. Ann's Parish*

Quincy, MA

St. Jerome's Parish*

Weymouth, MA

CURRENT PROJECTS

JFK Hyannis Museum

Hyannis, MA

YMCA Cape Cod Diabetes Center

Hyannis, MA

Obery Village Development

Plymouth, MA

Cape Cod Five Cents Savings Bank

Multiple Branch Renovations

Cooperative Bank of Cape Cod- Banking Center

Hyannis, MA

Wannacomet Water Company

Nantucket, MA

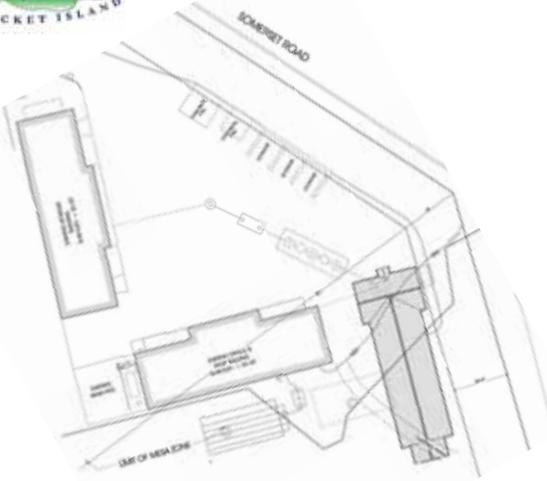
West Falmouth Library

W. Falmouth, MA

* Denotes work performed with DRL & Associates Inc.

ON THE BOARDS

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



EMPLOYEE DORMITORY HOUSING for MIACOMET GOLF COURSE Nantucket, MA

- Seasonal Workforce Housing for Golf Course Maintenance Staff
- 3,856 GSF, 12 BR (22 Beds)
- Shared Living and Dining Spaces
- Fully Handicapped accessible
- Designed for Easy Modular Construction
- HVAC to be High Efficiency Small Split System
- Full Fire Sprinkler Coverage



RESIDENTIAL: MULTI-FAMILY

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



Melpet Farm Community Housing Dennis, MA



- 27 unit family rental development
- Eight 3-4 unit small scale buildings plus Community Building with shared laundry
- Located in Historic District
- Low Income Housing Tax Credit Project
- Multiple Funding Sources including:
 - DHCD/ MA Affordable Housing Trust Fund
 - MA Housing Finance Agency
- Designed to be 70% more energy efficient than code requirements
- Early tests indicate HERS rating will be well below 50
- High performance building envelopes with independent energy modeling
- Project goal is to be "Net Zero Energy Use" once PV Solar system is added and online

RESIDENTIAL: MULTI-FAMILY

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



Stage Coach Residences / BHA Centerville, MA



- 12-Unit, three building low- and moderate-income rental housing development on a 7-acre parcel
- 6 One Bedroom and 6 Two Bedroom rental apartments
- Shared central Green space
- Typical units designed as "visitable" with one unit fully Handicapped Accessible
- Divided common area in basement of each building for tenant storage.
- Shared Laundry facilities on site
- Use of traditional Architectural forms and materials which blends well with the surrounding family neighborhood
- Partial List of Funding Sources & Programs:
 - DHCD/ MA Affordable Housing Trust Fund
 - MA Housing Partnership
 - Barnstable Community Preservation Funds

Enhancing Our Community Through Architecture & Collaboration

203 WILLOW STREET, SUITE A
YARMOUTHPORT, MA 02675
508-362-8382

WWW.CAPEARCHITECTS.COM

93B Court Street, Unit 22
Plymouth, MA 02630
508-927-4127

RESIDENTIAL: SENIOR LIVING

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



WEST BARNSTABLE COMMUNITIES AT "LOMBARD FARM"

for

HOUSING ASSISTANCE CORP.
WEST BARNSTABLE, MA

- + 12 One Bedroom Rental Apartments for over 55
- + 13,000 sf Senior Living Community on 7.5 Acres
- + Shared Interior & Exterior Community Spaces
- + The Design is Based on the Original Historic Lombard "Farmhouse" which once stood on the Site
- + Partial List of Funding Sources & Programs:
 - DHCD / MA Affordable Housing Trust Fund
 - Low Income Housing Tax Credits
 - Barnstable CPC

Sustainable and Green Building Features:

- *East-West Building Design & Site Orientation to Maximize Passive Solar Gain and Natural Day-lighting
- *Energy-Star Rated Facility
- *High Efficiency Blown in Cellulose Insulation
- *High Performance Air Sourced Heat Pump HVAC System
- *Energy Efficient Lighting
- *Low V.O.C. Paint Systems
- *Bio-Retention Drainage Swales for Stormwater Management
- *Inclusion of Pedestrian Pathway @ Site Perimeter
- *Retention of Original Mature Trees and Stone Walls



ON THE BOARDS

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



NEW HOUSING COMMUNITY FOR ADULTS WITH AUTISM Orleans, MA

- ✦ 4 Individual Four Bedroom Group Homes connected as two Duplex Buildings
- ✦ +/- 4 Acre Site
- ✦ Separate Commons Building with shared Fitness Room, Multi-Purpose/ Event Space, Sensory Room, Offices and Outdoor Terrace.
- ✦ Wide Range of Community Site Amenities including Walking Trail, Sitting Gazebo, Sports Court & Community Gardens

"Sustainable and Green Building Features":

- ✦ Previously Disturbed Site
- ✦ Bioswale Drainage Systems
- ✦ High Performance Building Envelope
- ✦ Advanced Air Sealing Techniques
- ✦ Sited for Potential Solar PV System
- ✦ High Efficiency Electric Heat Pump HVAC
- ✦ LED Lighting Systems





Representative List of Multi-Unit Housing and Historic Renovation Projects

Multi-Unit Housing

Name: **Cape Cod Village**
Location: Orleans, MA
Description: New Housing Community for Adults with Autism (4 four bedroom group homes connected as two Duplex Buildings and Community Resource Building)
Year Completed: Design Complete, Funding in process
Permitting Process: Special Permit/ Planning Board
Construction Cost: TBD
Client/Contact Name: Bob Jones, Board President
Contact Phone: 774-316-4640

Name: **Brewster Woods Housing**
Location: Brewster, MA
Description: New Multi-Unit (30 Units) Affordable Family Rental Housing
Year Completed: Pre-Design and Conceptual Design in process
Permitting Process: M.G.L. Ch. 40b anticipated
Construction Cost: TBD
Client/Contact Name: Julie Creamer, Preservation of Affordable Housing
Contact Phone: 617-261-9898

Name: **Eliot Street Housing**
Location: Milton, MA
Description: Construction of 57 Unit Affordable Rental Housing
Year Completed: Design and Permitting in progress
Scope of Services: Schematic Design & Regulatory Permitting (to date)
Permitting Process: M.G.L. Ch. 40b
Construction Cost: Proprietary
Client/Contact Name: Steven Connolly, Connolly Construction
Contact Phone: 617-436-3247

Name: **Melpet Farm Community Housing**
Location: Dennis, MA
Description: New Multi-Unit (27 Units) Family Rental Housing Development – 9 Buildings (one, two and three bedroom units plus community building)
Year Completed: 2015
Permitting Process: Local Affordable Housing By-Law
Square Footage: ± 950-1200 sq. ft. per unit
Construction Cost: ±\$ 7 M
Client/Contact Name: Julie Creamer
Contact Phone: 617-261-9898

Name: **Stage Coach Rd. Rental Housing Project for Barnstable Housing Authority**
Location: Centerville, MA
Description: Construction of 3 buildings including 12 units of multi-family housing and associated site work

Year Completed: 2014
Permitting Process: M.G.L. Ch. 40b
Square Footage: 3,723 sf per bldg.. = 11,169 sq. ft. total
Construction Cost: \$ 2,904,705
Client/Contact Name: Sandra Perry, BHA Executive Director (former)
Contact Phone: 508-771-7222

Name: **Latham Centers- Group Home**
Location: 38-40 Headwaters Drive, Yarmouth, MA
Description: Site Feasibility/ Concept Design Study, 8 BR Congregate Group Home
Year Completed: 2015
Scope of Services: Site Surveying, Site Analysis & Feasibility Study for renovation vs. new construction option
Construction Cost: N/A
Client/Contact Name: Anne McManus, Ex. Director Latham Centers- Orleans
Contact Phone: 508-896-5776

Name: **Sachem's Path Housing Development**
Location: Nantucket, MA
Description: 40 Lot Single Family Affordable Homeownership Development
Year Completed: 2014
Permitting Process: M.G.L. Ch. 40b
Square Footage: 950 – 1400 sq. ft. homes – 9 prototype designs
Construction Cost: \$ T.B.D.
Client/Contact Name: Tom Hartman (Coldham & Hartman Architects, Inc.)
Contact Phone: 413-549-3616

Name: **Great Cove Community Housing**
Location: Mashpee, MA
Description: Ten-Unit Rental Housing Development
Year Completed: 2014
Permitting Process: M.G.L. Ch. 40b
Square Footage: 11,250
Construction Cost: \$ 2,215,349
Client/Contact Name: Kate Ferreira (formerly of Housing Assistance Corp.)
Contact Email: katemark@comcast.net

Name: **Housing Development at Community Green**
Location: Sandwich, MA
Description: Design & permitting of various multi-unit rental buildings (Studio, 1, 2 & 3 Bedrooms), a ten unit SPO building and a central Community/ Business Enterprise Center (Study only)
Year Completed: 2014
Permitting Process: M.G.L. Ch. 40b
Square Footage: Varies by building
Construction Cost: ±\$ 18 M
Client/Contact Name: Gisele Gauthier (former Housing Director, Housing Assistance Corp.)
Contact Phone: 508-564-1414

Name: **Little Neck Village Expansion**
Location: Marion, MA
Description: 48 Unit Senior Rental Housing Development (Design, Permitting & Construction)
Year Completed: 2011
Permitting Process: M.G.L. Ch. 40b
Construction Cost: \$5M
Client/Contact Name: Dana Angelo (E.A. Fish Companies)
Contact Phone: 781-380-1600

Name: **North Andover Housing Authority Modular Residence Buildings**
Location: Ashland & May Streets, N. Andover, MA
Description: Two Modular Buildings, 4-5 Units in N. Andover
Year Completed: 2011
Scope of Services: Design thru Construction Administration (CA)
Cost: \$1M
Client/Contact Name: Joanne Comerford
Contact Phone: 978-682-3932

Name: **West Barnstable Communities**
A.) 28 Unit Family Housing (Seven 4 Units Buildings) Cluster Development "Kimber Woods"
B.) 12 Unit Senior Independent Housing at "Lombard Farm"
Location: Rtes. 132 & Rte. 149 West Barnstable, MA
Description: New Construction / Design, Permitting & Construction Administration
Year Completed: 2009
Permitting Process: M.G.L. Ch. 40b
Square Footage: Varies
Construction Cost: \$8,285,358
Client/Contact Name: Gisele Gauthier (former Housing Director, Housing Assistance Corp.)
Contact Phone: 508-564-1414

Name: **Brockton Housing Authority**
Location: Belair St., Brockton, MA
Description: Design Two 4 Bedroom Housing Units for Special Needs Housing ±4000 sq. ft.
Year Completed: 2009
Scope of Services: Design thru Construction Administration (CA)
Cost: \$1,482,148
Client/Contact Name: Frank Hinds (Brockton Housing Authority)
Contact Phone: 508-427-9111

Name: **Special Needs Rental Housing Study for Brewster Housing Authority**
Location: Brewster, MA
Description: Schematic Design / Feasibility Study for ± 16 special needs residents
Year Completed: 2009
Construction Cost: \$ 1.5 M (est.)

Client/Contact Name: Laura Shufelt
Contact Phone: 617-330-9944

Name: **Brush Hill Special Needs Housing**
Location: Brush Hill Rd., Yarmouthport, MA
Description: Design two new HUD funded 1,600 sq. ft. accessible homes for disabled residents
Year Completed: 2007
Scope of Services: Design thru Construction Administration (CA)
Cost: \$764,000
Client/Contact Name: Gisele Gauthier (Financial Housing Director, Housing Assistance Corp.)
Contact Phone: 508-564-1414

Name: **"The Homesteads" Affordable Housing Sub-Division (3 house models)**
Location: Sandwich, MA
Description: New Construction / 16 Lot Award-Winning Affordable Home-Ownership Development
Permitting Process: Local Workplace Housing By-Law
Year Completed: 2007
Construction Cost: \$2,719,600
Client/Contact Name: Gisele Gauthier (Financial Housing Director, Housing Assistance Corp.)
Contact Phone: 508-564-1414

Name: **Scituate Special Needs Housing 689-1**
Location: First Parish Rd., Scituate, MA
Description: New 8 Group Home for Special Needs Residents (\pm 4000 sq. ft.)
Year Completed: 2006
Scope of Services: Design thru Construction Administration (CA)
Cost: \$876,000
Client/Contact Name: Barbara Papile (Scituate Housing Authority)
Contact Phone: 781-545-3375

Name: **Housing Land Trust (Village at Marstons Mills)**
Location: Osterville/W. Barnstable Rd. – Marstons Mills
Description: New Construction – 30 Unit Affordable Housing Development (5 Triplexes & 15 Single Family Dwellings) Modular Project Delivery
Permit Process: M.G.L. Ch. 40b
Year Completed: 2005
Square Footage: Varies
Construction Cost: \$3M
Client/Contact Name: Tim Williams (Williams Building Company)
Contact Phone: 508-394-3644

Name: **Brush Hill Homes for Our First Home, Inc.**
Location: Yarmouthport, MA
Description: Six (6) Single Family Detached Affordable Homes and Associated Site Work for private Non-Profit housing developer, Our First Home Inc.
Year Completed: 2008
Square Footage: \pm 1300 SF each
Construction Cost: N/A
Client/Contact Name: Pearl Wolfson
Contact Phone: 508-375-0308

Name: **“Darby” Property Housing Study for Barnstable Growth Management Division**
Location: Barnstable, MA
Description: Multi-Site Affordable Housing Study (est. 12 units)
Year Completed: 2007
Square Footage: T.B.D.
Construction Cost: T.B.D.
Client/Contact Name: Mark Nelson (Horsley Witten Group)
Contact Phone: 508-833-6600

Name: **Woods Hole Road Housing Study / Town of Falmouth**
Location: Woods Hole, MA
Description: Affordable Housing Study (est. 16-18 units)
Year Completed: 2007
Square Footage: N/A
Construction Cost: T.B.D.
Client/Contact Name: Rich Claytor (Horsely Witten Group)
Contact Phone: 508-833-6600

Historic Building Renovation

Name: **W. Falmouth Library (Circa 1896)**
Description: Master Plan Design Study for Addition, Renovation and Restoration of Historic Building, Construction Documents
Year Completed: 2012-2013, 2016
Construction Cost: \$ 2.9 M (est.)
Contact Name: Pamela Olson, Director
Contact Phone: 508-548-4709

Name: **Tiffany Cottage at The Wianno Club (Circa 1839)**
Description: Existing Conditions Study & Design Study for renovation of historic building for member amenities spaces
Year Completed: 2013
Construction Cost: \$ 2.5 M (est.)
Contact Name: Jim Hance
Contact info: jhhance@carolina.rr.com

Name: **Academy of Performing Arts (1864)**
Description: Master Plan Design Study (in progress)
Year Completed: 2012-2013
Construction Cost: \$ 4.5M (est.)
Contact Name: Peter Earle, Executive Director
Contact Phone: 508-255-3075

Name: **The Sturgis Library (Circa 1644)**
Description: Existing Conditions Study and Major Structural, Envelope and Fire Protection Alterations
Year Completed: 2008-2011
Square Footage: N/A
Construction Cost: \$ 550,000
Contact Name: Lucy Loomis, Director
Contact Phone: 508-362-8448

Name: **Exterior Improvements to the Jonathan Bourne Historical Center (Circa 1897)**
Description: Exterior Envelope Renovations and Upgrades
Year Completed: 2009 (est.)
Square Footage: N/A
Construction Cost: \$ 160,000 (est.) In Progress
Contact Name: Tom Guerino
Contact Phone: 508-759-0600

Name: **Dennis Union Church (Circa 1838)**
Description: Structural Stabilization, Construction of fully habitable basement foundation with various Additions & Alterations
Year Completed: 2008
Construction Cost: \$ 2,500,000
Contact Name: Rev. Dale Rosenburger
Contact Phone: 508-385-3543

Name: **Dennis Memorial Library (1928)**
Description: Various Additions, Renovation and Associated System Upgrades
Year Completed: 2005
Square Footage: 3724 sq. ft. (new area)
Construction Cost: \$ 950,000
Contact Name: David Talbott
Contact Phone: 508-385-3031

Name: **Sacred Heart Chapel – Yarmouthport (Circa 1899)**
Description: Interior and Exterior Envelope Repairs and Structural Stabilization to the Chapel
Year Completed: 1999
Construction Cost: \$150,000
Contact Name: Joseph Daluz
Contact Phone: 508-775-5661

HISTORIC BUILDINGS

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



Representative Historic Building Clients

Centerville Public Library
Centerville

Dennis Memorial Library
Dennis

Academy of Performing Arts
Orleans

Sturgis Public Library
Barnstable

Osterville Bay School
Barnstable

Tiffany Cottage at Wianno Club
Osterville

West Falmouth Library
West Falmouth

Bourne Memorial Public Library
Bourne

Jonathan Bourne
Historical Center
Bourne

Nantucket Town Hall
Nantucket

Architectural & Project Management Services

- Conditions Assessment
- Site and Zoning Feasibility
- Master Planning Studies
- Architectural Design
- Design Feasibility Studies
- Permitting Coordination
- Construction Administration



Tiffany Cottage at Wianno Club (Circa 1839)

Osterville, MA

- Existing Conditions & Design Study for renovation of historic building including refinishing the internal staircase
- Create new amenities spaces to compliment the club house
- Structural stabilization of new foundation



West Falmouth Library (Circa 1896)

West Falmouth, MA

- Master Plan Design Study for various additions and Restoration of Historic Building
- Various site work & landscape improvements
- Historic colors testing & research



Dennis Memorial Library (1928)

Dennis, MA

- Structural Stabilization
- Construction of habitable basement foundation with various Additions & Alterations
- Major expansion & renovation of existing Library
- New HC Access provisions
- Site & landscape improvements



Academy of Performing Arts (1864)

Orleans, MA

- Master Plan Design Study for various expansion & renovation options
- Study included raising existing timber frame for structural reinforcement and new usable full height foundation
- Various site improvements

HISTORIC BUILDINGS

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



Representative Historic Building Clients

Centerville Public Library
Centerville

Dennis Memorial Library
Dennis

Academy of Performing Arts
Orleans

Sturgis Public Library
Barnstable

Osterville Bay School
Barnstable

Tiffany Cottage at Wianno Club
Osterville

West Falmouth Library
West Falmouth

Bourne Memorial Public Library
Bourne

Jonathan Bourne
Historical Center
Bourne

Nantucket Town Hall
Nantucket

Architectural & Project Management Services

- Conditions Assessment
- Site and Zoning Feasibility
- Master Planning Studies
- Architectural Design
- Design Feasibility Studies
- Permitting Coordination
- Construction Administration



Sturgis Public Library
(Circa 1644)

Barnstable, MA

- Completed existing conditions analysis
- Developed renovation program for structural stabilization, exterior upgrades, HVAC alterations, fire suppression and site drainage.
- Design study for new Archival Vault



Dennis Union Church
(Circa 1838)

Dennis, MA

- Raised existing building for structural stabilization & construction of fully habitable basement foundation
- Various additions & alterations
- Envelope & full MEP Systems upgrade



Bourne Memorial Library
(1925)

Bourne, MA

- Existing Conditions Study to evaluate the structural condition of the building and use of spaces for various library programs
- Renovations and upgrades to an historic masonry building



Centerville Public Library
(1957)

Centerville, MA

- Major two-story addition
- Renovation to existing building to accommodate new reading room, multi-purpose spaces, collections space & other program areas
- Full MEP systems upgrades

COMMERCIAL: SENIOR HOUSING

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



DECATUR HOUSE ASSISTED LIVING SANDWICH, MA

- + Renovation / Addition +
- + 19th Century Historic Village Center Residence +
- + 5,000 s.f. Addition +
- + Ten New Assisted Living Residential Apartments +
- + New Congregate Kitchen, Dining, and Living Room Spaces +

COMMERCIAL

BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



ADDITIONS & RENOVATIONS TO ELIJAH COBB HOUSE

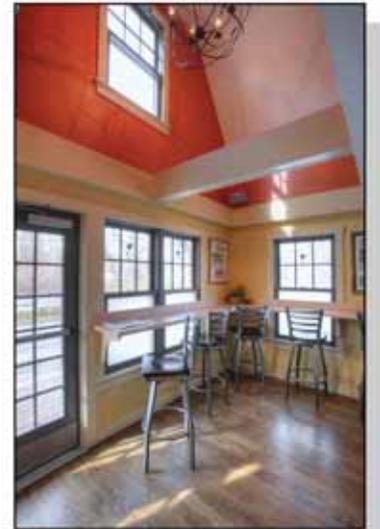
Brewster, MA

- ✦ Original House Constructed circa 1799
- ✦ Home of the Brewster Historical Society
- ✦ Assist Owner with Cost Estimates & Obtaining CPC Funding
- ✦ 2015-2016 Modifications to the Existing Building to provide Handicapped Accessible Route from Parking Lot to the First Floor via Sloped Walkway, and New Door.
- ✦ Renovate Existing Bathroom & Add Kitchenette for staff.
- ✦ Reconstruction of Exterior Wall to restore an appropriate Window Pattern
- ✦ Code Review Narrative for Change of Use from Residential to House Museum Use. Worked in conjunction with the Brewster Historical Society Building Committee during Restoration/ Preservation Process to provide code compliant new function in the Historic Residential Structure.

COMMERCIAL: SCHOOL / CAFE



BROWN LINDQUIST FENUCCIO & RABER ARCHITECTS, INC.



Riverview School - "Cafe Riverview"
East Sandwich, MA

- + Renovation of Existing School Owned Space
- + Designed to be Operated by Students as a Real World Learning Environment
- + HC Access Created for New Coffee Shop
- + New Commercial Kitchen Space
- + Interior & Exterior Seating for Customers

"Sustainable and Green Building Features":

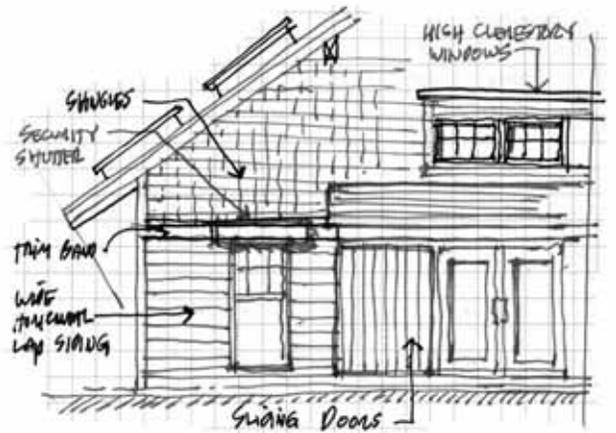
- *Re-Use of Existing School Owned Building
- *Extensive Use of LED Lighting Fixtures
- *Use of Spray Foam Insulation in Walls & Roof
- *High Efficiency HVAC System





NEW MULTIPURPOSE LODGE BUILDING
@ FLAX POND RECREATION AREA
for
TOWN OF YARMOUTH, MA

- + Single Story, 2,770 s.f., Lodge Building for Town Recreation Camp
- + 150 Occupant Multipurpose Space, Office Space, Catering Kitchen, Nurse's Station, Vending Area, Various Storage Areas
- + Concealed exterior roll down storm & vandal resistant shutters
- + Exterior activity spaces act as extension to the Multipurpose Space



Sustainable and Green Building Features:

- *Previously disturbed site
- *Deep overhangs to shade windows
- *Vaulted multipurpose space utilizes north facing venting skylights for daylighting and natural ventilation
- *Maximized use of durable natural materials
- *High efficiency electric heat pump heating and cooling system with ERV
- *Long south facing roof for eventual solar PV system
- *Cape Light Compact rebates obtained





Correspondence with the Town of Chatham

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770

JG

From: **Judith Giorgio** jgiorgio@chatham-ma.gov
Subject: RE: Master Mariner
Date: May 6, 2016 at 11:10 AM
To: Nikki nikki.lighthouse@comcast.net
Cc: Ron Rudnick ron.lighthouse@comcast.net, Cindy cindy.lighthouse@comcast.net, Justin Post jpost@chatham-ma.gov,
Jeff Chandler jchandler@chatham-ma.gov, Richard Shevory rshevory@chatham-ma.gov

Thank you Nikki, we were very pleased with the condition of the property. It has come a long way and Tom has done a great job!
Judy

Judith H. Giorgio, R.S., M.P.H.
Health Agent
Town of Chatham
261 George Ryder Rd.
Town Hall Annex
Chatham, MA 02633

Phone: 508-945-5165
Fax: 508-945-5163
jgiorgio@chatham-ma.gov

*"This email is for the distribution of materials only, not for discussion purposes."
Kindly remember that the Secretary of State has deemed most email a public record.*



Please consider the environment before printing this email. www.chathamrecycles.org

From: Nikki [<mailto:nikki.lighthouse@comcast.net>]
Sent: Friday, May 06, 2016 10:37 AM
To: Judith Giorgio
Cc: Ron Rudnick; Cindy
Subject: Master Mariner

Good Morning Judy,

I wanted to update you on the Master Mariner at 1547 Main Street, Chatham. After your inspection 5/3/16 Tom Barr, head of maintenance, over saw the repairs you had noted in the report summary and reported to me yesterday that they were all complete.

Please don't hesitate to contact me if there is anything else we need to do.

Thank you,

Nikki

Nikki Fallon
Office Manager & Commercial Property
Lighthouse Realty
1455B Main Street
Chatham, MA 02633
(508) 945-5350
(508) 945-5352 fax
[*nikki.lighthouse@comcast.net*](mailto:nikki.lighthouse@comcast.net)

From: **Judith Giorgio** jgiorgio@chatham-ma.gov
Subject: RE: Mariner stove
Date: June 27, 2016 at 10:36 AM
To: Nikki nikki.lighthouse@comcast.net
Cc: Ron Rudnick ron.lighthouse@comcast.net, Ted Whittaker (tedwhittaker@comcast.net) tedwhittaker@comcast.net

Hi Nikki,

I just got back from inspecting 435 Main and the Master Mariner.

Both places were in good shape. The common kitchen at the Mariner is operating. The unit in question where the stove was removed now has access to the common main kitchen, as well as a microwave and refrigerator, therefore I am satisfied.

I agree that Tom and his crew did a great job at 435 Main St. The roof has been replaced and there appears to be no leaking at this time. The dwelling meets the minimum standards for human habitation at this time.

Thanks for allowing me to inspect.

Judy

Judith H. Giorgio, R.S., M.P.H.
Health Agent
Town of Chatham
261 George Ryder Rd.
Town Hall Annex
Chatham, MA 02633

Phone: 508-945-5165
Fax: 508-945-5163
jgiorgio@chatham-ma.gov

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Please consider the environment before printing this email. www.chathamrecycles.org

From: Nikki [mailto:nikki.lighthouse@comcast.net]
Sent: Monday, June 27, 2016 8:53 AM
To: Judith Giorgio
Cc: Ron Rudnick
Subject: Re: Mariner stove

Hi Judy,

The additional kitchen space was not attached to any one room and the leases, and our agreement with CBI, at the Mariner are for use of the rooms only and not conditional on the use of that space. The leases at the Mariner have everyone using the main kitchen and living spaces in the main part of the house in a shared capacity. We won't be replacing that stove.

If you have any further issues with this Ron said he is happy to meet with you about it.

Tom will meet you there at 10.

Nikki

Nikki Fallon
Office Manager & Commercial Property
Lighthouse Realty
1455B Main Street
Chatham, MA 02633
(508) 945-5350
(508) 945-5352 fax
nikki.lighthouse@comcast.net

On Jun 27, 2016, at 7:54 AM, Judith Giorgio <jgiorgio@chatham-ma.gov> wrote:

Hi Nikki,

The stove should be replaced, if the unit had a stove when the tenants moved in. this is an apartment unit and a stove is required.

I will see Tom at 10:00 at the master mariner.

Thanks

Judy

From: Nikki [<mailto:nikki.lighthouse@comcast.net>]
Sent: Friday, June 24, 2016 11:44 AM
To: Judith Giorgio
Subject: Mariner stove

Good Morning Judy,

Cindy just informed me that you will be visiting 435 Main and the Mariner on Monday per your request to Ron. I just wanted to update you on the stove in question. It was the stove in the end of the building kitchen area. When we became aware there was an issue with it we removed it. The stove in the main kitchen is fully functioning and accessible by all. Hope this satisfies the stove issue.

Tom and his crew have done another great job with 435 Main and hopefully you too will be impressed with the hard work he put into this.

Nikki

*Nikki Fallon
Office Manager & Commercial Property
Lighthouse Realty
1455B Main Street
Chatham, MA 02633
(508) 945-5350
(508) 945-5352 fax
nikki.lighthouse@comcast.net*



Letters of Reference

1550 Falmouth Road, Suite 1 PO Box 731 Centerville, MA 02632
Office: 508.815.5700 Fax: 508.815.5770



CHATHAM POLICE DEPARTMENT

249 GEORGE RYDER ROAD
CHATHAM, MASSACHUSETTS 02633-2099
508-945-1213 • 508-945-7471 FAX



MARK R. PAWLINA
CHIEF OF POLICE

September 26, 2016

Mr. David Panagore
Town Administrator
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657

Dear Mr. Panagore:

I am writing to you at the request of Mr. Ronald Rudnick, owner of Lighthouse Realty in Chatham, to provide you with a reference of Mr. Rudnick's ability to develop and manage housing for seasonal and fulltime workforce employees.

I have worked directly with Mr. Rudnick on a number of projects in Chatham including new business development, traffic concerns and housing issues. Specifically, Mr. Rudnick has owned and/or managed a number of housing developments over the years as they relate to workforce housing. Chatham, much like Provincetown, has a high demand for service workforce employees, most of whom are seasonal.

Mr. Rudnick has worked with the businesses and with the Chatham Police Department to mitigate issues with tenants and their neighbors as well as engage in problem solving of issues as they arise. I have found Mr. Rudnick to be a highly responsible manager of the workforce housing units and very responsive to resolve problems and issues as they come up. A recent example occurred during the summer of 2015 when neighbors were complaining about late night noise from a workforce housing building. Mr. Rudnick met with the police department and the neighbors and actively engaged with everyone involved to bring the problem to a quick resolution. Mr. Rudnick takes an active role in hands on management of the properties and the associated issues that come up with positive results.

I give Mr. Rudnick high marks for developing and managing the workforce housing units in Chatham. Mr. Rudnick has proven that he develops not only housing units, but good neighbor relations as well. I highly recommend Mr. Rudnick for working with Provincetown on needed workforce housing. Please feel free to contact me directly if you have any questions.

Sincerely,

Mark R. Pawlina



Center for Coastal Studies Provincetown

ADMINISTRATIVE OFFICES

115 Bradford Street
Provincetown, MA 02657
tel (508) 487-3622 fax (508) 487-4495

HIEBERT MARINE LABORATORY

5 Holway Avenue
Provincetown, MA 02657
tel (508) 487-3623 fax (508) 487-4695

January 11, 2017

John E. Ciluzzi, President
Premier Commercial
1550 Falmouth Road, Suite 1
PO Box 731
Centerville, MA 02632

Dear John,

Thank you for sharing your exciting vision and plans for the re-use of the former Provincetown Community Center building as Workforce Housing.

I write in support of such an initiative as it responds directly to the needs identified and goals established in several recent planning documents produced by the Town of Provincetown.

As for the Center for Coastal Studies, such a facility especially should it operate on a year round basis, would also assist the Center in achieving at least one of its major Strategic Goals which is "to enhance and expand academic partnerships with the University of Massachusetts and Cornell Bioacoustics Laboratory and potentially other research institutions.

With our Hiebert Marine Laboratory renovations nearly complete and providing more office accommodations and a more sophisticated science laboratory capacity, we will be able to attract more visiting researchers, graduate interns and others. The past and current obstacle to fully realizing this goal has been the lack of affordable, short term housing for these visiting colleagues.

Similarly, our education program hopes to attract full classes of students to participate in week-long seminars and field classes and our international whale disentanglement program expects to continue to attract small teams of professionals from numerous countries to join us for 2-3 week training programs. The success of both of these programs will also depend in part on knowing that affordable housing would be available on a year round basis.

I understand that final details will be forthcoming; but look forward to numerous benefits that a successful Workforce Housing Project would bring to Provincetown and the Center for Coastal Studies.

Best wishes

President
Center for Coastal Studies

One Point Street
Provincetown, MA 02657
January 10, 2017

Mr. David Panagore
Town Manager
260 Commercial Street
Provincetown, MA 02657

Dear Mr. Panagore,

I would like to express my heartfelt support for the Community Center Workforce Housing Project.

In the past, many years ago, there was availability for people to spend the summer season here and work. For example, the Provincetown Inn had a building called the Monkey House at the Moors which housed kitchen staff and maintenance staff working at the Provincetown Inn. Also, the house that I now reside in, called then the Canadian, housed six or seven workers that were waitresses at the Provincetown Inn.

At the time, there were several homes where rooms were available. Some homes had apartments or a backyard cottage.

With change of times, there is no availability, as everyone knows, for few places exist for people to rent and this is and will be a crisis for us in trying to make our important tourist economy work.

I believe this project will be very effective in helping with the beginning of remedying this rental crisis. It offers an insightful and positive solution to the problem that the town presently faces and will continue to face in the future.

Let me add, I firmly believe and trust that the vision of the Workforce Housing Project has a level of professionalism and experience that will guarantee its success.

Sincerely Yours,

Nancyann Meads

Nancyann Meads

January 5, 2017

Board of Selectmen
Town of Provincetown
c/o John E. Ciluzzi
260 Commercial Street
Provincetown, MA 02657

Dear Members of Board of Selectmen:

This letter supports the proposal submitted by John Ciluzzi and Ron Rudnick for the development of workforce housing at 46 Bradford Street.

As the owner of Mojo's this summer, I saw firsthand how dire the need is for affordable and ethical housing for our summer workforce. Currently, workers are forced to pay huge rent for tiny, overcrowded bedrooms. Being crammed into living situations that border on dangerous is not conducive to having the desire – even if they have the financial ability – to return for future seasons. This will end up having a long-term, negative effect on seasonal businesses in Provincetown. Furthermore, having been born and raised in Provincetown, and having put myself through college working at seasonal businesses, I know that, though it was still a financial stretch for people to come to Provincetown to work for the summer, it was possible. Many of my co-workers from those days ended up having such a connection to the town that they relocated here for their lifetime, buying homes, businesses and raising families. We need to encourage more of this by providing a foot in the proverbial door for people interested in coming here for Season One.

The proposal from Ciluzzi and Rudnick aims to alleviate the pain points facing our summer workforce by providing affordable, clean, convenient and safe dormitories where people can rest easy at night and feel like they have a haven amidst the summer chaos. This will not only make them more productive but will also make them more likely to return for second and third seasons, which inevitably strengthens businesses in town with more energetic, recurring teammates.

Not only does this proposal have my support but, specifically, Ciluzzi has my support. Having known John personally for a lifetime and having engaged with him professionally for more than 20 years, I can attest to the commitment and energy he puts into his business endeavors. Beyond that, his experience is perfect for this project: He understands Provincetown and he understands real estate and property management.

Thank you for considering my opinion as you make this important decision,



Courtney Hurst
President of R2R Ventures, Inc. / Owner of Mojo's in Provincetown, Cape Cod
Member of Board of Trustees, Pilgrim Monument and Provincetown Museum (PMPM)
Founding partner of Metis Communications, Inc.



January 11, 2017

Board of Selectmen
Town of Provincetown
Town Hall
260 Commercial Street
Provincetown, MA 02632

Dear Madam and Sirs,

We are writing this letter to show our support of the Workforce Housing Facility being proposed by John E. Ciluzzi and Ron Rudnick. As new business owners in Provincetown, we have quickly learned of the challenge facing most businesses in attracting seasonal employees due to the lack of affordable, seasonal housing. We believe this project will help to address this problem.

Thank you very much.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles A. Lagasse".

Charles A. Lagasse
Owner

January 11, 2017

Board of Selectmen
Provincetown, MA

Subject: 46 Bradford Street Community Center redevelopment

Dear Honorable Members,

As a long-time active resident of Provincetown, I am writing in support of the proposed redevelopment of the subject property for Workforce Housing.

As a former member of the Finance Committee, I recognize the persistent issue of the lack of rental housing for our seasonal workforce and the negative effects it has had on the business community's ability to function during the peak season as well as its deleterious effect on our overall economy.

John Ciluzzi brings tremendous talent, proven capability and empathy to this effort. He is a native of Provincetown and operates the Provincetown, Masthead Resort and Cottages as Managing Director; he is a well known quantity.

Ron Rudnick, as Principal Developer of the proposed project has all of the requisite credentials necessary for the development and operation of a dormitory quad style living facility. His experience in Chatham speaks legions as to his demonstrated capability.

Accordingly, I respectfully commend this project and appeal to you for your full support.

Sincerely,

Clarence L. Walker, Jr.

186 Bradford Street
Provincetown, MA 02657

186 Bradford Street
Provincetown, MA 02657
January 9, 2017

Board of Selectmen
Town of Provincetown
Provincetown, MA 02657

Dear Colleagues:

There is a critical need for workforce housing, a need that has been spoken about for many years. We are all aware of the need to support local businesses and our tourist economy and one way is to create workforce housing.

Here is a proposal that addresses Provincetown's workforce housing need. It provides a significant number of worker housing in allowing 75 workers to be able to work here and rent here, if this Community Center Workforce Housing Project is accepted.

This is one of the best proposals that has surfaced in many years and a wonderful way to use a beloved town property. The proposal is well-thought out, well financed and involves two individuals, John Ciluzzi and Ron Rudnick, who are both knowledgeable, experienced and highly professional. It is a winning partnership that will provide significant advantages to Provincetown and to our local economy.

I also support the care that will be given to the historic nature of this building from someone who has lived and worked in Provincetown and appreciates the historic character of our town.

I support this project and believe that the Community Center Workforce Housing Proposal addresses a major housing need and provides a significant opportunity to help foster a sustainable environment for business and for our local economy.

In sum, the Community Center Workforce Housing Project is a professionally-designed proposal that will have real and measurable results for our workforce crisis. I applaud the dedication of these two individuals who are using their time and effort to address and help resolve a major Provincetown crisis affecting our local economy. Clearly, their success will guarantee Provincetown's continued success as a sustainable business environment and as a vibrant tourist town.

Sincerely Yours,

Dr. Marcene Marcoux

Dr. Marcene Marcoux

December 27, 2016

Board of Selectmen
Town of Provincetown
c/o John E. Ciluzzi
260 Commercial Street
Provincetown, MA. 02657

Dear Members of Board of Selectmen:

I want to commend the Board of Selectmen for their recent initiatives and leadership in the development of community market rate housing and workforce housing, both key foundations to building a year round community and healthy economy in Provincetown.

I am writing in support of the RFP submitted by Ron Rudnick and John Ciluzzi for the development of workforce housing at 46 Bradford Street.

While the need for such housing is indisputable, the Town of Provincetown is most fortunate to have as one of its applicants an individual who has pioneered the successful development and operation of workforce housing in Chatham for the past three years.

Mr. Rudnick brings tremendous experience as well as financial soundness from which Provincetown can benefit as it further defines its need for workforce housing, potentially serving as a model for development of additional workforce housing.

I personally know Mr. Ciluzzi, the co-applicant. He was born and raised in Provincetown and currently operates his parents' lodging business in addition to conducting property management and sales on the Cape. He uniquely understands Provincetown and the needs and expectations and requirements which need to be fulfilled with this development to be deemed successful by the community.

Both applicants are long term members of their communities whose reputations speak for their qualifications, professionally and personally.

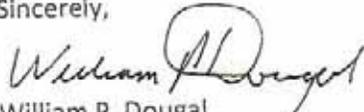
Specifically, I would request the Board of Selectmen to consider the following in their decision making given the precedent setting nature of the award of the RFP for future workforce housing development:

- (1) Placement of a deed restriction on the property.
- (2) Town counsel review of whether current zoning can accommodate the proposed change of use in a residential zone from the current public use to a commercial use and whether such a facility requires promulgation of new licensing regulations.
- (3) Town counsel review of whether workforce housing could be more aptly reflected in the current zoning and licensing requirements as a subsection of affordable housing, i.e. declaration of public need, with water gallons and sewer connection to be granted under such auspices, for additional such developments.

- (4) Since 46 Bradford Street resides in a residential zone, it is essential that approvals reflect the necessary amelioration of indoor and outdoor noise to neighbors in building construction design and operational enforcement.
- (5) If Town counsel deems any zoning or licensing revisions are necessary, it would make sense to bring them before Annual Town Meeting in April so that the project can move forward for town regulatory approvals without delay.
- (6) Lastly, it is important that an Advisory Board be appointed to assist in the development of application and selection policies and procedures to ensure fairness and transparency to applicants and employers. The Town of Provincetown Housing Office should be a key member of this board.

Thank you for the opportunity to offer my viewpoints as you proceed in making a decision.

Sincerely,


William P. Dougal



www.braziliangrillrestaurants.com

December 20, 2016

N. DARTMOUTH
464 State Road
N. Dartmouth, MA 02747
774.202.4220

HYANNIS
680 Main Street
Hyannis, MA 02601
508.771.0109

The Board of Selectmen
Town Hall
Provincetown, Massachusetts 02657

To Whom It May Concern:

I am writing this letter of recommendation on behalf of John Ciluzzi. I started working with Mr. Ciluzzi almost six years ago when my partner and I purchased a mixed use building in the Business Improvement District in Downtown Hyannis. Upon purchasing this property, Mr. Ciluzzi's firm started to manage it for us and continues to until this day. Two years later we purchased another mixed use building in this district under the professional guidance of Mr. Ciluzzi, as his firm manages this property as well.

Mr. Ciluzzi was our Project Manager for our second restaurant, the Brazilian Grill in North Dartmouth. He oversaw the redevelopment of the 9000 square foot building we current lease and the complete remodel that was done to the building.

I consider having Mr. Ciluzzi as an advisor to be an indispensable asset to my businesses. He is present and has a great ability to lead in real estate projects and the management of them. His knowledge of the commercial market is vast and invaluable to me and surpasses just the real estate aspect. His career in commercial real estate makes him the ideal person to take on a project for workforce housing. He definitely has his hand on the pulse of the business world here on Cape Cod, where it is growing and what is essential to aid such growth.

Sincerely,

A handwritten signature in cursive script that reads "Kelly A. Borsatto".

Kelly A. Borsatto
Co-Owner
Brazilian Grill



January 10, 2017

Board of Selectmen

Care of John Ciluzzi

Town Hall

260 Commercial Street

Provincetown, MA 02657

Dear Members of Board of Selectmen:

I am writing this letter in support of the RFP submitted by John Ciluzzi and Ron Rudnick for the proposed redevelopment of 46 Bradford Street, Provincetown.

The need for this workforce housing is undeniable. We have all heard stories of the living situations of most of our workers, and something concrete finally needs to be done.

John was raised in Provincetown and now, in addition to his real estate company, Premier Commercial, also manages The Masthead Resort in the West End.

I have known John both professionally and personally for a number of years. He will work hard to get the development done.

This project will be run by experts in the real estate industry. Ron Rudnick has been applauded by his peers for handling every aspect of this type of development, and I have full confidence that this will be a worthwhile and successful venture.

Thank you for your time and consideration.


Scott J. Lattime

January 10, 2017

Board of Selectmen

Care of John Ciluzzi

Town Hall

260 Commercial Street

Provincetown, MA 02657

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Thank you for your time and consideration.



Gregg Russo

January 10, 2017

Board of Selectmen

Care of John Ciluzzi

Town Hall

260 Commercial Street

Provincetown, MA 02657

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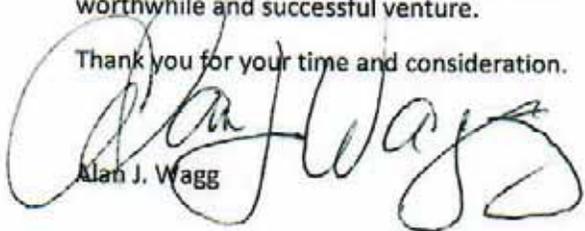
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Thank you for your time and consideration.


Alan J. Wagg