



Report on Maurice's Campground Master Plan Study

April 29, 2025



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Town of Wellfleet

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OVERVIEW

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Main Street, Wellfleet

OVERVIEW

Transforming Maurice's Campground into a compact village center provides a unique opportunity for Wellfleet to address a challenge facing all the towns on the Outer Cape: ***how to provide housing for the workforce that is essential to the viability of every community***. This includes current workers and their families, retirees who are long-term residents, and future workers needed to maintain a robust economy. Because of the Cape's attractiveness to vacationers and second-homeowners, Wellfleet has a critical shortage of year-round rental housing and homeownership options for the people needed to keep the town running, as well as for those who have long contributed to its vibrant community life. This imposes a high-cost burden on existing residents and creates significant barriers to entry for others.

The town recognizes it needs offer a far greater range of housing types and income levels than are typical of "affordable housing" developments to ensure that those who work in Wellfleet can live in Wellfleet. Hence, in addition to increasing the supply of affordable rental units, the Town desires housing at Maurice's that fills other gaps in the local residential real estate market that are more difficult to finance, such as affordable homeownership and housing for middle-market households and seasonal workers.

"Wellfleet needs homes for the cashiers behind the counter at local stores; the nursing assistants who provide medical care at Outer Cape Health; the government workers who plow the roads and shelve books in the library, the men and women who tend the town's shellfish grants, the tradespeople who build and maintain homes and businesses. The list is long because the essence of community life is the interdependence of its residents."

- MCPC member

PLANNING PROCESS

On September 10, 2022, Wellfleet Town Meeting approved the purchase of Maurice's Campground consisting of approximately 200 trailer sites, 16 tent sites, 7 cabins, 4 cottages, a store, office, a single-family home and other structures for \$6.5 million to address the acute housing needs across various incomes. The Town closed on Maurice's Campground on December 15, 2022. While planning and permitting occur, the Town will continue to run the campground until 2028 and collect the revenue generated.

Additionally, at this same Wellfleet Town Meeting, the Town voted to appropriate the sum of \$1,050,000 to be applied towards the purchase of the site, for the purpose of creating and supporting development of Community Housing on at least a 3-acre portion of the site, with approximately \$645,000 of funds from the Community Preservation Community Housing Budgeted Reserve and the Community Preservation Undesignated Fund. Accordingly, this portion of the site is legally required to be restricted for use as low- and moderate-income housing targeted to households with incomes at or below 100% of AMI.

In **Spring 2023**, the Wellfleet Selectboard formed the Maurice's Campground Planning Committee (MCPC) to provide recommendations and create a Master Plan for the future development of the campground. The committee was charged with a variety of tasks including engaging a consultant team to provide professional services for pre-development work, seeking input from the Town and key stakeholders, host multiple community meetings to obtain input and feedback, and develop a plan and recommendations to address the acute housing needs across various income levels, and ages. The proposed development was to include affordable housing, mixed income housing, rental or ownership opportunities, or a mix of both, and to address the needs of seasonal workers currently residing at the site.

In October 2023, MCPC issued a Request for Proposals (RFP) for qualified consultants to lead the Master Planning process. In March 2024, the Wellfleet Selectboard and the Maurice's Planning Committee selected a team led by Studio G Architects to provide master planning services with JM Goldson for community engagement, Langan Engineering for site planning, and Boston Communities for financial feasibility.

The yearlong planning process started in April 2024, by gathering community ideas and visions. Maurice's Campground Planning Committee (MCPC) wanted to engage as many community members as possible in the planning process. The consultant team used a variety of engagement strategies to reach a wide range of people. The outreach efforts and engagement strategies are detailed in Chapter 2. This helped to provide a detailed community vision for Maurice's Campground, with recommendations for land use, landscape, housing types and tenure, architectural styles, a mix of incomes and types of households served, and more.



Community Meeting #1

COLLABORATIVE PLANNING PROCESS



Together, this community vision and supporting recommendations constitute a set of guidelines that the Town can incorporate into the Request for Proposals (RFP) for the future development of the site. These guidelines are intended to be included in the RFP to ensure that the selected development team will abide by the vision put forth by the community. The land use plans and the following recommendations provide a framework to guide

prospective developers to understand the kind of neighborhood that will fulfill the town's aspirations for this important site. The successful proposal will likely be one that proposes the most creative interpretation of the Master Plan vision, and responds to the design challenges Maurice's Campground presents.



Community Meetings #1 and #2



*"I've been ping-ponging
around to different
rentals."*

- Lifetime Wellfleet shellfisher



*"We want the town to
be sustainable, not
just for us."*

- Wellfleet homeowner

*"Housing of all kinds is
imperative. We can't get
this done fast enough."*

- Housing insecure resident



*"Seniors need help
downsizing."*

- Senior Wellfleet resident

OPPORTUNITIES AND CHALLENGES

The plans that were developed in consultation with the community and the Maurice’s Planning Committee include:

- Affordable rental homes
- Workforce rental homes up to 120% of Area Median Income (AMI)
- Affordable homeownership opportunities
- Attainable middle market housing for those earning above the income thresholds of affordable housing but not enough to afford private market housing (150%-200% AMI)
- Options to accommodate a variety of living arrangements
- Homes of various sizes
- Seasonal Worker Housing
- Facilities to support the residents of the development
- A market on premises
- Open Space
- Conceptual siting of wastewater facilities
- Creating a new neighborhood

This project presents both opportunities and challenges. The scale of the site offers the potential to create an intentionally designed new neighborhood that is reflective of Wellfleet, and that can include sub-neighborhoods with different types and styles of housing to meet different needs. Development strategies should include a wide variety of building types and create options that accommodate a variety of living arrangements. Meeting the objectives of this plan will require creative solutions to address the challenge of those housing types where there are fewer, if any, subsidies available, such as affordable homeownership, attainable middle market housing, and seasonal worker housing.

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RECOMMENDATIONS

The MCPC and consultant team present the following recommendations to the Wellfleet Selectboard:

1. **WELLFLEET CHARACTER.** Redevelopment of the site should respect the legacy of the traditional Cape Village character and Wellfleet's architectural heritage, including the mid-century modern houses for which the Town became well known.

According to a University of Massachusetts study for the Cape Cod Commission, the "traditional Cape Cod village center development patterns have produced comfortable, human scale environments that express a strong sense of place." The proposed development should include a "Village Center" with commercial and community uses to serve the residents of the development as well as the surrounding South Wellfleet community.

2. **SUB-NEIGHBORHOODS.** The organization of the proposed development should consist of clustered developments of various housing types to create sub-neighborhoods. The character of architecture and massing should be varied across the site.

3. **PROGRAM.** The proposed development should include:

- » A diverse mix of housing types with a target of 250 homes:
 - Approximately 175 homes affordable to low-moderate-income households at/below 80% AMI, including 150 Low Income Housing Tax Credit homes and 25 for households earning up to 80% (or possibly 120%) AMI
 - Approximately 75 attainable homes for homeownership, including 25 homes available to households with incomes at/below 80% (or possibly 120%) AMI, and 50 middle market homes for families earning at/below 150% (or possibly 200%) AMI, which is still not enough to afford private market housing.
- » 80-90 seasonal worker beds
- » local commercial and/or community uses
- » a variety of open spaces

4. **LOCAL PREFERENCE.** In keeping with Executive Office of Housing and Livable Communities (EOHLC) regulations which allow up to 70% of the affordable homes in new developments to be designated as local preference units, priority status should be given to those who live and/or work in Wellfleet and the Outer Cape to lease or buy new affordable housing units.

5. **AFFORDABILITY.** In alignment with the MCPC's vote, all housing developed on the site, both rental and homeownership, should be restricted as affordable in perpetuity to the income group for which it was initially developed, subject to applicable funder restrictions.

6. **HEIGHT.** Multifamily buildings could be as high as three stories or 45 feet and located near Route 6 and/or to the interior of the site and away from abutters to minimize impact on neighbors.

7. **PEDESTRIAN SAFETY.** The development should include sidewalks from the development to the existing/proposed bus routes and evaluate if any supplemental measures are needed to improve pedestrian safety, in addition to a pedestrian traffic signal already planned for by MassDOT. Additionally, it should include an evaluation of the traffic at the intersection of Gill Road and the entry to Wellfleet Cinema and Drive-In with Route 6 to determine if reconfiguration of the roads and/or the addition of a traffic light would improve vehicular and pedestrian safety.

8. **RAIL TRAIL ACCESS.** The developer should maintain one access point to the Cape Cod Rail Trail (CCRT) for emergency vehicles and be allowed (but not required) to offer public access to open space near the connection.

9. **ENERGY EFFICIENCY.** Wellfleet is a Specialized Opt-in Stretch Code community, and the development will be required to meet all the associated code standards. The development should adopt energy efficient design and renewable energy sources. It should target "net zero" energy and is encouraged to achieve PHIUS certification.

NEXT STEPS FOR THE TOWN

10. **SMART DEVELOPMENT.** The development should utilize Smart Development principles, including preserving open space, critical environmental areas, and natural beauty, focusing on walkable neighborhoods and the pedestrian experience through the site, catering to a variety of transportation choices and a range of housing types as well as mixed use and/or commercial uses.

11. **UNIVERSAL DESIGN.** The development should adopt Universal Design principles to support aging in place in building and site design, including accessible pedestrian circulation throughout the site to accommodate people of all ages and mobility levels.

12. **ENVIRONMENTAL CONSERVATION.** The project should conserve natural vegetation. The project should not include any development located within the riverfront and wetland buffers, except for minor improvements such as biking/walking paths.

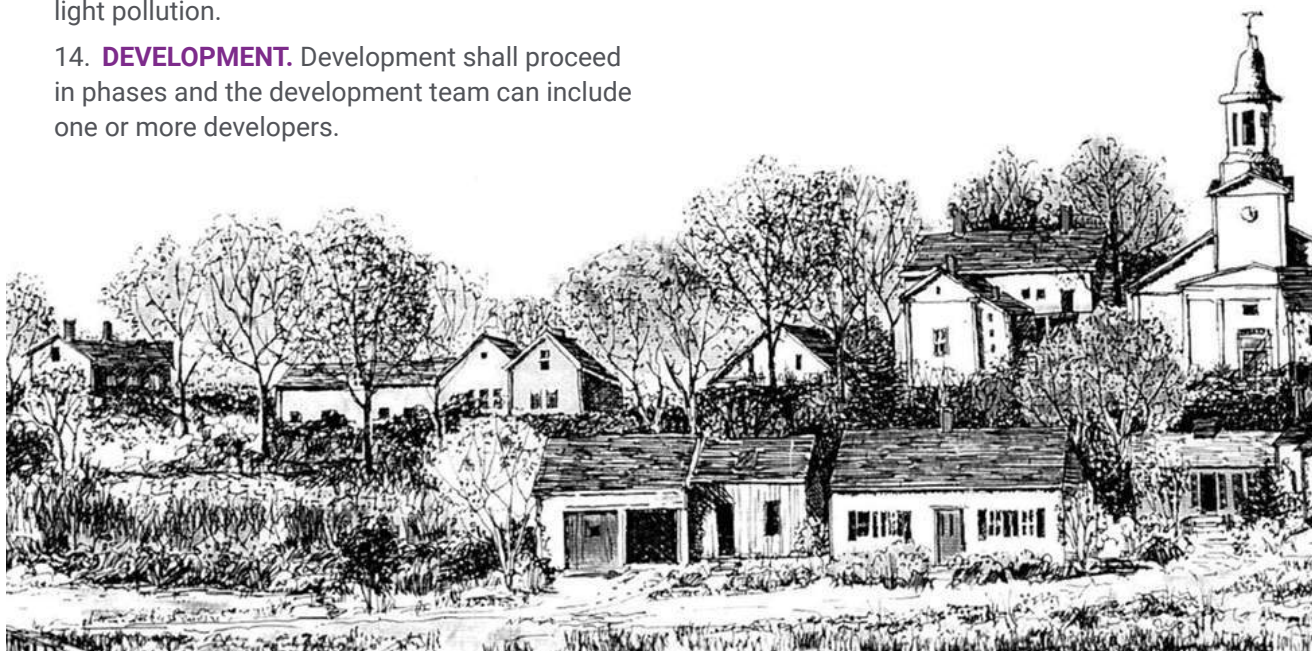
13. **BUFFER.** The development should be sensitive to the impact on neighboring properties and abutters; and respond to dark sky requirements. Landscape buffers and fencing along the neighboring properties shall be required. Configure driveways/parking to reduce light pollution.

14. **DEVELOPMENT.** Development shall proceed in phases and the development team can include one or more developers.

The following are action items for the Town to undertake:

1. **SURVEY.** Contract an arborist to conduct a survey of the existing vegetation of the site and provide recommendations for preservation of the existing trees.
2. **UPDATE ZONING.** Modify the regulations of the base zoning standards for the site to accommodate the proposed development.
3. **COLLABORATE.** Meet with regulatory agencies such as MassDOT and Mass DEP to discuss the project impacts and development recommendations
4. **DEVELOP RFP.** Hire a consultant to assist the MCPC in assembling and developing an RFP for the redevelopment of the Maurice's Campground site.
5. **STUDY.** Complete a Phase II Environmental Assessment for the site.

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Character of village center from University of Mass - Amherst, Center for Rural Massachusetts.

"Afraid to start new efforts (like catering), because they don't have permanent staff. We lose 5-ish staff each year. It is definitely frustrating to train someone and then lose them because they don't have permanent housing, or lose their housing."

- Wellfleet Business Owner



Source: Cape Cod Times

"You have to live in Wellfleet if you want to fish here. If you lose your housing, you lose your livelihood."

"It is really expensive and hard to open a store or a shop. Having some sort of retail space: design a whole neighborhood with a business incubation space – a 'space center.'"

- Participant from shellfishing focus group



Source: Cape Cod Times

1 HOUSING NEED

Wellfleet faces a critical need for more diverse and affordable housing options to accommodate cost-burdened households, local workforce, and seniors and other year-round residents who are unable to find suitable housing to meet their physical and space requirements. A significant portion (66 percent) of the Town's housing stock is used for seasonal purposes. ***The lack of year-round rental and ownership housing has led to rising prices and scarce year-round supply, making it difficult for low/moderate-income households to find adequate housing.*** This includes families, seniors, local workers and young adults entering the workforce.

Housing Facts

A survey of various information sources, including the 2025 Cape Cod Commission Housing Profile of Wellfleet (HPD) the HUD Comprehensive Housing Affordability Strategy, 2024 (HUD-CHAS) and the 2023 Wellfleet Housing Production Plan (HPP) identifies the following facts and challenges for Wellfleet:

- **Limited Year-Round Housing Stock:** A significant portion of homes in Wellfleet (66%) are in seasonal use (HPP), which is significantly greater than the regional average (34%).
- **Limited Housing Diversity:** About 80% of residential properties are single family homes. (HPD). Data from the 2023 HPP indicated most housing permits over the past decade have been for single-family homes, with only 9 percent of the total stock being alternatives to single-family homes.
- **Mismatch in Unit Sizes:** While 73 percent of year-round households are one- or two-person households, only 41 percent of the total housing stock consists of studios, one-bedroom, and two-bedroom units. (HPP)
- **Affordability Crisis:** The median home price is \$913K for single-family homes (HPD) and \$444K (2024) for condos (Mass Association of Realtor's website – October 2024 year-to-date data for Wellfleet). This is out of reach for most Wellfleet residents. The median home price of \$913K will require an annual household income of \$268K (HPD), which is more than two times the median household income of \$114K (2023). Additionally, average rents of \$2,200 per month requires an annual income of \$88k to prevent the household from being cost burdened.
- **Subsidized Housing Inventory (SHI):** Wellfleet has 40 units listed on the SHI, accounting for just 2.58 percent of its 2010 year-round housing stock.
- **Income Range Need:** More housing is needed across income levels, from extremely low-income households to those earning 200 percent of the Area Median Income (AMI). The latter earn too much to qualify for low- and moderate-income rentals, yet do not earn enough to pay market rents or purchase a house in Wellfleet.
- **Cost Burdened Households:** 460 households currently living in Wellfleet are cost burdened, paying more than 30% of their incomes for rent or ownership. Of these, 295 (64%) have low or moderate incomes (at or below 80% AMI), constituting the group with the greatest need. (HUD-CHAS)
- **Estimated Housing Demand:** 460 cost burdened households would benefit from affordable housing. Currently in development are:
 - » 46 homes at 95 Lawrence Road
 - » 4 Habitat for Humanity Homes

- **Unmet Need – Existing Residents:** This leaves approximately 410 cost-burdened households without access to housing they can afford. This rough estimate does not address additional needs created by doubled up households, adult children forced to live in the homes of their parents or other relatives, and residents with short-term tenancies, among others.
- **Unmet Need – Non-Resident Workforce:** Wellfleet also has a substantial commuter workforce, with 635 workers traveling to the town for employment. There is a recognized but unquantified need for housing to accommodate the non-residential workforce (both year-round and seasonal) and job candidates priced out of the housing market, which is not reflected in the HPP's estimate of housing needs.

The Issue

There has been a 30% increase in year-round population between 2010-2020--accompanied by a 13% decrease in the labor force. This confirms anecdotal information that the year-round residents primarily comprise retirees who might not be engaged in the workforce.

The result is the loss of younger demographics which include many in the local workforce and young families. Enrollment at Wellfleet Elementary School is a clear indicator of the precipitous decline of these demographics. According to the Massachusetts Department of Elementary and Secondary Education,

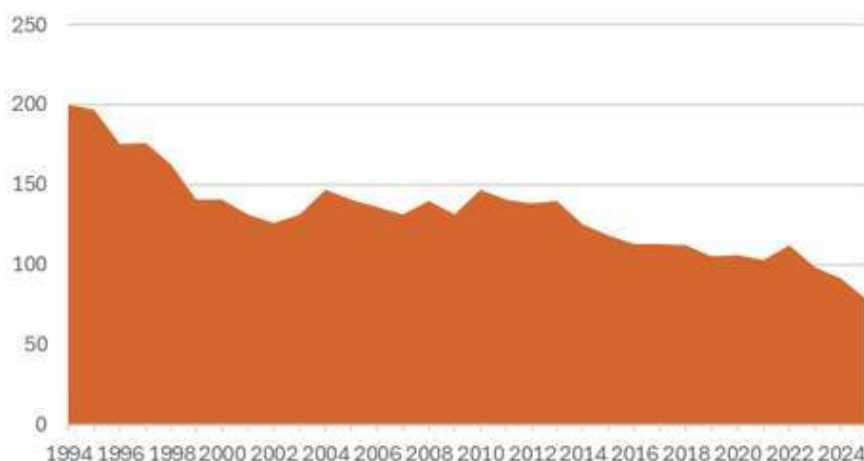
1995, Wellfleet Elementary School had a total enrollment of 200 students; for the 2026 school year, enrollment shrunk to 78 students, 39% of the 1995 enrollment. According to the US Department of Education, National Center for Educational Statistics, over the same period, the national enrollment grew by 17%.

These demographic shifts confirm the feedback from the community that lack of affordable housing and attainable middle-market housing are making it difficult for younger families, who constitute a majority of the labor force, to find housing and continue to live and work in Wellfleet. Housing costs prevent even middle-income households from settling and raising a family here. Many of the essential jobs do not pay enough to find housing within reasonable commuting distance. Many businesses have been forced to buy up existing properties to house their own workforce (both year-round and seasonal), outbidding local buyers and further driving up the cost of housing for others.

The Result

- **Town and businesses cannot attract and retain qualified workers:**
 - » Without housing being affordable for young people and working families, the scarcity of labor increasingly constrains business growth: The labor supply shrinks, and

Wellfleet Elementary School Enrollment



the region becomes less attractive as a place for the bulk of the labor force to live and work. The overall consequence for Wellfleet is an erosion in the availability of a consistent workforce, ranging from town employees to caregivers and others who provide vital services.

- **Wellfleet residents have fewer choices and access to goods and services and have to pay more**

- » The housing shortage impacts the overall quality of life for all sectors of Wellfleet's population, ranging from elderly "empty-nesters" who can't downsize because affordable rental options are lacking, to seasonal residents who can't find tradespeople to fix their faucets

- **Demographics shifts continue and few young people can afford to live in the area**

- » The housing crunch makes it almost impossible for young adults to move to or stay in the area and many of the essential jobs do not pay enough to find housing within reasonable commuting distance.
- » Without housing affordable to young people and working families, the scarcity of labor gradually strangles business growth: The labor supply shrinks, and the region becomes less attractive as a place for the bulk of the labor force to live and work.

- **The school could close**

- » The decline in enrollment may result in the closure of Wellfleet Elementary School.

Not enough housing diversity



91%

Housing is single-family



77%

Owner-occupied

Not enough affordable housing



26.5%

Cost-burdened households



2.6%

Compared to State's 10% low-income housing expectations

Year-round housing

66%

Housing stock is seasonal use



1188

Short term rental units



Losing children and labor force



+12%

Year-round households



-40%

School enrollment



-13%

Labor force

Between 2004-2024

Not enough smaller units



73%

One-or-two-person households



41%

Of housing has 1- & 2-bedroom units



Community Meeting #3 full house



Community Meeting #1



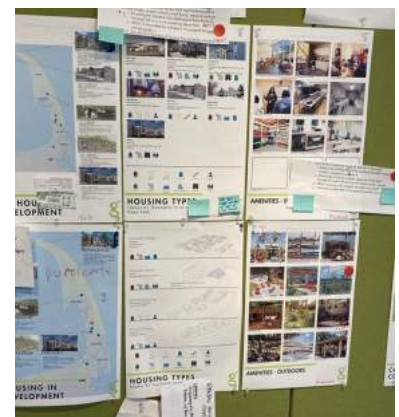
Community Meeting #3 sign



Community Meeting #1



Community Meeting #2



Process work

2 COMMUNITY PARTICIPATION

The yearlong planning process started in April 2024, first by ***gathering community ideas and visions***. ***This helped to provide a detailed community vision for Maurice's Campground***, with recommendations for land use, landscape, housing types and tenure, architectural styles, a mix of incomes and types of households served, and more.

PLANNING PROCESS AND COMMUNITY ENGAGEMENT

The Maurice's Campground Planning Committee (MCPC) aimed to engage as many community members as possible in the planning process. To achieve this, the consultant team implemented a variety of outreach and engagement strategies, including:

- Community Facilitated Conversations using the “**Meeting-In-A-Box**” tool
- **Focus Groups** with key stakeholders, including business owners and abutters
- **Interviews** with affordable housing developers and elected officials
- **Community Meetings**:
 - » Community Meeting # 1: Introduction & Visioning
 - » Community Meeting # 2: Draft Vision
 - » Community Meeting # 3: Final Master Plan

Community Feedback that shaped the Master Plan

The following are major themes and insights gathered from community engagement efforts:

- **History and Legacy**: Community participants shared that they valued Wellfleet's diversity,

history, and friendliness. They emphasized the legacy of continuing the close-knit multi-generational community that currently exists in Wellfleet and were worried about its longevity. Community members envisioned the future of Wellfleet in 50 years as a beautiful Town with open space, a cohesive government, and affordable housing.

- **Unique Opportunity**: Wellfleet's housing shortage negatively impacts many aspects of Wellfleet life. Maurice's 21+ acres offer a unique opportunity to address Wellfleet's urgent housing needs; community members urged the Town to “think big” and maximize housing on the site within appropriate constraints and deliver a reasonable return on the Town's investment

Housing:

Community members expressed a desire for:

- Year-round rental and homeownership
- With a range of affordability levels and types of housing
- Seasonal worker beds (as many as are currently at the campground)

Residents generally like the mix of types and sizes of housing including:

- Some single family/Habitat homes for ownership
- Homes for adults who are over 55 years in age
- Mix of studios, 1, 2 and 3 bedroom homes

Residents expressed varied opinions on...

- Building heights:
 - » Many advocate for 3 story buildings to reduce land coverage
 - » Some abutters prefer lower heights and smaller-scale buildings
- Number of year-round homes:
 - » Many support approximately 300 homes
 - » Some prefer 100-200 homes

Residents and Town officials emphasized the need for:

- Housing for municipal workers, caregivers and workers essential to Wellfleet economy and life
- Middle-market attainable housing
- Local housing preference, with a focus on people who live and work in Wellfleet and the Outer Cape
- Long-term affordability, in perpetuity
- Housing that accommodates all stages of life, family sizes, and households, such as young adults, especially those just entering the workforce and empty nesters wishing to downsize.

Business Owners discussed the advantages of:

- Dorm-style housing for seasonal employees with shared common areas, laundry and kitchen facilities

Neighborhoods:

Residents generally prefer development schemes that offer:

- Sub-neighborhoods that reflect Wellfleet character
- Informal roads like rest of town
- Lots of open space
- A parking ratio of 1.5

Some Village Lane abutters advocated for:

- A greater buffer than the 25' setback shown

- A landscape buffer and/or fence

Some Spring Brook abutters emphasized:

- Desire for substantial setbacks
- Landscape buffer
- Dark Sky lighting standards

Village Center:

Residents expressed a desire for a village center serving as a community hub for site residents and others. This could include:

- Expanding the Billingsgate Market
- Multi-purpose flexible space/community building

Open Space:

Participants expressed a desire for a diverse mix of outdoor open spaces, including:

- Preserving trees and natural elements
- Common open spaces for outdoor recreation, serving children, seniors and other adults, including areas to play baseball and hoops.
- Private yards, roof gardens and roof decks
- Connection to the Cape Code Rail Trail

Traffic & Pedestrian Safety

- Improving access points to Route 6
- Studying the impact of adding a traffic signal, contingent to approval from Mass DOT
- Improving pedestrian access, and encouraging alternative transportation through bike racks, pedestrian pathways and access to the bus

Other Features:

Participants identified other elements to include:

- Accessibility (mobility challenges, aging-in-place)
- Storage requirements, especially for shellfishing, artists, tradespeople
- Sustainability and energy-efficient design
- Community spaces within residential buildings such as laundry, community room, shared kitchen and event spaces

ENGAGEMENT TIMELINE

- **June-September 2024**
Small group discussions (Meeting-in-a-box, interviews, and focus groups)
- **August 1, 2024**
Community Meeting #1: Introduction and Visioning
- **November 20, 2024**
Community Meeting #2: Present Draft Vision
- **December - January, 2025**
Business Community Interviews
- **April 2, 2025**
Community Meeting #3: Final Master Plan Vision and Recommendations



138
MIAB PARTICIPANTS



75
MEETING #1 ATTENDEES



135
MEETING #2 ATTENDEES



215
MEETING #3 ATTENDEES



31
BUSINESS SURVEY
PARTICIPANTS



104.6%
PERCENT OF PROJECT
ENGAGEMENT GOAL



373
TOTAL PARTICIPATION
POINTS



Community Meeting #1 table



Community Meeting #2 table

Thank you for joining us today!
Please use the stickers to answer the following questions to give us a sense of who you are.

1: WHICH BEST DESCRIBES YOUR CONNECTION TO WELFLEET?

1. I LIVE IN WELFLEET YEAR-ROUND
2. I LIVE IN WELFLEET SEASONALLY
3. I DON'T LIVE IN WELFLEET, BUT I OWN PROPERTY HERE
4. I DON'T LIVE IN WELFLEET, BUT I WORK HERE
5. OTHER (Please specify)

2: HOW OLD ARE YOU?

UNDER 24
25-39
40-49
50-64
65 OR OLDER

3: IF A WELFLEET RESIDENT, WHAT IS YOUR HOUSING STATUS?

1. I AM A HOMEOWNER
2. I RENT FROM AN INDIVIDUAL
3. I RENT FROM A HOUSING PROVIDER
4. OTHER (Please specify)

4: HOW LONG HAVE YOU BEEN AFFILIATED WITH WELFLEET?

LESS THAN FIVE YEARS
5-10 YEARS
11-15 YEARS
16-20 YEARS
21+ YEARS

MASSACHUSETTS DEPARTMENT OF REVENUE
LANGAN

Community Meeting #1 Survey

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Wayfinding signage on site



Trailers at Maurice's Campground



Small play area for children



Maurice's Cabins

3 SITE CONDITIONS

In 1949, Maurice and Ann Gauthier purchased land in Wellfleet and built seven cabins and four cottages. Ann's Motor Court opened for business in 1950, offering Cape Cod vacations. In the late 1950s, the Gauthiers expanded their business by developing Maurice's Campground with help from their three sons: Martin, Moe, and John. Maurice's apple and cranberry sales, along with John's surfboard business, evolved into Maurice's Market in the early 1970s. In 1976, Maurice and Ann retired, passing the campground on to Martin, Moe, and John, who managed the business until their retirement in December 2022.

Maurice's Campground spans 21.3 acres (roughly 16 football fields) and includes:

- 200+ trailer sites
- 16 tent only sites
- 7 cabins
- 4 cottages
- A single-family home
- A central office, restrooms, water hookup stations, a playground, and a small market

Seasonally, the campground houses between 400 and 575 people, many of whom return annually. During the offseason, most trailers remain stored on-site but unoccupied.

A significant number of Campground residents live elsewhere in Wellfleet or on the Cape during the off-season, with typical short-term leases that require them to vacate for summer tourist rentals. Approximately 80-90 Campground residents are seasonal workers in Wellfleet or nearby towns.



Gauthier Family



Office Building at Maurice's Campground

Surrounding Context

The site is flanked by Route 6 to the west, with the Wellfleet Cinema & Drive-In and flea market across from the site on Route 6. The National Seashore is on the east with a bicycle path connection to the Cape Cod Rail Trail (CCRT).

The northern edge of the site abuts Silver Spring Brook, wetlands and cranberry bogs, with a 200’ riverfront buffer limit on development. The Spring Brook Road neighborhood and the Wellfleet Motel are to the north beyond the river buffer. The neighborhood along Village Lane is to the south.

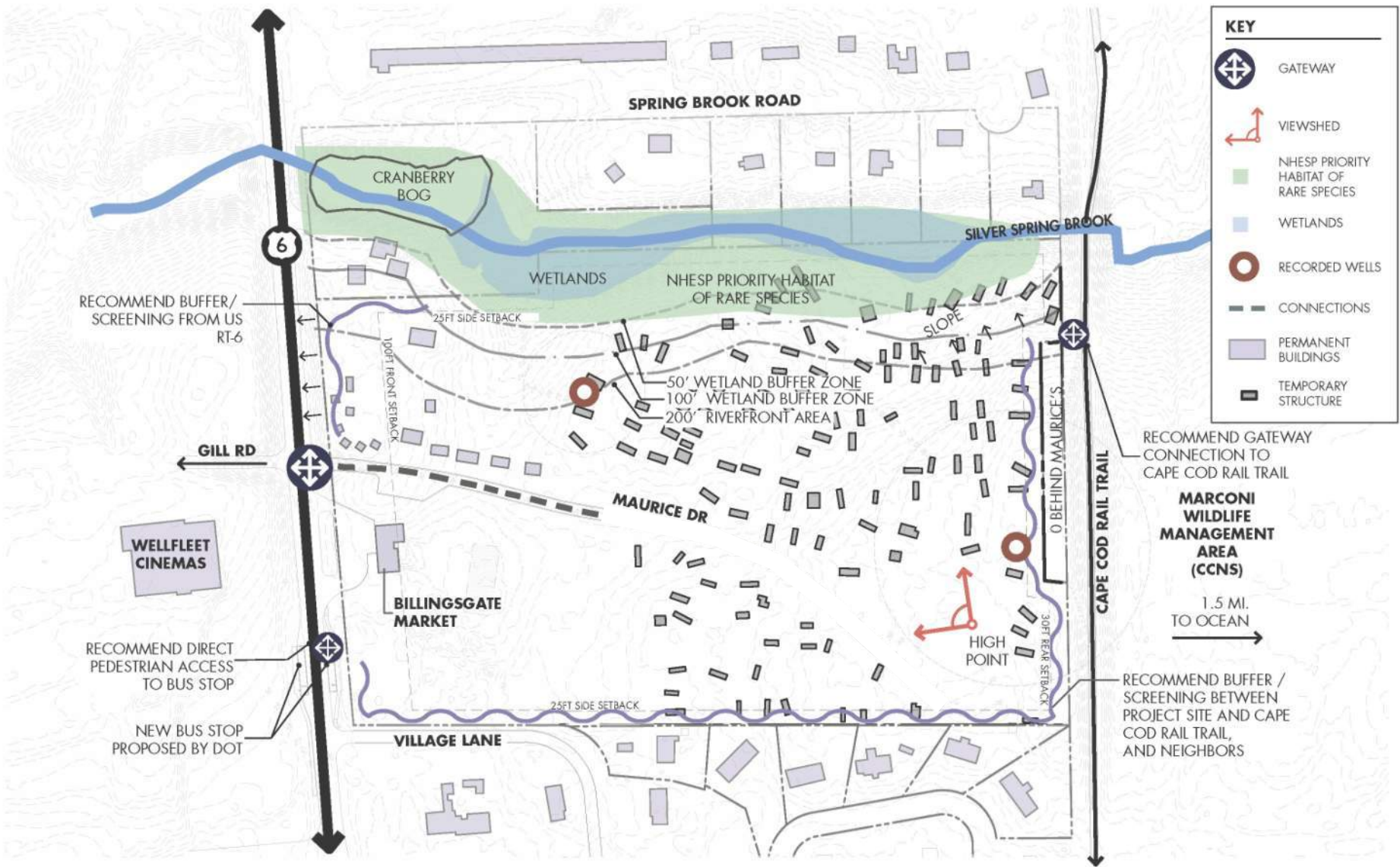
The site is located very near the Eastham/Wellfleet town line.

Access and Transportation

- Gill Road is the main entry to the site, connecting to West Road, the Wellfleet Cinema, nearby neighborhoods, and the Mass. Audubon Wildlife Sanctuary.
- On the campground property, Gill Road runs alongside the Billingsgate Market. Vehicles making left turns to enter or exit often cause traffic backups on Route 6.
- A Flex Bus stop is located near the Billingsgate Market for northbound travel, but southbound travelers must cross Route 6, which lacks a pedestrian crossing.
- The only sidewalk along this stretch of Route 6 is in Eastham, which does not extend to the campground, leaving no safe pedestrian or bike access across Route 6.
- Improvements by MassDOT are underway to improve pedestrian and vehicular safety. See page 22 for more.

Topography

- The highest elevation is in the southeast corner of the parcel, while the lowest is at Silver Spring Brook is along the northern edge.
- The land slopes gently across the site, with surface runoff flowing downhill toward Silver Spring Brook and west towards Route6.
- Route 6 bisects a gentle hill, resulting in a steep +/- 7’ grade change at the northwest corner of the campground. A similar condition is present at the rail trail along the eastern boundary. The former railroad cut through a gentle hill, resulting in a steep +/- 10’ drop from the campground to the surface of the present trail.



Spring Brook Road, Wellfleet



Maurice Drive



Rear of campground overlooking Cape Cod Rail Trail

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Natural Features

The site features dense Pitch Pine forests, creating a shaded environment.

Key environmental elements include:

- Silver Spring Brook (northern boundary): the brook and the adjacent cranberry bog are situated within the Priority Habitat Zone, which supports a range of species, including butterflies, moths, birds, amphibians, and various plants
- Vegetative Buffers
- South (Village Lane): A mix of evergreens, deciduous trees, and shrubs providing privacy to the abutters
- East (Cape Cod Rail Trail): A vegetative buffer maintaining the site's ecological character.

Climate Risks

The Maurice's Campground site does not lie within Federal Emergency Management (FEMA) flooding risk areas.

Environmental Assessment

A Phase 1 Environmental Site Assessment (August 2022) identified the presence of PFAS in the drinking water well. This issue will be addressed by decommissioning the existing wells and connecting to Eastham's municipal water system (see Infrastructure). A Phase II Environmental Site Assessment is recommended.

Zoning

- The site is currently zoned as Residential 2 (R2), which permits single family homes that are 2 stories (28') with a minimum lot size of 40,000 square feet. The current zoning does not allow multifamily housing or many commercial uses identified as desirable by the community for the redevelopment of the campground.
- The Wellfleet zoning code requires at least 2 parking spaces per dwelling for residential properties and may be reduced to 1.5 parking spaces per dwelling for apartments (See Wellfleet Zoning 235-6.3). Adequate parking needs to be provided while acknowledging the various priorities and uses proposed for the site's redevelopment.
- Changes to the existing zoning will be required for any proposed development that includes multifamily and commercial uses.



Pitch Pine forests



Cape Cod Rail Trail



Trailers on site



Cottages and cabins on site

WELLFLEET CHARACTER

Wellfleet Neighborhoods

"Wellfleet, like other Cape Cod towns, has many common natural, social and economic traits. However, the historic development patterns and resulting architecture of the towns' village centers are quite different. Wellfleet and Falmouth, for example, have historic village centers, yet the centers have very different histories -- differences reflected in architecture, building size and overall development patterns." (Designing the Future to honor the Past: Cape Cod Commission Report/DFHP).

Understanding how these unique development patterns have shaped the character of Wellfleet are important in developing guidelines to encourage "compatible future growth." Integrating new development in a way that "preserves and enhances streetscapes, open and public spaces, historic architecture, pedestrian amenities, mixed use and a sense of history" (DFHP Report).

Wellfleet is rich in varied house types, built over centuries and decades, and of different architectural styles, ranging from old vernacular to mid-century modern to contemporary. Wellfleet neighborhoods have a variety of building sizes; there are several historic 3 and 3.5 story buildings with massing, forms and roof types cleverly reducing the impact of the

building's height. Neighborhoods are composed of clusters of homes around long winding roads, nestled within trees, with doors facing each other in a neighborly relationship and front yards and porches inviting social interaction.

Characteristics of Existing Buildings in Wellfleet

The buildings in Wellfleet include a mix of vernacular Cape and mid-century modern houses. In the 1930's, Federal Housing Administration promoted Cape houses as the national model for affordable family housing, lauding the simple, functional forms responding to nature. Varied massing and rooflines, and local materials such as cedar shingles emphasize this simplicity, authenticity and connection to nature, while at the same time providing variety and an appealing mix. Wellfleet's 20th-c. modern houses draw from that vernacular, joining it with new industrial materials, and extending into nature with large windows, low profile roofs and decks. Innovation continues today as the vernacular absorbs new ideas like sustainable design.



100 West Main St. An example of architecture of a varied massing, multiple roof lines, and contributes to the character of the area



276 Main St. An example of architecture of a varied massing, with interesting details, and matches the character of the area

CURRENT AND PLANNED IMPROVEMENTS

Transit and Transportation Upgrades

A Pavement Preservation project by MassDOT is currently underway to resurface, restripe and address deteriorating roadway pavement conditions. The pavement preservation project includes significant changes to the roadway conditions and immediately adjacent to Maurice’s from pre-existing conditions. They include protected bus pull-offs, bike lanes, an ADA-compliant beaconized crosswalk across Route 6 at Village Lane, and the installation of 550’ compliant 5.5’ ft sidewalks. The work includes traffic calming features with the relocation of the northbound merge of two travel lanes to one into Eastham with a gradual taper and a protected turning lane for those traveling north into the Wellfleet Dive In & Cinema.

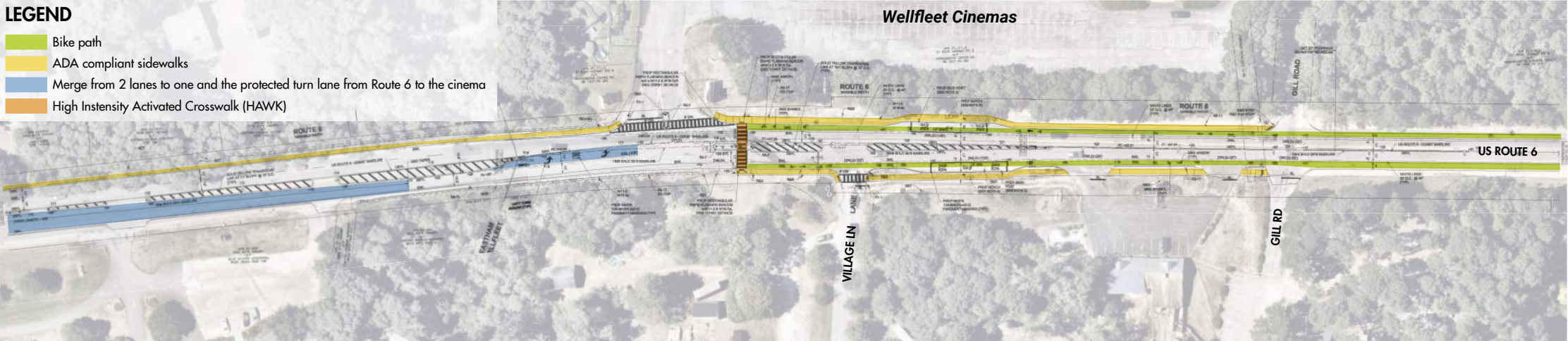
Water Supply

After the purchase of the property, the Town of Wellfleet reached an agreement with Eastham to service the property from their municipal water system, and a 10” water main with curb stops was installed in 2024. The inter-municipal agreement with Eastham allows for the use of up to 50 million gallons of water per year for the parcel. Currently, the Campground utilizes on-premises wells; the existing wells will be decommissioned during the redevelopment of the property, removing the wellhead protection zones associated with a public water supply. Additionally, the abutting theater property has a public water supply with a wellhead protection zone that extends slightly into the westernmost portion along Rt. 6. The theater has an agreement with Eastham to service their property, and they have indicated that they will be decommissioning their public water supply wells.

EXISTING



PROPOSED



Mass DOT planned road and pedestrian improvements along Route 6. Construction began in March 2025.

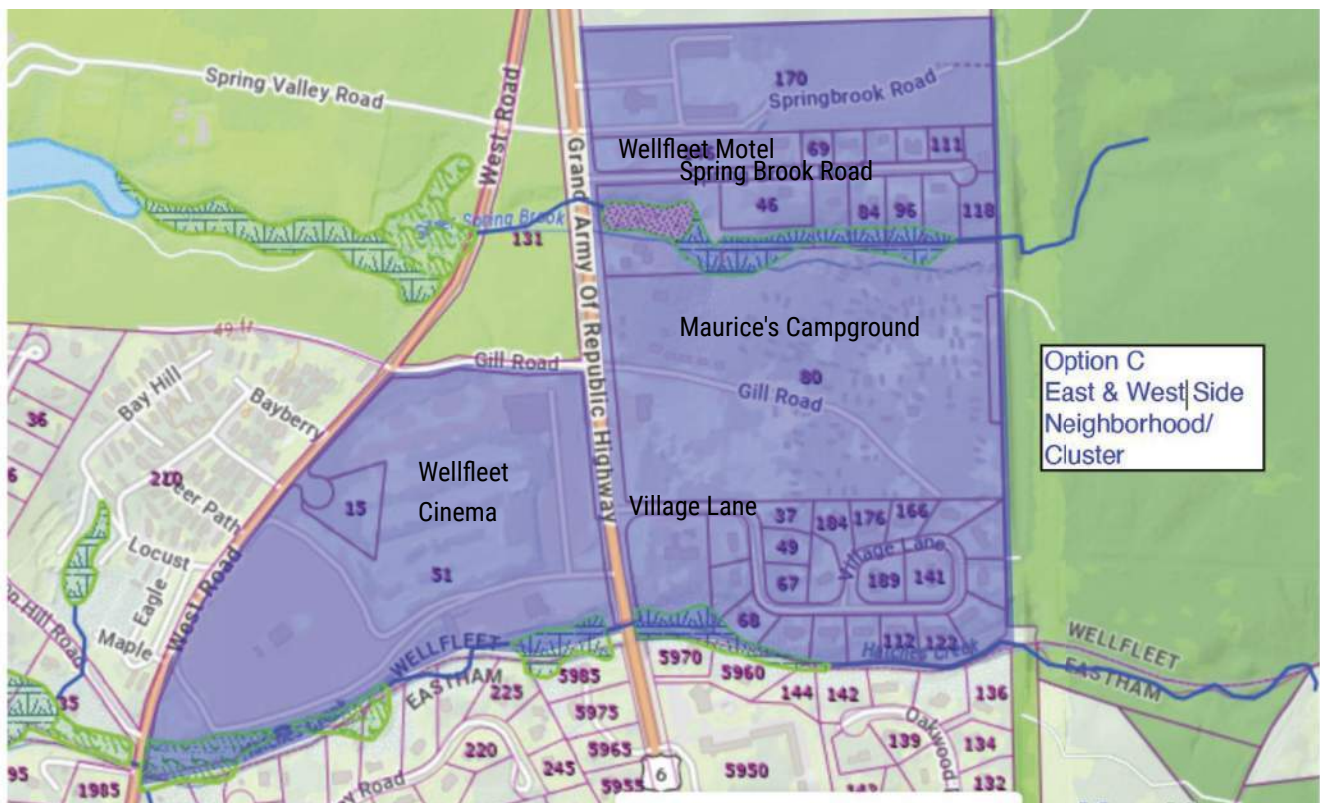
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Wastewater Treatment

The Campground is currently served by non-compliant septic systems. As part of the redevelopment, these systems will be decommissioned, and an on-site advanced treatment wastewater solution is envisioned to serve the property, Wellfleet Cinema, Spring Brook Road, Village Lane, and the Wellfleet Motel & Lodge neighbors. This system is a key component of the Town's wastewater plan to substantially reduce nitrogen loading of Wellfleet Harbor per the Scott Horsley report titled "Wellfleet Targeted Watershed Plan & Maurice's Campground (see appendix).

The Scott Horsley report outlines three options for future wastewater management at the campground. Option C, "Cluster East & West," is the preferred approach for future wastewater management. The report assumes design flows for 200 to 300 homes (400 to 600 bedrooms, respectively) on the campground property. Option C also includes the existing flows for Spring Brook Road homes, Village

Lane homes, the Wellfleet Motel & Lodge, and the Wellfleet Cinema. A leaching field of approximately 40,000 SF will be required to accommodate the projected flows, assuming an on-site advanced treatment wastewater solution. The Town has engaged Weston and Sampson and is currently performing percolation testing, soil characterization, ground water mounding analysis, and a MADEP workplan.



Scott Horsley Report Option C

CONSTRAINTS

Conservation Requirements

Wetland resource areas are specific regions that are characterized by the presence of water, either at or near the surface of the soil, for significant periods of time during the year. These areas are vital for maintaining ecological balance, supporting diverse plant and animal life, and providing numerous environmental benefits. Water resource areas on site include:

- Silver Spring Brook – Perennial stream
- Bordering Vegetated Wetlands associated with Silver Spring Brook

The Massachusetts Department of Environmental Protection (MassDEP) regulates wetlands in Massachusetts under 310 CMR 10.00. These regulations are part of the Massachusetts Wetlands Protection Act (MWPA).

The Wellfleet Conservation Commission is responsible for regulating wetlands in Wellfleet, Massachusetts. The Conservation Commission oversees the protection and management of the town's natural resources, including wetlands, under the authority of the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131, Section 40) and the Wellfleet Wetlands Protection Bylaw.

The Wellfleet Wetland Regulations are designed to protect and manage the town's wetland resources, ensuring their ecological integrity and the benefits they provide to the environment and the community.

Riverfront Buffer

Silver Spring Brook has a Riverfront Area that is 200 feet wide and is measured from each side of the perennial stream from the mean annual high-water line outward horizontally and parallel to the stream. Work within the Riverfront Area is subject to protection under 310 CMR 10.00: Wetlands Protection Act Regulations. It shall be minimized and meet the General Performance Standard in 310 CMR 10.58(4) and the provisions of 310 CMR 10.58(5) for Redevelopment Within Previously Developed Riverfront Areas; Restoration and Mitigation. Work in the RA that would result in a significant adverse impact on the RA will not be granted a permit, particularly if there is a practicable and substantially equivalent economic alternative to the proposed project with less adverse impacts. While there are exceptions that allow alteration of existing disturbed areas within the RA of up to 10% or 5,000 sqft, it is recommended that the development not be located within the RA. Minor improvements to existing conditions are allowed, as long as they are not closer to Silver Spring Brook than existing conditions and do not increase the impervious areas.

Currently, the existing trailers encroach on the Riverfront Area and will be removed to better protect Silver Spring Brook and provide an enhanced buffer between the new housing and abutters on Spring Brook Road.



Overlooking Silver Spring Brook and Spring Brook Road homes

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Wetland Buffers

The Bordering Vegetated Wetland has a 100-foot Buffer Zone. overlapping the 200’ RA, activities and development of which is protected under the Wellfleet Wetlands Protection Bylaw. Some alteration (3000 square feet) is allowed within the Buffer Zone, subject to approval by the Conservation Commission. At a minimum, a 50-foot-wide area of undisturbed vegetation shall be provided between the wetland resource area and the work. Driveways within the Buffer Zone shall be constructed with pervious materials. Cutting, pruning, lifting the canopy, limbing or other destruction of above ground vegetation shall be limited.

Filter Strip

The Buffer Zone is further sub-divided to include a 50-foot Filter Strip. The 50’ filter strip is also subject to the restrictions of the Wellfleet Environmental Protection Bylaws. The following activities are prohibited within the 50-foot Filter Strip: new and/ or expanded lawn and garden areas, new structures including but not limited to homes, buildings, garages, sheds and decks; expansion of existing structures including but not limited to homes, buildings, garages, sheds and decks.

Priority Habitat Protected Areas

The area is also designated a NHESP Priority Habitat (PH) and Estimated Habitat (EH). It is recommended the project and activities stay outside the PH and EH.



Diagram of existing site conditions

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Site Circulation, Emergency Access, & Accessibility

- Any proposed development will need to meet the NFPA and local emergency services requirements for emergency access. At the time this report is issued, an NFPA “Fire Access Lane” will be required within 50’ of the entry to each residential building, requiring significant design considerations. Fire access lanes must be 20’ wide and maintain a minimum vertical clearance of 13 feet and 6 inches.
- The existing campground has a singular vehicular entry at the intersection of Route 6 and Gill Rd. Future development will maintain this intersection as the primary vehicular entry to the site, with a secondary entry at the southwest corner of the site with either a curb cut on to Route 6 or a curb cut on Village Lane.
- There is an existing connection to the Cape Cod Rail Trail (CCRT) along the eastern edge of the site. Any future development will make a private connection to provide emergency access to the existing CCRT to encourage and facilitate non-vehicular arrival and departure of residents to/from the property.

Drainage and Erosion Control

Though there are select areas of the site with steep grade changes, the site generally drains to the North and West. There are limited flat areas and multiple instances of self-contained depressions within the property which may require a distributed, integrated stormwater approach. The areas of steep grade may be prone to erosion, which will need to be addressed in the design of the landscape.



Gill Road and Maurice Drive Intersection with Route 6

OPPORTUNITIES

The Maurice’s Campground site presents a rare opportunity to address the urgent housing needs of Wellfleet and the Outer Cape. With over 21 acres of land, it offers a “once in a lifetime opportunity” to develop a smart, sustainable community that provides housing for current and future generations while supporting the local economy and workforce.

Located along Route 6, the site is set apart from Wellfleet’s center but remains easily accessible to South Wellfleet and Eastham residents. This makes it a promising opportunity for a new ‘village center’ that could serve as a hub for both housing and commercial activity. Its proximity to the Cape Cod Rail Trail (CCRT) and Cape Cod National Seashore enhances its appeal, particularly for young families. With a nearby Cape Cod Regional Transit Authority bus stop and bike path access, the site also offers transportation options that reduce reliance on cars.

A well-planned development that aligns with the community’s needs and the town’s master plan could create a vibrant, inclusive neighborhood that blends residential and commercial spaces while preserving Wellfleet’s character.

BENEFITS OF DEVELOPING THE SITE

The goal for developing the Maurice’s Campground site is to generate a range of rental and home-ownership options for mixed-income housing. The housing would also reflect the changing needs residents have depending upon their stage of life and career, as well as changing household composition. Providing housing for a broad range of incomes, essential to supporting the health and well-being of the community and the quality of life of residents of Wellfleet, will also strengthen the local economy. Benefits will include:

- People who have grown up in Wellfleet can continue to live here and Wellfleet seniors can find housing that enables them to downsize and find units designed for people with mobility challenges.
- Housing will be affordable and attainable in perpetuity
- The shell-fishing community can live, thrive, and build their livelihoods
- Wastewater, water supply, and other infrastructure would improve for businesses and hundreds of residents
- Residents have greater access to buy goods and services at more affordable prices
- School enrollment can grow
- Overall tax revenue generated from the site could grow from the current amount of \$22,000 annually to a projected amount of at least \$400,000 annually, which would lead to an increase in the Town’s aggregate tax revenues by 1-2%, and could support Town services
- A vibrant economy that supports year-round residents

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Aerial view of Wellfleet village center

4 VISION & DEVELOPMENT GUIDELINES

Vision: To fulfill residents’ diverse housing needs, while incorporating Wellfleet character, enhancing community diversity, and connecting to the unique natural environment.

GOALS

Over the course of the Master Planning process, the consultant team worked with Maurice’s Campground Planning Committee to refine the goals for the project.

- **Optimize the property for development to address the diverse housing needs** for residents with incomes insufficient to find safe, affordable housing on the Cape.
- **Respect and incorporate the character of Wellfleet**; enhance the community’s diversity, build upon the connection to the unique natural environment.
- **Create a well-planned, desirable residential neighborhood** that “fits” into, and is identifiable as part of Wellfleet with a strong sense of place, building community with adjacent neighborhoods.
- **Provide options for housing people with varied needs**, incomes, circumstances, and life stages, including affordable, workforce, senior, homeownership, middle-market and attainable housing for the workforce and seasonal worker housing.
- **Provide the physical infrastructure**, community amenities, and commercial uses needed to support the proposed development and the South Wellfleet neighborhood generally. Create a “village center” which can both support the commercial and economic uses, as well as build social infrastructure.

- **Ensure that the development serves the breath of people’s life cycles**– young adults, families, seniors – “community housing” – creates housing to create a full community.
- **Coordinate with the town’s wastewater consultant** to plan for innovative wastewater management solutions that also serve nearby properties and, despite the added wastewater generated by the new development, will nonetheless reduce nitrogen in the Wellfleet Harbor.
- **Provide creative solutions** to accommodate the transportation, communal, recreational, and vocational storage needs of residents.
- **Prioritize the sustainability of the development** and maximize the potential for innovative renewable energy, net-zero building principles, climate resiliency, native plantings, rain gardens, stormwater management, and other ecologically sensitive initiatives.
- **Utilize Smart Development principles**, including preserving open space, critical environmental areas, and natural beauty, focusing on walkable neighborhoods and the pedestrian experience through the site, catering to a variety of transportation choices and a range of housing types.

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DEVELOPMENT PROGRAM & USES

The scope and size of the development project is informed by the Project Goals and by the various parameters of the site as identified in Chapter 2. Any proposed development must carefully optimize the number of homes while balancing the following aspects:

- Area for development is restricted by the riverfront and wetland buffers, and includes a landscape at the south side of the property that exceeds zoning requirements.
- The potential capacity of the proposed freshwater supply and wastewater treatment systems.
- Preservation of existing trees and natural elements to the extent possible.
- Plausibility of available traditional funding and non-traditional funding.
- A series of small sub-neighborhoods of diverse housing types and styles.

The proposed development will include the programmatic uses in the following sections:

Residential Uses

A target of 250 year-round homes through a mix of building types, and including rental and homeownership options for both affordable and attainable housing (see Targeted Housing, page 33):

- Small, medium, and large multifamily buildings organized around common vertical circulation.
- Townhomes with individual at-grade entries and private vertical circulation.
- Single family homes and/or duplexes with private entries and private interior circulation.
- Exceed the minimum 5% accessible dwelling unit requirement in all building types with or without an elevator. Accessible units on the first floor will have flush at-grade entries. Accessible units are to be distributed across building types and on various floors.

- Note: Please refer to Chapter 5 for additional information regarding distribution of various year-round housing building types and to page 6 for the % of AMI information.

A target of 80-100 seasonal worker beds.

- “Traditional Dorm” style single and dual occupancy bedrooms, organized around common corridors with shared kitchens and baths.
- “Shared Apartment” style dwelling units with three to six single occupancy bedrooms organized around a common space. Multiple “shared apartments” would be organized in one building with common circulation.
- Alternate uses for seasonal worker housing that may be creatively used in the off-season for a variety of transitory uses such as, but not limited to, artist residency programs, as a hostel, or other uses compatible with the residential character of the development near west of site along Route 6 above the commercial or communal uses should also be considered. The seasonal worker housing would be located above the commercial or communal uses along Route 6.

General Considerations:

- Larger Multifamily buildings to include amenities such as shared laundry and multi-purpose/ community room spaces.
- Residential uses to include options such as co-living and co-housing by evaluating and providing arrangements for some units that would have some shared facilities such as kitchens and laundry.
- Property management offices, maintenance space and property management storage to be included within the proposed development.

HOUSING TO MEET DIVERSE NEEDS



Proposed housing program

TARGETED HOUSING = YEAR-ROUND + SEASONAL WORKERS

1. Approximately 250 Year-Round Homes

- **175** affordable rental homes:
 - 150 funded with substantial subsidies
 - 25 with limited subsidies for moderate incomes
- **75** homeowner-occupied homes:
 - 25 affordable homes for homeownership and first-time homebuyers
 - 50 attainable middle market homes

2. Housing Seasonal Workers (80 - 90 total)

- **80-90 beds**
 - Traditional-style dorms with 1-4 beds per room
 - Shared baths, kitchens, and lounges



Mosaic Commons in Berlin, MA.

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Brewster General Store - Example of appropriate commercial / community use building with pedestrian amenities out front, buffering from the road, providing shade and a place to socialize.



South Wellfleet General Store - This store was mentioned by several community members as the right size of commercial to add to the site.



Provide gathering places with seating and shade, similar to Herring Cove Visitor Center.

Community & Commercial Uses

A combined area of approximately 15,000 SF to accommodate the following uses:

- **Retail (General Store/Market)** of approximately 2,600 sf to 5,000 SF.
- **Space to accommodate auxiliary retail uses,** depending on market viability, such as:
 - » Cafe, or similar to provide a “third place” for residents.
 - » Shared workspace for trades and artists with limited on-site storage.
 - » Co-working office space.
 - » Consider a space that may be used for Homebased Childcare and/or other community-supporting programs.
- **Multi-purpose flexible spaces** to serve the residents of the development for activities such as:
 - » Classes such as Fitness, Yoga and other activities.
 - » Community Room to accommodate social events of various sizes.

- **Storage**
 - » Accommodate small-scale equipment owned by residents, though nothing larger than what fits in a pick-up truck.
 - » Storage for personal residential property including gardening equipment, bikes, kayaks, and other recreational equipment.
 - » Recommended that Shellfish equipment is to be stored offsite elsewhere in Town.

Parking ratios to be as follows:

- **Studios:** 1.0 spaces/home
- **1-beds:** 1.0 spaces/home
- **2-beds:** 1.5 spaces/home
- **3-beds:** 1.5 spaces/home
- **Townhomes:** 2.0 spaces/home
- **Duplexes:** 2.0 spaces/home
- **Seasonal Workers:** 0.1 spaces/bed

Community/Commercial Parking: to meet Wellfleet Zoning. Outside of business hours, commercial parking is to be shared with overnight seasonal worker parking and residential visitor parking.



Provide social gathering spaces. Example at Mosaic Commons in Berlin, MA

Open Space

A variety of open spaces to include:

Public open spaces are designed to foster community engagement and provide recreational opportunities for all residents and visitors. These spaces include, but are not limited to:

- A plaza along Route 6, adjacent to the commercial zone that supports and activates the businesses, where people can gather, eat, socialize host live (time restricted/unamplified) live entertainment or food trucks.
- A community green.
- An overlook along the bike trail connector, and a bike repair station.
- Community Amenities within the site such as a dog run, a children's play area, picnic areas with tables, community gardens.
- Areas dedicated to working with the community for public art installations and community gardens.
- These areas are to encourage community interaction, outdoor activities, and cultural expression, enhancing the overall quality of life within the community.

Private open spaces are designed to offer residents personal outdoor areas directly adjacent to their residences. These spaces include, but are not limited to:

- Backyards, patios, and terraces, providing a sense of privacy and exclusivity.
- These private areas allow residents to enjoy outdoor living in a more intimate setting, offering a retreat from the communal areas while still being part of the larger community.
- The design of these private spaces ensures that residents have their own sanctuary to relax, entertain, and connect with nature.



Educational signs through the landscape in public areas are encouraged.



Example of private open space - Central Vermont CoHousing Initiative.



Consider Including public art through out the neighborhood. Tales of the sea at Bismore Park, Hyannis - Jackie Reeves, 2016

HOUSING MIX

Strategies

Around 70% of the homes, approximately 175 out of 250, will be targeted to affordable to low-moderate-income households at/below 80% AMI, including 150 Low Income Housing Tax Credit homes and 25 for households earning up to 80% (or possibly 120%) AMI.

The remaining 30%, 75 homes, are attainable homes for homeownership, including 25 homes available to households with incomes at/below 80% (or possibly 120%) AMI, and 50 middle market homes for families earning at/below 150% (or possibly 200%) AMI, which is still not enough to afford private market housing.

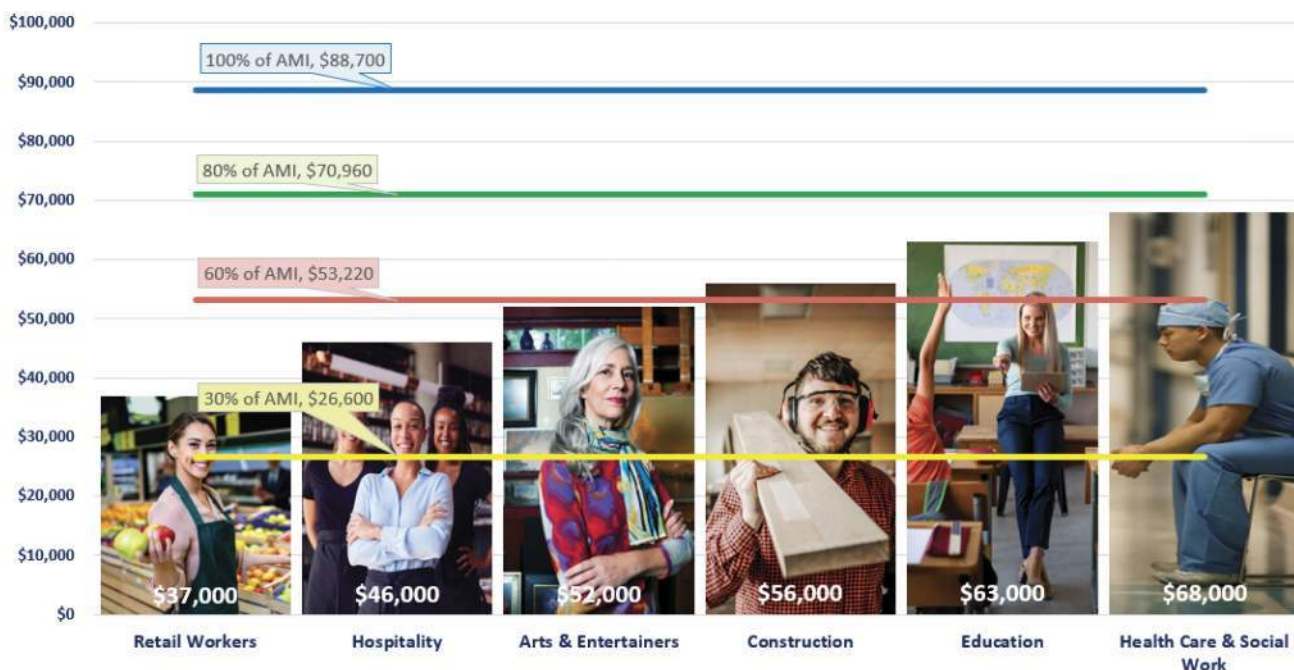
There are several reasons for the emphasis on low and moderate income housing. First, HUD Comprehensive Housing Affordability Strategy calls for 465 additional housing units to meet the needs of existing households who are cost-burdened (paying more than 30% of income for housing).

Of those households, 295 (64%) have low or moderate incomes--so this is the documented disproportionate need.

Second, many current workers in the labor force (as well as retirees) will qualify for such housing. As illustrated below, the average full-time worker in retail, hospitality, arts and entertainment, construction, education, and health care earns less than 80% AMI, and in most sectors earns less than 60% AMI.

Additionally, the funding for low and moderate housing, though highly competitive, is relatively certain. The Low Income Housing Tax Credit program does not require federal appropriations and has bipartisan support in Congress. There are no government funds for programs like middle-market homeownership, which will be more difficult to finance.

WHAT DO LOCAL PEOPLE EARN?



Median income of different professions in Wellfleet compared to baseline AMI (Area Median Income)

SMART DEVELOPMENT

Introduction and Goals

Utilize Smart Development principles, including preserving open space, critical environmental areas, and natural beauty, focusing on walkable neighborhoods and the pedestrian experience through the site, catering to a variety of transportation choices and a range of housing types. Include concepts such as clustering homes to preserve open space, creating mixed uses, and environmental sustainability.

Strategies

Reduce development environmental impact and design for resiliency.

The concepts of smart development will be woven throughout these design guidelines.

Minimize negative environmental impact of the development and maximize potential for innovative renewable energy, climate resiliency, and other ecologically sensitive initiatives.

- Refer to Infrastructure & Utilities Section for more information.

Reduce the area dedicated to parking by adopting best practices such as:

- Prioritize parallel parking on the roads.
- Give preference to on-street parallel or 90 deg parking for small scale buildings.
- Locate parking below the building where possible, especially under larger buildings, to get better open recreational spaces.
- Use permeable materials for parking spaces, with landscaped perimeter and islands utilizing opportunities for green stormwater management strategies.
- Limit parking lots to a maximum of 30 spaces in a single surface lot, except along Route 6.

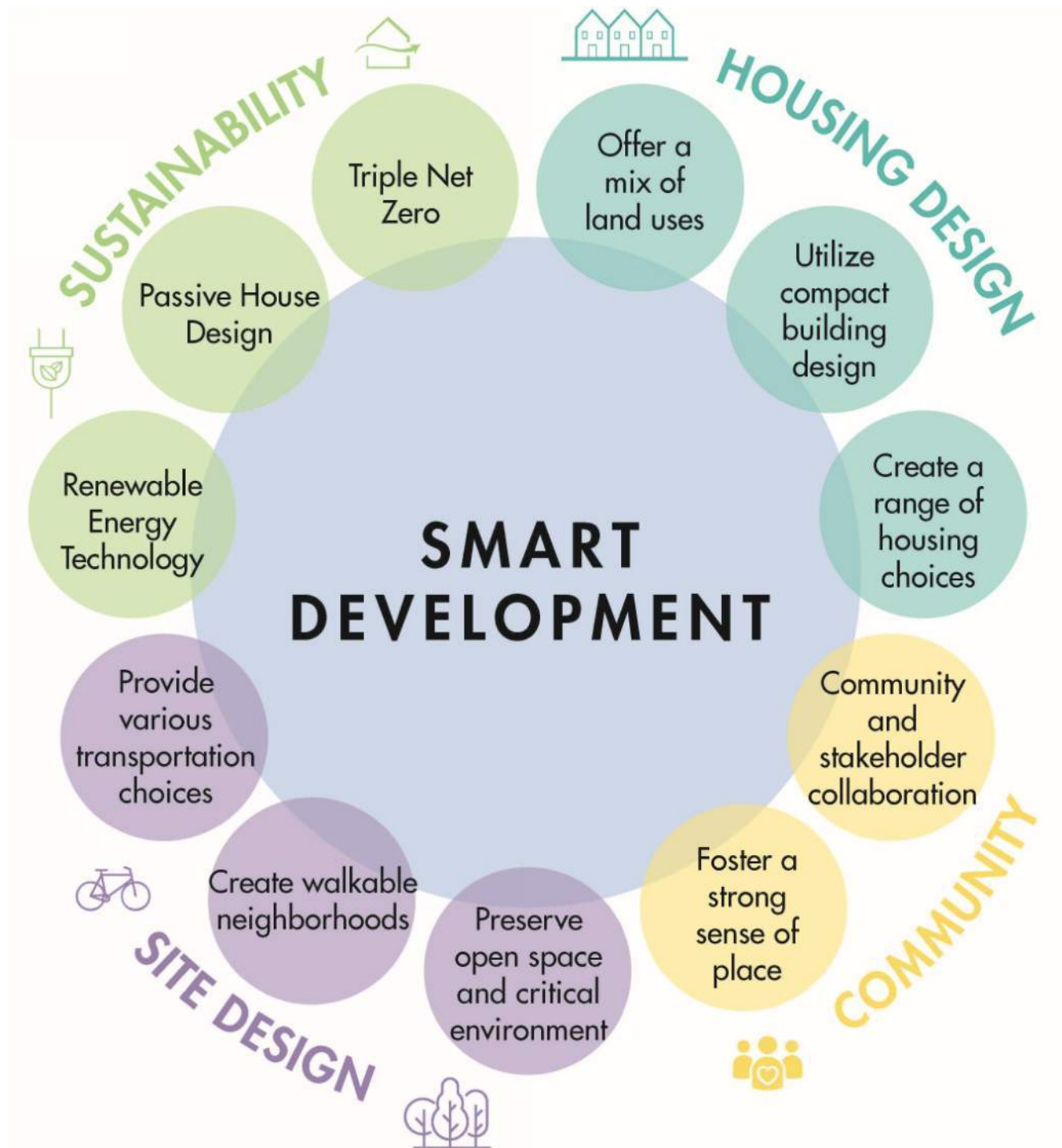
- Reduce the amount of parking onsite by sharing parking with adjacent uses, for example, visitors can park in commercial parking zones, and residents can park in commercial lot off-hours.
- Include Electric Vehicle (EV) parking onsite per State building code requirements and do not locate under buildings due to fire risk.

Use landscaping to provide shade and buffers (see Open Space section for additional information)

- Shade parking with trees to the extent possible.
- Provide a substantial landscape buffer, including but not limited to lush plantings, fencing and berms at parking to avoid car lights shining into neighbors' property at all lots.

Ensure lighting protects dark skies and signage fits with community character.

- Provide site light fixtures that are Dark Sky approved, with a color temperature of 3,000K. Ensure that the lighting design meets IESNA standards as a guideline.
- Additionally, incorporate house side shields and aim fixtures away from property lines, wetlands, and abutters to minimize light pollution and protect surrounding areas.





Existing Cape Cod Rail Trail connection to the campground.



Roadways on Cape Cod have a unique character. Roads should not have long view corridors - winding roads under pines are preferred.

SITE DESIGN & ORGANIZATION

Introduction and Goals

This site presents the opportunity to create a new sustainable village in a great location along the Cape Cod Rail Trail (CCRT) and near many amenities. The site design of the proposed development should respect the legacy of the traditional Cape Village character and Wellfleet's architectural heritage.

Site Access

Support and enhance connections to the site

- Future development will maintain the intersection of Route 6 and Gill Road as the primary vehicular entry to the site.
 - » The selected developer should conduct a traffic study to investigate a signaled intersection at the primary connection to Route 6.
- **A secondary entry is desired at the southwest corner of the site**, with either a curb cut on to Route 6 or a curb cut on Village Lane. Multiple curb cuts are proposed for the following reasons:
 - » To provide a second means of emergency access and egress in the event of an unforeseen road closure.
 - » To separate residential and commercial vehicular circulation.
 - » Secondary access to the site with a curb cut on Village Lane may be considered, if the entrance from Village Lane is kept to within 100' of Route 6 to reduce disturbance to the Village Lane neighbors. Consider connection to/from Village Lane as fire-access only.
- **Assume the existing connection to the Cape Cod Rail Trail (CCRT) remains** given the topographic constraints and strong desire for multimodal site access. Provide bike/ped multiuse pathway between Gill Rd and CCRT that does not cut through neighborhoods, but through open space.

Site Circulation and Roads

Have a strong organizing element to reflect the character of Wellfleet.

- **Roadways on Cape Cod have a unique character.** To maintain that feeling, roads should not have long view corridors – winding roads nestled under the pines are more appropriate for the neighborhood. Design a hierarchy of paved and permeable roads to define the main road from smaller neighborhood roads.
- **Vehicular Circulation through the proposed development will deploy traffic calming measures** including (and not limited to) narrow streets, on-street parking, gently winding roads, shared street designs, stop signs, and other measures to reduce vehicle speeds.
- **Circulation will provide emergency and daily vehicle use** convenient access throughout the built area.
 - » Use the narrowest road design as appropriate to the homes it serves¹ (See Site Access section for additional information).
- **Pedestrian circulation throughout the site will be accessible** and meet universal design standards for people of all ages and mobility levels. Though pedestrian paths will connect through open spaces, sidewalks will also run parallel to both sides of any vehicular circulation for access to front doors of all homes and community spaces. Sidewalks are to be contiguous across any driveway perpendicular to the road. Crosswalks will be designed to ensure adequate visibility for pedestrian safety.
- **All vehicular use surfaces shall be of permeable pavement materials**, except where concrete is provided. Developer shall coordinate with town officials to ensure that the design of permeable pavement system is in keeping with a future maintenance plan. Reference Commercial Street in Provincetown.
- **Prioritize 2-car tandem parking** for duplex and townhomes to reflect the character of the neighborhood.

¹ *Designing future Honoring past*, p 18.

Village Center

Commercial/Community Uses along Route 6

- **Encourage location of taller buildings** (3 stories) to the front of the site along Route 6.
- **Locate seasonal worker housing** closer to Route 6, with commercial/community uses on the first floor to facilitate pedestrian activity.
- **Orient entrances and windows towards the streets** to reinforce and encourage pedestrian activity.
- **Maintain and add to existing vegetation** along Route 6 and create a landscape buffer to enhance pedestrian experience.
- **Provide a plaza** in front of or next to a commercial portion of the development with landscape features, a variety of seating, and an area large enough to host food trucks or entertainment for people to gather.

Residential Neighborhoods

Foster a sense of community by dividing the site into different neighborhoods.

- **Create neighborhood clusters of mixed income housing** of various sizes.
 - » Each cluster could have distinct densities, housing types, income levels
 - » A healthy mix of types will evoke an “unplanned” feel in keeping with the character of Wellfleet.
- **Prioritize diversity in architecture types** (See Building Characteristics chapter).



Sea Captain's Row in Hyannis articulates different homes in the massing, using natural materials that weather, covered entries and varied roof forms. (Union Studio)

- **Considerations for locating larger multi-story buildings** should include (and are not limited to):
 - » Closer to Route 6 to buffer the residential character to the east from the commercial character to the west.
 - » Towards the interior of the site, centralizing massing away from smaller scaled homes.
- **Position lower scale/height (<3 stories) buildings** towards the north and south boundaries of the site to respond to the scale and height of abutters on Spring Brook Rd and Village Lane.



Character of village center from University of Mass - Amherst, Center for Rural Massachusetts.

Village Hill Cohousing shows one example of clustering homes.



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HOUSING NEED 1
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Cherry Hill Cohousing. Variety of roof lines, front porches, variety of windows.



DEVELOPMENT GUIDELINES 4
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Island Cohousing on Martha's Vineyard. Front porches, variety of roof forms, natural materials.



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Open Space

Goals

- Provide a variety of open spaces for recreation and connection to the natural beauty and landscape of the area.
- Provide connections to CCRTA Flex bus stop, and the Cape Cod Rail Trail.
- Design for green infrastructure and low-impact development strategies that harness stormwater through rain gardens, green roofs, native plantings.

Program

Provide a variety of open spaces and connections to the natural resources.

Provide Public Open Spaces and Private Open Spaces as described in the Development Program and Uses.

- **Provide community amenities** within the site:
 - » Benches
 - » Bike racks
 - » Play spaces for children
 - » Picnic areas with picnic tables
 - » Public art - work with local artists
 - » Community garden areas
- **Provide pedestrian and bike connections** throughout the site including Bike path connection from Cape Cod Rail Trail Route 6.
- **Consider reusing the existing Maurice's cottages** for artist studios, picnic shelters, community garden supplies or bike storage or other use.



Provide amenities like seating areas.



Landscape features that accommodate seating and manage storm water run-off



Prepare a landscape plan that addresses stormwater treatment, utilizing low-impact development choices like rain gardens.



Provide areas for children to play.

Ecology & Landscape

Include best practices and conservation strategies.

- **Protect sensitive natural resources** and preserve high quality open space.
 - » Restore and preserve Silver Spring Brook.
 - » Preserve existing vegetation, essential to preserving the unique character and charm of the site and providing valuable shade cover. The native trees contribute significantly to the area’s distinct identity and natural beauty. By protecting the pitch pines and native vegetation through the request of the community, it is strongly desired to retain the pitch pines and vegetation to help craft the open space of the new development.
- **Prepare a landscape plan** for the development that addresses stormwater treatment, erosion prevention, screening and buffering, shade.
 - » Include best practices for on-site stormwater management such as rain gardens, bioswales and other features.
- **Plant native, drought tolerant plants.** Use a variety of plants and revegetate disturbed areas.

- » Trees to be planted in clusters, in yards and shared spaces, in a more natural pattern, not as regularized street trees.
 - » Provide shade trees and vegetation in areas designated for community gathering spaces.
- **Include planted buffers** and separation zones:
 - » Use substantial landscape buffers to screen development including a minimum 25’ planted buffer to consist of dense shrubbery/mix of trees and shrubs that grow to minimum 8’ in height:
 - » The planted buffer to be increased to 40’ along Village Lane homes and consist of native year-round screening to provide visual separation and to screen headlights from cars. Where existing native vegetation can be maintained, it should be prioritized in the design, with additional plantings added as necessary.
 - » Tree Protection Zones (TPZ) should be included at a minimum distance 1.5 times the tree’s diameter at breast height (DBH) from the trunk, or extend to the tree’s dripline, whichever is greater. This ensures the critical root zone is adequately protected from construction activities,



Restore and preserve Silver Spring Brook

minimizing root damage, soil compaction, and other disturbances that could harm the tree's health.

- » Consider inclusion of Defensible Zones to reduce risk from wildfires.
 - » Per Barnstable County Wildfire Preparedness Plan, incorporating the Firewise Guide to Landscape and Construction recommendations into landscape design is crucial for reducing fire risk, especially in Zone 1, which is the area within 30 feet of a home. Carefully spacing plants and selecting low-growing varieties free of resins, oils, and waxes, as these materials burn easily, is essential. Within 5 feet of the home, creating a 'fire-free' zone using non-flammable materials such as a gravel strip and high-moisture content plants. Strategically placing trees and shrubs ensures that tree canopies are pruned up to 6-10 feet from the ground, and conifer trees are spaced 30 feet between crowns to prevent the spread of fire. Incorporating hardscape elements, such as stone pathways and retaining walls, can act as firebreaks.



Painting of Wellfleet by Paul Suggs

BUILDING CHARACTERISTICS

Introduction and Goals

The architecture on Cape Cod is unique, often featuring smaller scaled symmetrical homes with pitched roofs and have been added onto over time. There is also a contingent of modern architecture, especially present in Wellfleet. A few top goals for the development include:

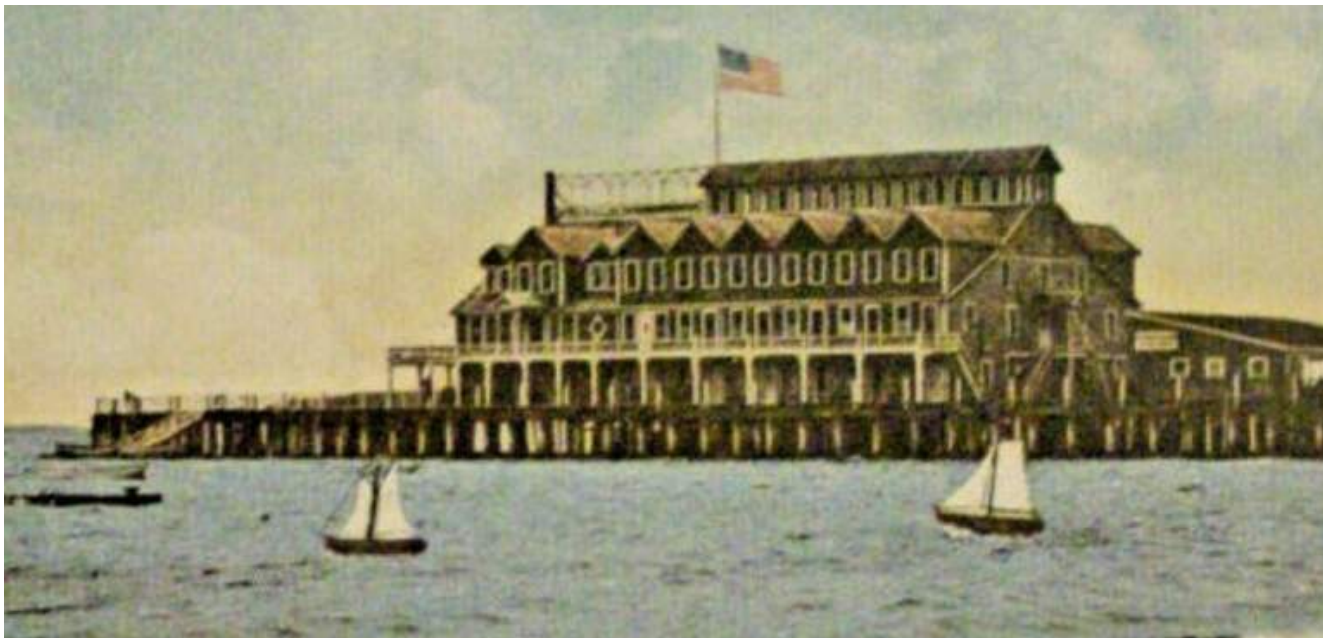
- **Respond to the character of Wellfleet**, enhance the community’s diversity, and build upon the connection to the unique natural environment.
- **Prioritize the sustainability of the development** and maximize the potential for innovative renewable energy, net-zero building principles, climate resiliency, native plantings, rain gardens, stormwater management, and other ecologically sensitive initiatives.

Setbacks and Buffers

Meet and exceed regulatory requirements.

- **Regulatory Requirement:**
 - » No buildings to be built in all environmental buffers, such as the 100’ wetland buffer and 200’ riverfront buffer.

- » Respect or exceed 25’ side yard setback to the south (40’ buffer recommended), and 30’ rear yard setback to the east along the property line. The front yard setback to the west is 100’, although the existing commercial building encroaches by 40’, and future developments can seek zoning relief to match the existing conditions and reduce the front yard setback to 60’.
- **Proposed development internal “setbacks”:**
 - » Side yards: Recommended 15’ side yard between buildings, not including driveways (25’ including driveways) between buildings.
 - » Rear yards. Recommended 25’ minimum rear yard setback (30’preferred) with wooded buffer.
 - » Front yards. Recommended 10’ minimum front yard setback (15’ preferred).



Historic Chequesset Inn

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70 Commercial St in Wellfleet. This is one example of a 3 story building in Wellfleet.



42 Commercial St in Wellfleet. This is an example of a 3 story building in Wellfleet.

Massing, Scale, and Height

Relate to human scale and adjoining neighborhood.

Building Heights:

- Regulatory requirements: The existing zoning allows for 2 story, 28' in height.
- Proposed development:
 - » Single family/ Duplexes to be 2-story < 28' buildings to match the neighboring scale.
 - » Small and medium multifamily buildings to be a mix of 2-story (<28') and 3-story buildings (35' livable area, 40' to highest point/peak).
 - » Large multi-family buildings to be 3-story (45' from first floor to highest peak).
- Step down the height and massing at north and south property lines, keeping the 3 story buildings at the interior of the site and along Route 6.
- Offset building volumes to express individual dwellings at Townhomes.
- Compose a varied rhythm of elements to break down the building mass into smaller components and provide visual interest. Adjacent wall sections to be varied in length, setback, and height.

Massing: Vary the massing of the buildings to respond to adjoining neighborhood context such as:

- Step down building mass at the west side of the site along Route 6. to make the apparent mass smaller.



Sea Captain's Row in Hyannis articulates different homes in the massing, using natural materials that weather, covered entries and varied roof forms. (Union Studio)

The Heatherwood in Yarmouth Port. An example of a building natural materials, facade changes to provide interest and variety.



Bradford Condominiums in Wellfleet. These were referenced by the community as an appropriate height larger multifamily building.



Proposed Design at Province Post by DBVW Architects shows a variety of massings, roof heights, forms.



Building Design

Create a mix of housing types and styles that reflect and respond to the Cape Cod style of architecture.

Facades: Vary the façade line with setbacks and projections.

- Provide pronounced changes in the wall planes and building mass. Include at least 3 feet of projection or setback for every 40 feet of façade length.
- Vary the entries. Incorporate doors, with lites or sidelights, and sittable porches, patios.
- Design covered porches, stoops, and patios to enable people to gather and socialize. Front doors should face each other to reinforce a neighborly relationship of buildings
- Add depth to the facades by incorporating porches, dormers, bays, and balconies to add usable private open space
- Vary window placement. Include symmetrical, asymmetrical, grouped, and banded windows.
- Avoid windows into other homes’ yards or incorporate plantings for screening to maintain privacy.

Roofs: Vary the roof form. Gable, shed, hip, gambrel roofs are compatible with regional styles.

- Consider roof forms for solar orientation and installation. Solar panels should be used to the greatest extent possible to offset building energy use.
- Avoid false fronts. Raised parapets and false fronted gable ends and non-functioning dormer windows are strongly discouraged³.

Conceal heating, ventilation, air conditioning equipment (HVAC) and other mechanical equipment. Screen other utility equipment, loading docks, and service areas with fences, walls, and vegetation.

Materials

Use regionally appropriate materials

- **Design should complement the region's traditional and vernacular styles.** Modern elements may be included but should reference regional traditions in either form or materials³.
- **Shingle and wood-look clapboard, brick, and stone are encouraged.** Use high quality materials that reflect regional building traditions⁴.
- **Durable Fireproof materials** should be considered for siding and roofing applications.
- Vary siding materials, dimension. Use a variety: horizontal, vertical, clapboard, shingles, board and batten.



Proposed design for the Residences at Lawrence Hill in Wellfleet. This 23-unit building varies the form and roof angles and cladding. (Studio G Architects).

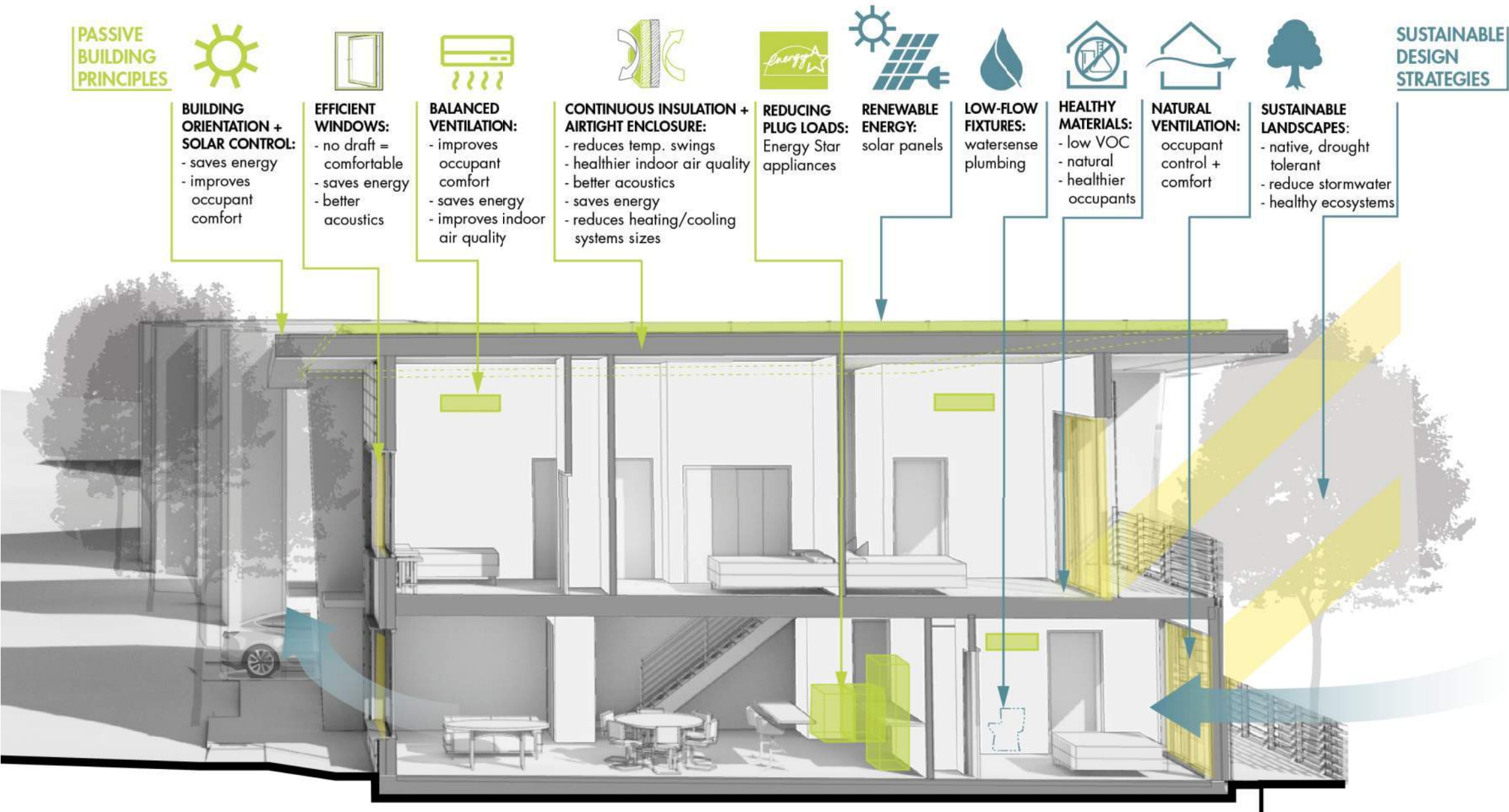
^{2, 3, 4} Cape Cod Commission Community Design Technical Bulletin

Sustainability/Resiliency

Prioritize sustainable, net-zero and resiliency strategies.

- Buildings to follow MA State Opt-in Specialized Code for all electric and passive building design standards (ie. Phius/PHI) that ensure durable, comfortable, healthy design for occupants, including when the power goes out.
- Set “Net Zero” goals for waste, wastewater, and energy use for overall development
- Optimize energy production and energy use. Strongly recommend maintaining 20 degree maximum rotation from E/W orientation for all buildings to conserve energy, reduce over-heating, and optimize the roof area for solar energy production.
- Explore other relevant certifications such as Living Building Challenge and Enterprise Green Communities.
- Prioritize healthy materials. Avoid PFAS and reduce to the extent possible Red List chemicals. Prioritize Declare Label and other healthy material labels for interior finishes to improve indoor air quality and occupant health and comfort.
- Provide operable windows in each home to allow for natural ventilation and comfort control.
- Assess flood risk. Investigate flooding mitigation measures if required by the site and design storms.
- Conserve water. Use low flow fixtures, explore greywater reuse for irrigation and flushing toilets, and rainwater capture for irrigation.
- Consider embodied carbon impacts of the materials for exterior and interior products. Prioritize specifying natural and lower embodied carbon products.

(top) Hillside Center for Sustainable Living in Newburyport, MA features solar panels, 1-3 bedroom homes, front porches. (bottom) Examples of sustainable building strategies.

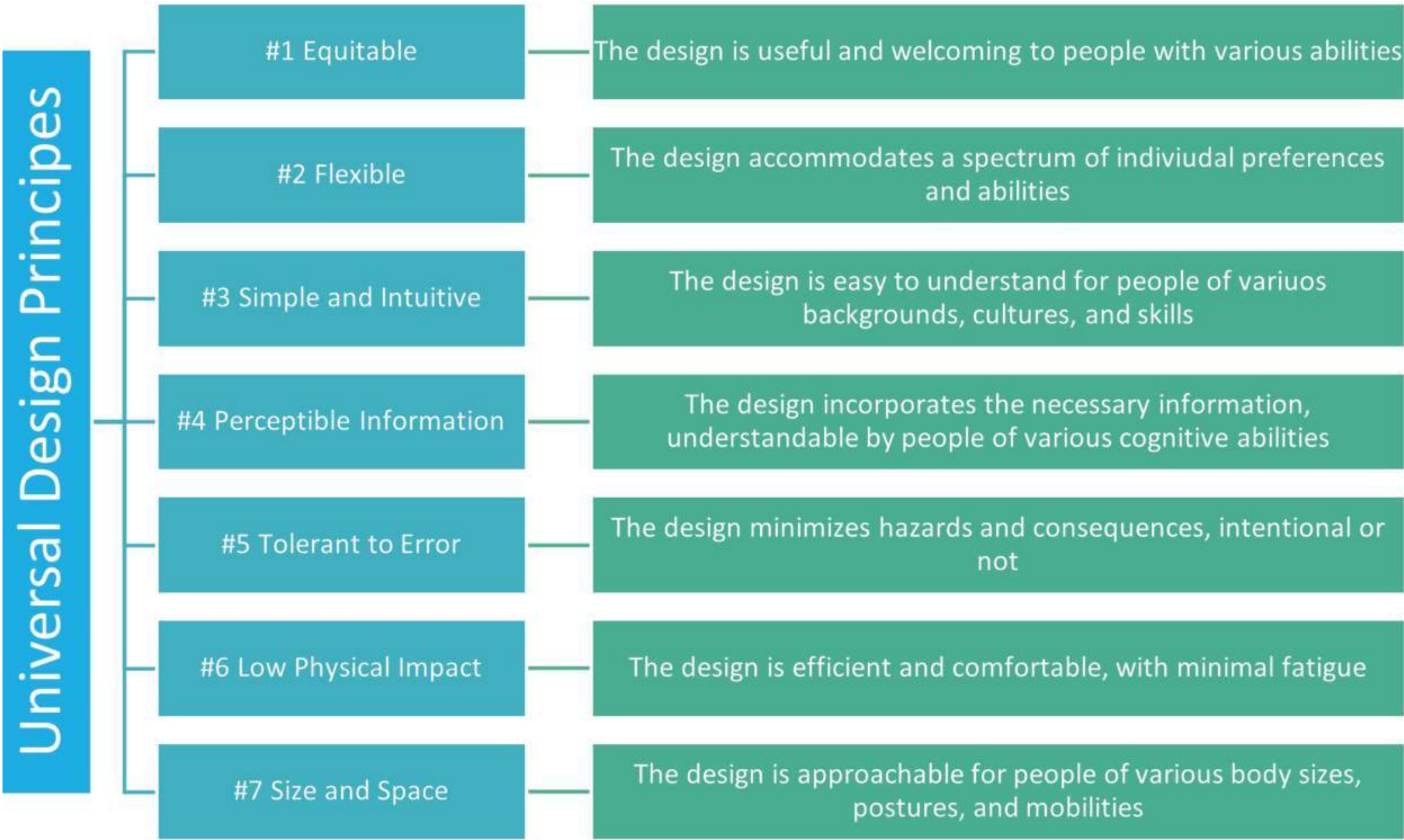


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Universal Design/Accessibility

The development should include Universal Design Principles throughout.

- **Comply with the requirements of 521 CMR, FHA, ADA, and UFAS.**
- **Prioritize Universal Design principles⁵** to help people of all ages and stages of life have a comfortable, pleasant experience in all building types by providing, among other measures, zero step entries, smooth durable transitions between rooms and surfaces, ADA compliant cabinetry and kitchen and bath fixtures, and 36” wide doors.
- **Design should be:**
 - » equitable, flexible, simple, and intuitive;
 - » allow tolerance for error;
 - » ensure low physical effort and perceptible information;
 - » sizes and spaces should be approachable for people of various body sizes and mobilities.
- **Apply site-wide accessible design** at sidewalks, considering the use of rolled curbs or flush sidewalks, smooth transitions between materials, picnic tables and other public site features to allow a variety of people to be comfortable using them.



⁵ Principles: <https://www.nlc.org/article/2022/05/31/using-universal-design-to-create-safe-welcoming-and-joyful-spaces/>

Source: National League of Cities

INFRASTRUCTURE + UTILITIES

Introduction and Goals

- Coordinate with the Town's wastewater consultant and create a wastewater treatment system that will also serve the surrounding properties on Spring Brook Road and Village Lane as well as the Wellfleet Motel & Lodge and Wellfleet Cinema
- Implement Low Impact Development (LID) design strategies to manage stormwater runoff close to its source and mimic natural hydrologic cycles.
- Manage and treat stormwater to protect and preserve water quality

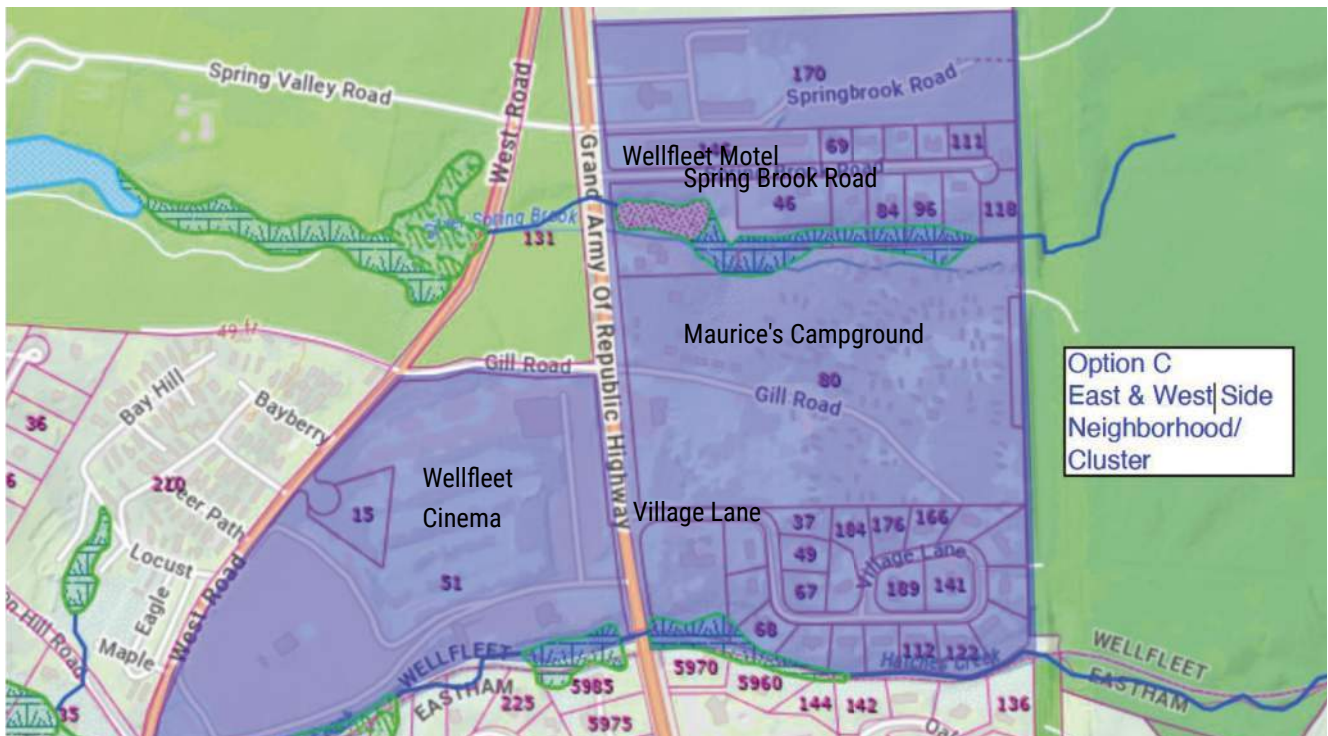
- Manage and promote stormwater recharge to maintain hydrologic balance and replenish groundwater resources.

Wastewater

Sustainability/Resiliency

Design a distributed system to accommodate infiltration and treatment of the wastewater generated on site as well as at the neighboring properties.

- **Design a system that meets the recommendations identified in the Scott Horsley report titled "Wellfleet Targeted**



(top) Town Consultant, Scott Horsley, presented several options and Option C - to include the Spring Brook, Village Lane neighborhoods and the Cinema on one septic system was favored. Graphic by Scott Horsley). (bottom) Low Impact Development techniques are important for managing stormwater. Source: University of Arkansas Community Design Center.

Watershed Plan & Maurice's Campground (see appendix).

- **Estimated effluent disposal area (Leaching field) to be minimum 40,000 SF** based on the sewer flow rates of:
 - » 600 bedrooms at Maurice's Campground (Includes year-round homes and seasonal worker housing)
 - » Maximum of 21,000 SF Commercial space at Maurice's Campground
 - » 11 3-bedroom homes on Spring Brook Road
 - » 22 3-bedroom homes on Village Lane
 - » Wellfleet Motel & Lodge (146 State Highway)
 - » Wellfleet Motel (170 State Highway)
 - » Cinema Property (51 State Highway)
- **Use innovative technologies** to allow for the construction of a WWTF which will reduce the required leaching area by a factor of 4.
 - » Locate WWTF near the leaching fields.
 - » Design WWTF as either an at-grade or partially below-grade structure.
 - » Design WWTF building to match the appearance of the remainder of the buildings on site, and follow the criteria set forth in Chapter 3.
- **WW storage tanks** dispersed throughout site and piped to WWTF.
- **Distribute and conceal leaching fields below permeable pavement** to avoid clear cutting of existing trees per Wellfleet Zoning and the community's appreciation for the local ecology.

Stormwater

- **Use Low Impact Development (LID) design strategies** to reduce the discharge of stormwater from the development site.
 - » Rain gardens and bioretention basins.
 - » Permeable pavement.
 - » Bioswales.
 - » Green roofs.
 - » Infiltration trenches and systems.

- **Stormwater management design to comply with latest Wellfleet Bylaws** and Massachusetts Stormwater Handbook and Standards.
- **Stormwater systems** should be designed to capture, treat, and infiltrate rainfall from roads, parking lots, sidewalks, and building roofs within the project site to protect existing water resources and prevent flooding. Stormwater runoff can collect sediment, bacteria, nutrients, and pollutants from the impervious surfaces it flows over, which can negatively impact both ground and surface water resources if not properly treated. Properly designed and maintained stormwater
- Best Management Practices (BMPs) help minimize the discharge of these pollutants into surface waters and groundwater. The Massachusetts Stormwater Handbook provides guidance on designing stormwater.

Power

- **Consider District Energy** for the development.
- **Consider battery backup.**

Renewable Energy

- **Explore neighborhood scale geo-thermal such as Ground Source Heat Pumps (GSHP)** for whole-site heating and cooling needs
- **Design for solar power (PV)** by orienting the building roofs correctly and including the necessary wiring.
- **Study wastewater heat recovery** on a site-wide scale.

Other

- **Bury Utilities underground** except where natural features prevent it.
- **Screen or place transformer units below grade** wherever possible and where flooding is not a concern.
- **Locate trash disposal and recycling container storage indoors** or at a centralized location to avoid multiple dumpsters and trash can enclosures in the open space for visual and rodent control.

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5 LAND USE PLANS

INTRODUCTION

The development plan for Maurice's is a unique opportunity to establish a new community form for the Cape; a prototype for a "New Village Movement" creating neighborhoods with a diverse mix of housing types and styles that preserve and build social infrastructure.

Any future development at the Campground should:

- **Preserve the character of Wellfleet**
- **Enhance the community's diversity**
- **Build upon the connection to the unique natural environment**

For the majority of the site, the consultant team worked on three initial design concepts entitled the "Loop", the "Petals" and the "Net." These schemes explored a balance of multiple priorities: how to accommodate the mix of uses at the site; optimize the number and mix of year-round homes; address the need for seasonal worker housing; define how the neighborhood relates to Route 6; and create walkable neighborhoods and open spaces to fit within the character of Wellfleet.

These initial concepts were presented to Maurice's Campground Planning Committee multiple times and narrowed down to two Visions: The Loop and The Petal.

Note that the buildings will contain a mix of types of homes: studios, 1-, 2- and 3-bedroom homes as indicated in the legend by the plans. The final number of each type of home in each building will be determined by the developer based on available financing and other factors. Hence this information is presented as a range in these plans.



Participants in Community meeting # 1 discussing Maurice's Campground development



Participants in Community meeting # 1 sketching and marking up a site plan diagram

SITE PLAN PROGRESS

The consultant team presented the proposed Land Use Plans to the community on several occasions. They were formally presented at the Community Meetings 2 & 3, and in progress plans were uploaded to the Wellfleet Housing website. The purpose was to solicit feedback from the community and to modify the plans to respond to community feedback. The community feedback was often not in consensus, so the iterative approach allowed the consultant team to balance the diverse voices as best as possible. The final recommended Land Use Plans are on the following pages. The versions previously presented to the community are shown on this page. Additional studies are included in the Appendix.

MCPC Committee Meeting (2/19/25)

The consultant team made the following recommendations:

- 270-300 number for the year-round homes will detract from the desired outcome to achieve a neighborhood that is in keeping with Wellfleet character. We recommend that the number of year-round homes be closer to 250, with an additional 80+ beds for seasonal workers

This will allow us to:

- Reduce the area dedicated to parking/paving, particularly the larger parking lots
- Reduce the area required for leaching fields and hence reduce the area for clear cutting of trees
- Move the larger buildings away from the residential areas for both the Spring Brook and Village Lane abutters to respond to feedback from the neighbors
- Reduce the number of 3-story buildings and have a greater number of 2-story buildings, compliant with current zoning height regulations
- Improve/Increase the area available for open space/gathering/preservation
- Increase the buffer from Village Lane to 35' and augment the existing trees with additional dense plantings abutting both Village Lane and Spring Brook Road to provide a greater extent of screening.

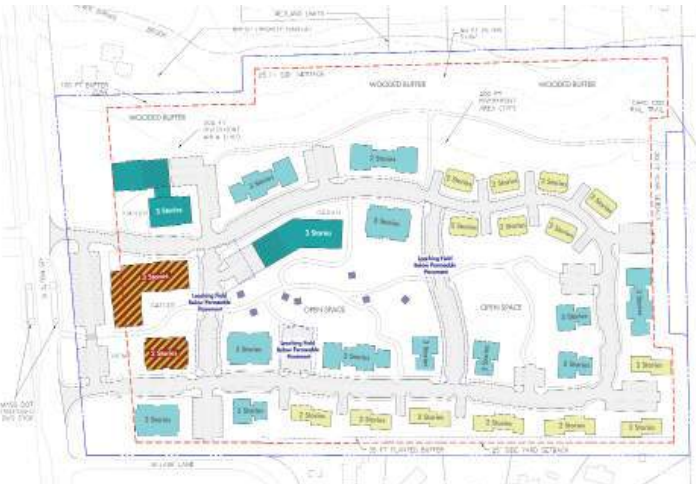
Vision 1: Loop Scheme

Community Meeting # 2 November 20th, 2024



291 Homes

MCPC Committee Meeting February 19th, 2025



291 Homes

Community Meeting # 3 April 2, 2025

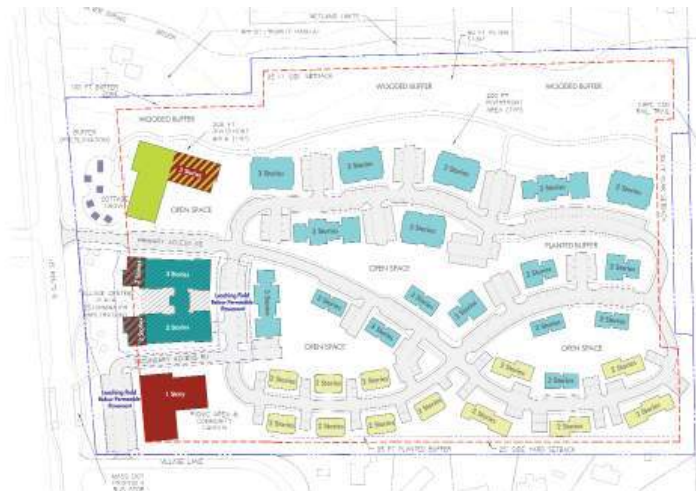


253 Homes

Vision 2: Petal Scheme



264 Homes



269 Homes



253 Homes

How design evolved based on community feedback:

- Both the "Loop" and the "Petals" schemes were presented to the public at Community Meeting # 2. These schemes accommodated:
- Approximately 264-291 year-round homes
 - 40 seasonal worker beds
 - Commercial/Community Space
 - 1:1 Average Parking Ratio (total of 300 spaces)

How design evolved based on community feedback:

- Feedback received at Community Meeting # 2 resulted in an increased number of parking spaces, and illustrating the space requirements for wastewater infiltration and treatment. As a result of these revisions, the schemes accommodated:
- 269-291 year-round homes
 - 80-90 seasonal worker beds
 - Commercial/Community Space
 - 1:1.5 Average Parking Ratio (total of 477 spaces)
 - Consolidated community buildings to 1

How design evolved based on community feedback:

- Plans revised to incorporate the above recommendations were presented at Community Meeting # 3 These schemes accommodated:
- 253 year-round homes
 - 80-90 seasonal worker beds
 - Reducing height of buildings at Spring Brook abutters
 - Commercial/Community Space
 - 1:1.5 Average Parking Ratio (total of 424 spaces)

VISION 1: LOOP SCHEME

Description:

The Loop features a continuous spine/ loop road with buildings of various scales flanking both sides. This results in a large centralized open space.

- Seasonal Worker Housing over community/commercial uses in two buildings and shared parking along Route 6.
- Existing cottages relocated to the interior of the property as community spaces within the landscape.
- 3-story buildings fronting Route 6 and in center of the site.
- 2-story buildings across from the residential abutters.
- Locate Leaching fields below permeable pavement to mitigate the clear cutting of existing trees.
- Prioritize parallel parking on streets to minimize the size and quantity of parking lots.
- Two vehicular connections to Route 6.

Program Overview and Housing Count

253 Year Round Homes + 424 Parking Spaces

- fifteen 2-story and thirteen 3-story buildings
- +/- 177 Affordable homes
 - » +/- 152 Funded with substantial subsidies
 - » +/- 25 With limited subsidies for moderate income
- +/- 25 Affordable homes for homeownership
- +/- 51 Unsubsidized owner-occupied homes

90 Seasonal Worker Beds

- Seasonal worker beds located in a 2-story and 3-story building
- Traditional-style dorms with 2-4 beds in each room with shared baths, kitchens, and lounges

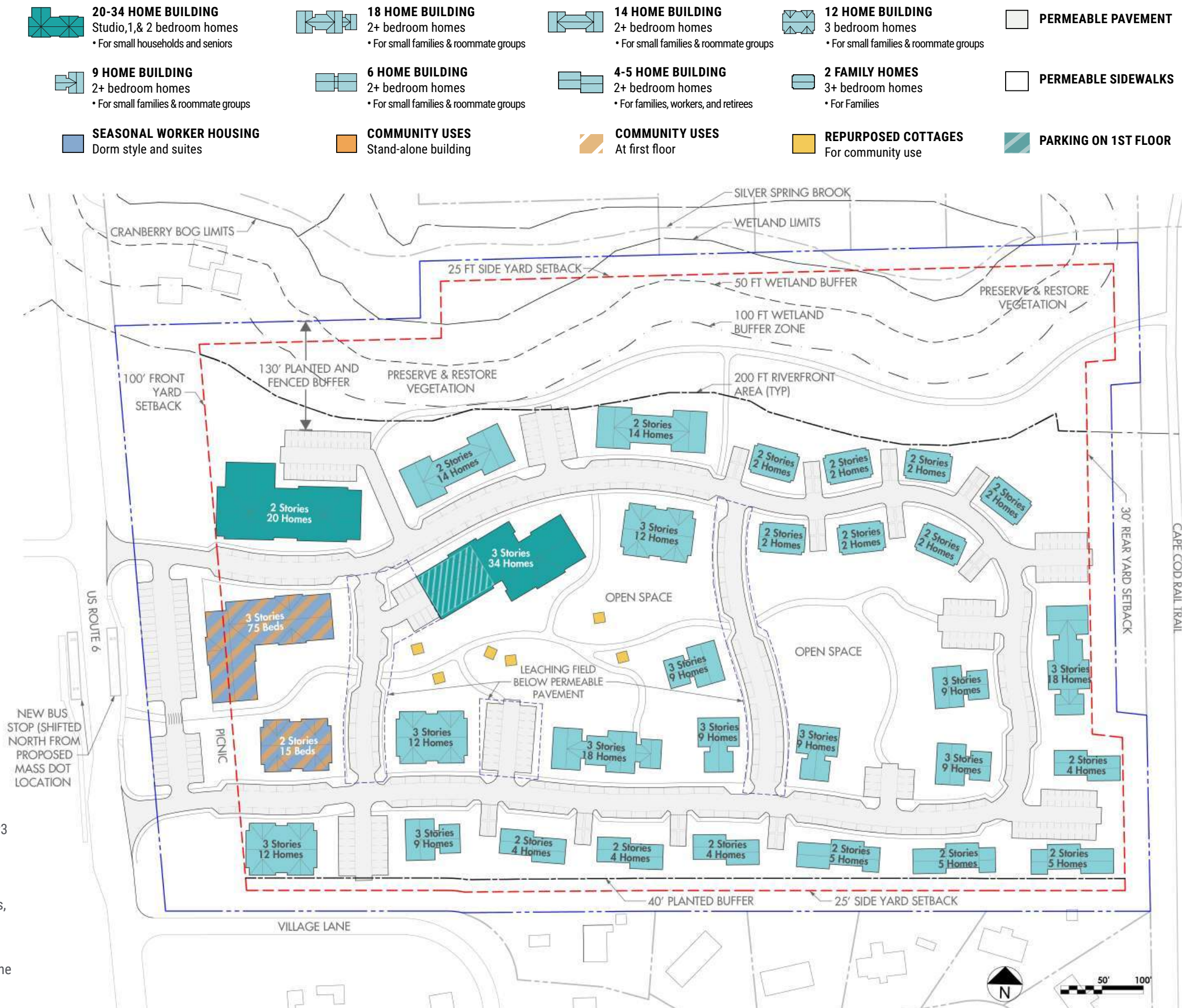
Community Uses, 15,000 GSF

- Expanded market (small restaurant, deli counter, etc.)
- Flexible commercial (art studio, shared work-space)
- Opportunity for family daycare
- Flexible community spaces

Evolving Design:

Designs were refined following feedback from Community Meeting #3 and feedback from the immediate abutters:

- Increased the buffer from Village Lane to 40',
- Reduced height of building at the north-west corner to 2-stories,
- Moved north-west corner building further south to increase the distance from the northern abutter,
- Modified other buildings at the interior of the site to maintain the number of year-round homes.



VISION 1: LOOP SCHEME

The design features a loop road that carefully preserves many of the existing Pitch Pines along the central and perimeter areas of the site, creating a ‘wooded’ environment where backyards open up to nature. This design is a response to feedback from community meetings.

The landscaped open spaces include a bike connection to the Cape Cod Rail Trail along the north through wildlife and pollinator habitats in large open spaces and preservation areas in conjunction with the bike connection. The natural landscape along the brook area is utilized with overlooks along the bike trail.

The larger parking lot along Route 6 maintains the character of the commercial spaces found along this road. The large central open space is linked through pedestrian paths. The central open space is designed to include a gathering area, playground, dog park, community and pollinator gardens, and an amphitheater. Preservation areas along the perimeter serve as screening buffers and reduces visual impacts to and from neighbors. Public art is used throughout the site as a wayfinding and placemaking element.



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VISION 2: PETAL SCHEME

Description:

The Petals features a primary axis with secondary roads branching off of it to form clusters of buildings, resulting in distributed smaller-scaled open spaces.

- Seasonal Worker Housing over community uses in two buildings along route 6.
- A large multifamily building at the center of the Route 6 frontage with below-grade parking and a public plaza between Route 6 and the community uses.
- Existing cottages re-purposed as community spaces.
- 3-story buildings towards the center of the site.
- 2-story buildings across from the abutters at Spring Brook Rd and Village Lane.
- Leaching fields below permeable pavement to mitigate clear cutting of existing trees.
- Balance parallel parking on streets with small parking lots.

Program Overview and Housing Count

253 Year Round Homes + 427 Parking Spaces

- Eighteen 2-story and twelve 3-story buildings
- +/- 177 Affordable homes
 - +/- 152 Funded with substantial subsidies
 - +/- 25 With limited subsidies for moderate income
- +/- 25 Affordable homes for homeownership
- +/- 51 Unsubsidized owner-occupied homes

90 Seasonal Worker Beds

- Seasonal worker beds located in two 2-story buildings
- Traditional-style dorms with 2-4 beds in each room with shared baths, kitchens, and lounges

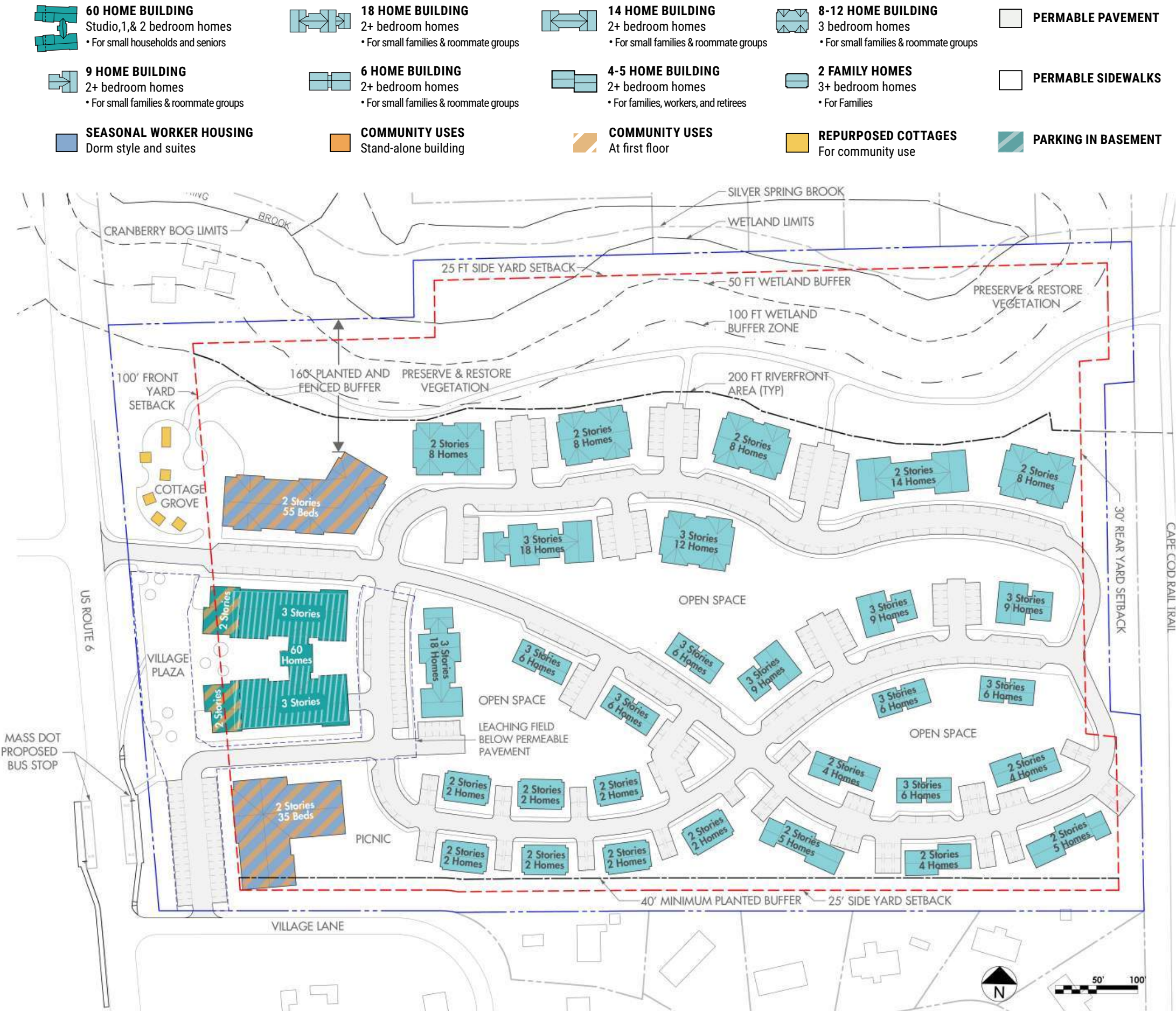
Community Uses, 15,000 GSF

- Expanded market (restaurant, deli counter, etc.)
- Flexible commercial (art studio, shared work-space)
- Opportunity for family daycare
- Flexible community spaces

Evolving Design:

Designs were refined following feedback from Community Meeting # 3 and feedback from the immediate abutters:

- Increased the buffer from Village Lane to 40'
- Rotated the building at the northwest corner of the site
- Moved north-west corner building further south to increase the distance from the northern abutter
- Modified buildings interior to the site to maintain the number of year-round homes



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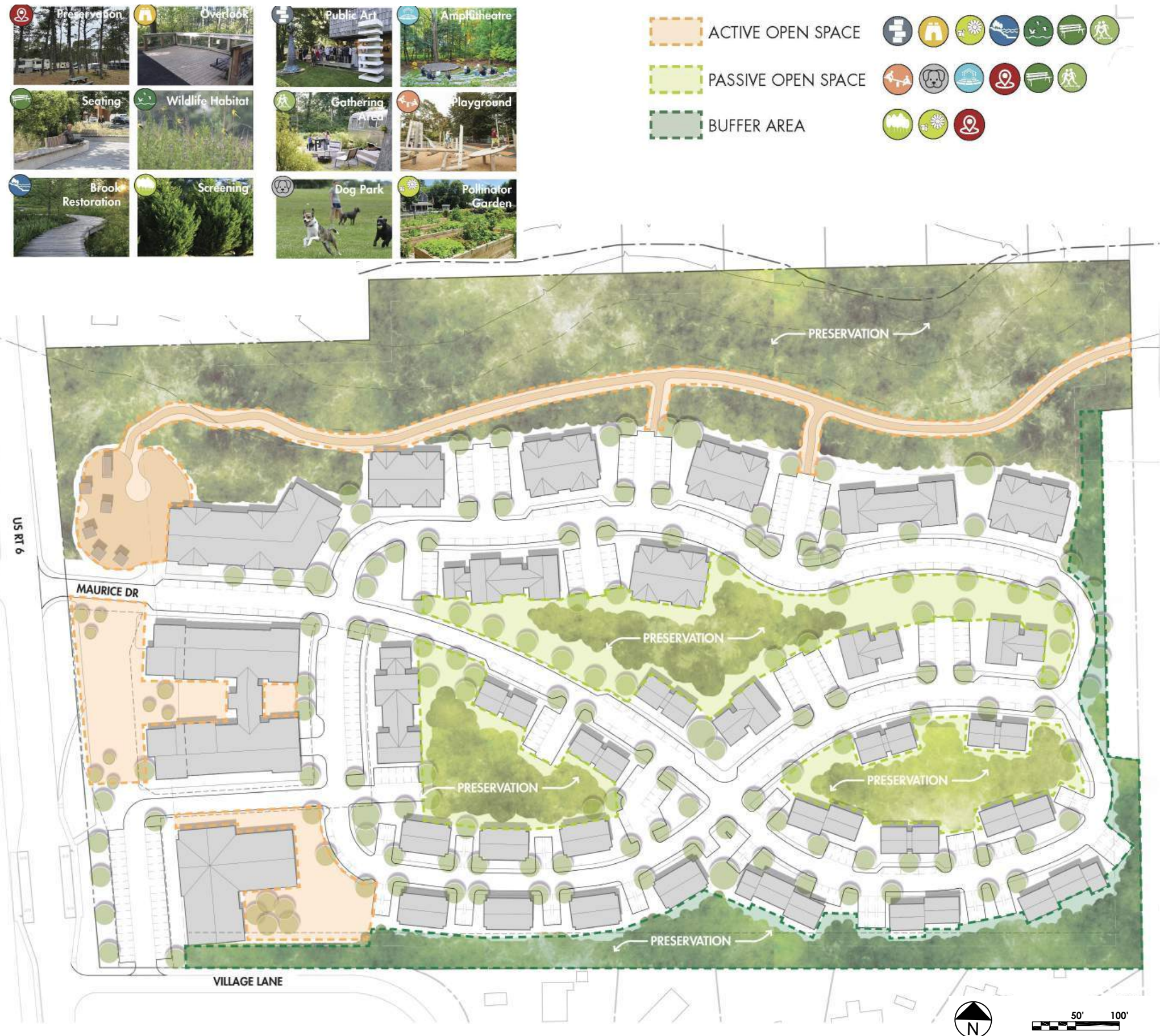
VISION 2: PETAL SCHEME

The design preserves the existing canopy in clusters, creating a micro-neighborhood feel for the residents, rather than the central loop of the previous scheme. This layout fosters a sense of community and intimacy within each cluster while maintaining the natural wooded environment.

The landscape and open space plan includes a bike connection to the Cape Cod Rail Trail along the north, with consideration for wildlife and pollinator habitats. The natural landscape along the brook area is utilized with overlooks along the bike trail.

A public-facing gathering area extends along the Route 6 frontage, visually activating the space for people driving by and providing interactive spaces for the residents. Open spaces are 'clustered' and connected through pedestrian paths, enhancing the micro-neighborhood feel.

The central open space within each cluster includes gathering areas, playgrounds, dog parks, community and pollinator gardens, and amphitheaters. Preservation areas within these clusters serve as screening buffers and enhance the residents' backyards. Public art is used throughout the site as a wayfinding and placemaking element. Additionally, there is screening at the south (Village Lane) and east (Cape Cod Rail Trail) boundaries of the site.



LOCATION ON SITE

To better understand the relationship between existing trailers, proposed buildings locations, and the Silver Spring Brook abutters, a surveyor staked out the proposed building locations based on the diagrams to the right. This exercise illustrated the extent of the wetland setback which the existing trailers do not observe.

Loop Scheme

The 201' setback is a stake just behind the trailer with the green cover. You'll find this trailer and its Sportsmen neighbor down the campground lane labeled A Street.

See map marked with  for stake location.

Petals Scheme

The 176'6" setback is the stake just to the right of the Cougar trailer further down along A Street.

See map marked with  for stake location.

LEGEND

-  PROPOSED BUILDINGS
-  EXISTING TRAILERS

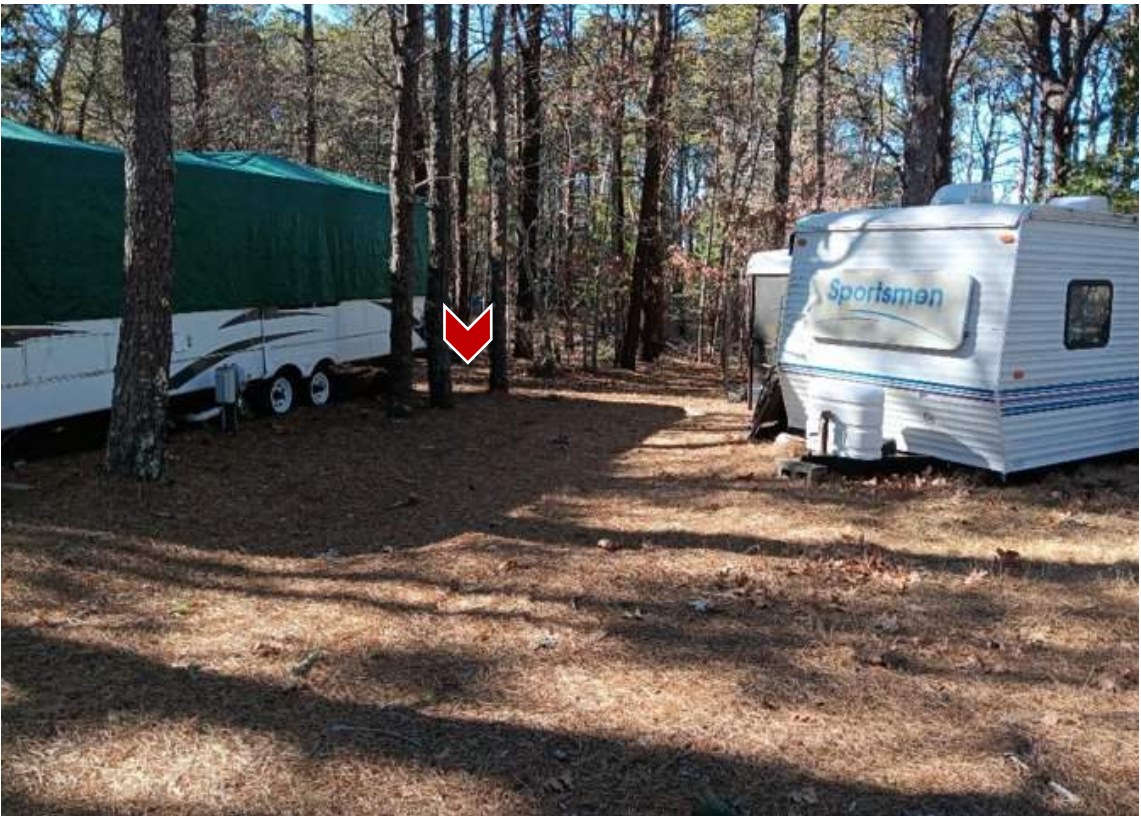
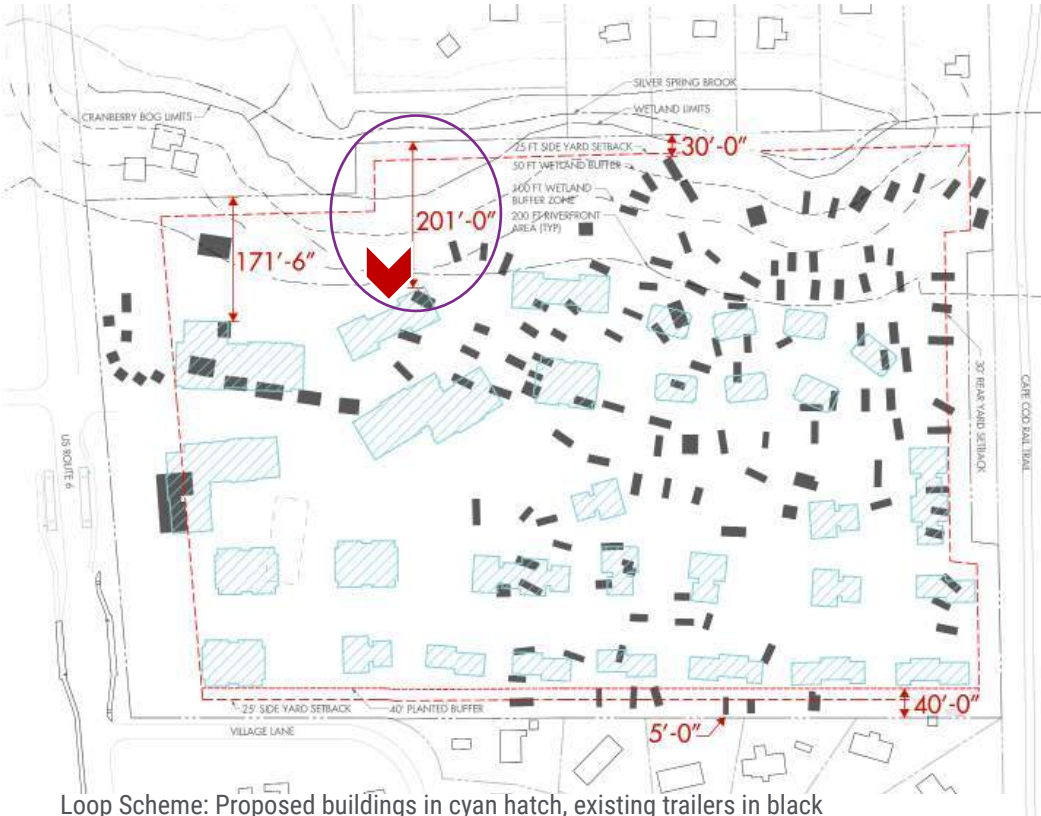


Image showing stake measuring 201' from the property line and what you can see through the trees



Image showing stake measuring 176'-6" from the property line and what you can see through the trees

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Mosaic Commons, Berlin, MA

6 FINANCIAL PLAUSIBILITY

The successful development of housing solutions in Wellfleet requires a comprehensive and strategic financial approach that balances affordability, sustainability, and long-term viability. Addressing the housing needs of providing both rental and ownership opportunities to low-income, workforce, and middle-income households, as well as seasonal workers, necessitates a diverse mix of funding mechanisms, leveraging both public and private investment.

INTRODUCTION

Capital subsidies for some of these housing forms are virtually nonexistent, posing a challenge for the Town and future developer(s). The MCPC has been exploring some creative financing strategies and looking at how such housing has been financed elsewhere in the country. Moreover, state housing finance policies are rapidly evolving in Massachusetts to address the state's extremely costly housing and shortage of supply. The next 5-year housing bond bill expected to be enacted in 2029 might also open some new avenues, especially for communities like Wellfleet which qualifies for the state's Seasonal Communities designation.

This chapter explores a range of financial strategies that can be deployed to support the creation of seasonal workforce housing, affordable homeownership opportunities, attainable middle-market housing, and congregate housing models. By aligning financial resources with well-structured development frameworks, Wellfleet has the opportunity to implement effective housing solutions that address its unique challenges while preserving its character and economic vitality.

FINANCIAL STRATEGIES

The models studied include:

- Seasonal Workforce Housing
- Affordable Home Ownership
- Attainable Middle Market Housing
- Congregate housing
- Tax Incentives & Relief

Models which will be funded by sources such as Low-Income Housing Tax Credits (as described in the Housing Mix section of Chapter 4) have not been included in this chapter, since these funding options are standard and better known.

Seasonal Workforce Housing

Overview - Seasonal workforce housing is a specialized form of residential accommodation designed to serve workers during periods of peak economic activity, particularly in regions with fluctuating seasonal employment such as tourism and hospitality. These housing solutions are crafted to address the unique challenges of temporary labor markets by providing flexible, affordable, and conveniently located living spaces for workers who are in town temporarily. By utilizing strategies such as shared bathrooms and living rooms, seasonal workforce housing helps reduce long commutes and supports the local



6 Fairgrounds Road, Nantucket - workforce housing.
Source: nantucket-ma.gov

economy by ensuring that essential services have a reliable labor force during high-demand periods. The campground has been providing seasonal housing for 80-90 seasonal workers for many years. If we are unable to build seasonal worker housing, these 80-90 workers will be displaced.

Importance - In Wellfleet, seasonal workforce housing is crucial for maintaining the functionality of the community during the busy summer months. Wellfleet attracts a significant influx of tourists during summer months, which in turn drives the demand for seasonal workers in hospitality, retail, and various service sectors. By providing dedicated housing for this transient labor force, the town can ensure that businesses have access to a stable workforce. Moreover, the availability of seasonal housing helps mitigate pressure on the permanent housing market, ensuring that residents are not displaced or burdened by the seasonal population surge.

Examples:

- **Barracks, Provincetown:** A notable example of seasonal workforce housing and communal living is this proposed new construction 19,000-sf building with 43 apartments that house about 130 residents. The housing is a mix of housing types, with 28 dormitory style rooms, 6 studio apartments, 8 one-bedroom apartments and communal space. The rent for the apartments is paid directly both by seasonal workforce employees and by their employers, similar to employer secured housing that is currently present in Wellfleet. This project has been in the process of assembling financing

and recently has successfully put all the funding in place. Funding sources include \$1.3M of municipal funding, equal to \$100,000 subsidy per unit for 13 of the 15 year-round deed-restricted apartments. Two of the apartments are for the owner and property management staff and will not receive town subsidy.

- **6 Fairgrounds Workforce Housing, Nantucket:** The Town of Nantucket developed a workforce housing project on town owned land to address the island's seasonal housing shortage. The project includes approximately 20 single-family residences and dormitory-style housing for about 50 seasonal workers and was one of several workforce housing initiatives that the town of Nantucket initiated. The project was financed through a combination of municipal funding, Community Preservation Act (CPA) funds, and through public-private partnerships. The town also leveraged local housing trust funds to subsidize construction.
- **Cedar Point, Sandusky Ohio:** This project offers seasonal worker housing (also called associate housing) for its amusement parks. Their housing portfolio comprises approximately 3,300 beds across 13 buildings, distributed among three main campuses. These housing facilities are equipped with amenities such as free Wi-Fi, laundry facilities, and access to recreational areas. Transportation to and from work is provided, and associates have access to the Sandusky Transit System for personal use, including shopping, dining, and entertainment. The source of funding for this project is not clearly identified.



The Barracks, Provincetown rendering. Source: A3 Architects, inc

Financing:

- Financing seasonal workforce housing appropriately should involve a blend of private, employer-provided capital or a reliable employer-backed income stream to support private debt, as well as public sector participation because of the positive economic spillovers generated by the business activity such housing supports.
- Private debt and equity can be sourced based on rents which, on the one hand, can be significantly higher per square foot than typical housing due to smaller apartments and shared bedrooms. On the other hand, however, high vacancies during off-month periods often result in the need for gap funding.
- At Wellfleet, the MCPC's assumption is that businesses employing seasonal workers would need to contribute. It could also potentially be subsidized through a tax increment financing plan. The option to use a condominium structure for dorm-style seasonal worker housing, where businesses can own specific dorm-rooms could also be considered. This model is similar to a condominium hotel and provides a clean path for repayment.
- Work force Housing Special Tax Assessment (WH-StA) specifically targeted for middle income could also be an option, but there are limitations on it with the need for re-authorization and the maximum term.

Affordable Home Ownership

Overview - Affordable homeownership in Massachusetts represents a critical strategy for addressing the high cost of housing and promoting community stability and asset building. In a market where housing prices have steadily risen, affordable homeownership programs have become instrumental in enabling low- and moderate-income families to secure a stake in their communities.

Benefits - Homeownership has been the traditional path to wealth accumulation with market rate housing. This accumulation of equity can lead to generational wealth, providing opportunities for improved educational outcomes, better health, and overall community empowerment. However, Publicly assisted homeownership often requires resale to income eligible households, restricting owners' ability to realize full market potential when the property is sold.

Still, there are significant benefits to homeownership of income restricted homes. Owners get greater control over the use and modification of the property; they enjoy greater housing stability; and a significant portion of their occupancy cost is capped by having a fixed rate mortgage, allowing them to accumulate substantial savings over times relative to

private market renters. Moreover, affordable homeownership contributes to neighborhood stability by reducing turnover, fostering community ties, and enhancing the overall economic health of local areas, which benefits not only the homeowners but the community as a whole.

Financing - In Massachusetts, affordable homeownership is typically subsidized with some combination of state and local resources, and through the proceeds of the sale after construction. Affordable condo prices are set by those funding sources and are typically tied to a percentage of area median income ("AMI"). However, affordable homeownership can be sold at whatever prices the developer and the funders agree upon, as long as that price is below market and generates demand.

- **CommonWealth Builders** – The MassHousing CommonWealth Builders fund provides up to \$250k per home of long-term subordinate debt to affordable homeownership developments in Boston and Gateway Cities. These funds, when paired with local sources, allow developers to sell affordable homeownership housing to families making below 80% of AMI, below 100% of AMI, and below 120% of AMI. This results in housing opportunities between \$200k and \$400k for first-time home buyers.

Other Aspects

- **Developer compensation** – Unlike market-rate homeownership development, developers of affordable homes typically receive a fee of less than 20% of total development costs, or in Boston less than 10% of total developments costs.
- **Income restrictions** – In Massachusetts, affordable housing is kept affordable via deed restrictions that stay with the property during resale; the statutory minimum length varies by program. The most common examples are those permitted through a 40B comprehensive permit, which are statutorily required to be deed-restricted for a minimum of 30 years. When public resources are utilized, extending the income restrictions in perpetuity or the

longest period available by law is becoming more common. Community feedback from Wellfleet residents during the master planning process has emphasized the importance of keeping the homes affordable in perpetuity. The MCPC has voted to require that all housing developed on the site, both rental and homeownership, be restricted in perpetuity to the income group for which it was initially developed, subject to applicable funder restrictions.

- **Land** – It is not uncommon for affordable housing to be built on land owned and leased to the developer by the Town as Wellfleet did with The Residences on Lawrence Hill. The practice can also be found in some homeownership situations, most commonly where the land is owned by a non-profit land trust or public entity and leased to the homeowner. The lease is transferable upon sale of the home. Given that Maurice's is Town owned land and will include both homeowner and rental units, the Town could opt to lease the land under the ownership units, although it is important to note a few complications this can create:
 - » Some lenders hesitate to finance properties with lease terms or uncertain lease conditions, although as the practice becomes more common, this is less likely to create an insurmountable barrier at Maurice's.
 - » Lease renewal terms will need to be clear and aligned with long-term goals, and ground leases should remain in place for at least 50 years.
- **Alternative Equity Models** – As the Town of Wellfleet works to address the need for affordable homeownership opportunities, it will be critical to explore innovative approaches to ensuring long-term housing affordability while promoting economic mobility.
- By leveraging alternative equity models, such as Community Land Trusts, limited-equity cooperatives, employer-assisted housing, and lease-purchase programs, the Town will be able to create sustainable, mixed-income communities that balance affordability with homeowner wealth-building. These approaches not only support low- and moderate-income

residents but also align with smart growth principles that attract investment, promote long-term housing stability, and foster economic resilience.

Shared Equity Models

Community Land Trusts (CLTs): Community land trusts (CLTs) are nonprofit organizations that acquire and hold land in trust for the long-term benefit of a community. Rather than selling the land outright, a CLT leases it to homeowners or developers typically at below-market rates which decouples the cost of the land from the cost of the structure built upon it. This model enables residents to purchase homes at more affordable prices while ensuring that the land remains a community asset, safeguarded from market fluctuations and speculative pressures. The nonprofit land trust retains ownership of the land while homeowners purchase the structures at below-market rates. When selling, homeowners agree to resale price restrictions to maintain affordability.

- CLT’s offer several advantages such as long-term affordability, resident control to ensure permanent affordability, community stability due to lower rates of default and loan delinquencies, and wealth creation. By controlling the land, CLTs substantially reduce overall development costs and guarantee long-term affordability. This approach not only helps lower the barrier to homeownership by keeping prices within reach for low- and moderate-income families but also fosters community stability. The trust structure ensures that even as property values rise, the affordability of the housing is maintained for future generations, effectively preventing displacement and preserving the community’s character. Additionally, the CLT model empowers communities by giving them a permanent stake in local land use decisions, promoting economic diversity and resilience.
- A prime example of a successful CLT in action is the Dudley Street Neighborhood Initiative (DSNI) in Boston. DSNI has effectively leveraged the community land trust model to transform a once-

neglected urban area into a vibrant, inclusive neighborhood. Through its efforts, DSNI has secured affordable housing, supported local economic development, and preserved community control over land assets demonstrating the transformative impact of the CLT model on urban redevelopment and community empowerment.

- **Limited Equity Cooperatives (LECs):** Residents own shares in a cooperative housing corporation, benefiting from stable, affordable housing without full market speculation. Several examples exist in Massachusetts, ranging from the Belmont Chambers Cooperative LEC which has 16 moderate income homes to Nassau Gardens Housing Cooperative LEC in Norwood, which has 204 units.

Employer-Assisted Housing (EAH)

Employer-assisted housing (EAH) is a strategy in which large employers such as hospitals, universities, and tech firms help their employees secure stable, affordable housing near their workplaces. This support can take various forms, including low-interest loans, down payment assistance, rental subsidies, or even direct investment in housing developments. Some employers partner with municipalities, nonprofit housing organizations, or private developers to co-develop workforce housing, ensuring that employees have access to quality, affordable living options within a reasonable distance of their jobs. By offering these incentives, employers help alleviate housing barriers that can impact recruitment, retention, and overall employee well-being. The primary models are:

- **Workforce Housing Investment:** Employers contribute to down payment assistance or low-interest mortgage products to help employees purchase homes near their workplaces. An example of this is housing provided by the Nantucket Educational Trust for public school employees
- **Public-Private Employer Partnerships:**

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Employers, in collaboration with cities, fund affordable housing projects that include homeownership opportunities for workers.

Employer-assisted housing can provide advantages for both employees and businesses. For workers, it reduces the financial burden of securing housing in high-cost areas, enhances economic stability, and improves overall quality of life by minimizing long commutes. For employers, these programs can boost workforce retention, attract skilled talent, and contribute to employee productivity and job satisfaction. Additionally, by increasing the availability of workforce housing near job centers, EAH programs help reduce traffic congestion, lower carbon emissions, and support more sustainable urban planning.

Several Massachusetts-based institutions have implemented or explored employer-assisted housing initiatives. For instance, Nantucket Educational Trust has provided 12 units (mix of one, two and three-bedroom units) available to public school employees.

Lease-Purchase & Rent-to-Own Programs

- Incremental Ownership Models: Households rent a home at a reduced rate with a portion of payments accumulating as equity toward a future purchase.
- Public or Philanthropic Lease-to-Own Programs: Nonprofits or municipalities purchase homes, leasing them affordably while offering pathways for tenants to transition into ownership after meeting financial benchmarks.

Public-Private Syndication & Investor Participation

- Syndicated Ownership for Homeownership: Investors and mission-driven funds pool capital to finance affordable homeownership developments. Buyers enter agreements that allow them to build equity while maintaining long-term affordability.

Attainable Middle Market Housing

Overview – Historically, attainable middle-income housing targets households earning between 80% and 120% of AMI, filling a crucial gap between traditional affordable housing and market-rate options. For the purpose of this analysis, the Maurice's Campground Planning Committee defines Attainable Middle-Market Housing as households earning up to 200% AMI to reflect the inflated prices on residential real estate in Wellfleet, where the median home price is upwards of \$900,000. This segment serves families who, despite not qualifying for subsidized housing, still face affordability challenges in competitive markets. By providing quality, reasonably priced housing options, middle-income developments promote economic diversity and foster mixed-income communities, which in turn contribute to neighborhood stability and long-term community resilience. Focusing on the 80-200% AMI range ensures that these projects support a significant portion of the working population, enabling them to achieve financial stability while preserving access to quality housing.

Financing - Financing for middle-income rental housing in Massachusetts is available from the Workforce Housing Programs offered both by MassHousing and the Massachusetts Housing Partnership, which provide \$100k in the form of soft loans for units built for households with incomes between 80-120% AMI.

- **LIHTC pairing** – In Massachusetts, Low-Income Housing Tax Credits (LIHTC) typically benefit families earning 60% of AMI and below. However, LIHTC can also play a significant role in the development of middle-income housing through pairing with Workforce Housing funding. Many developers leverage LIHTC to subsidize the low-income portion of a development and add Workforce Housing funding to subsidize a middle-income portion of the same development. In particular, pairing Workforce Housing funding with 9% LIHTC, which is typically capped at \$1M per year per project, can allow developer to increase the size of a

development while increasing the income range, which results in a larger mix of housing options for the community.

Examples:

- **Governor Prentice Inn Redevelopment, Orleans:** The Town of Orleans is partnering with Housing Assistance Corporation (HAC), Preservation of Affordable Housing (POAH), and Habitat for Humanity to redevelop the former Governor Prentice Inn property into a mixed-income community. This 5.5-acre town-owned site was acquired at a nominal cost and will include affordable rentals and ownership units across a broad income spectrum, from low-income up to middle-income workforce households. Plans call for approximately 61 affordable rental apartments for families/seniors, 10 moderate-income townhomes for ownership, and 7 single-family homes. By leveraging free or low-cost land and a non-profit development team, the project aims to offer home prices attainable to households around 150%–200% of Area Median Income (AMI) without relying on traditional subsidies.
- **Attainable Housing Initiatives, Chatham:** Chatham’s Housing Office explicitly recognizes the need for housing beyond the typical 80% AMI affordable threshold, targeting households up to 200% AMI (source:Chatham Housing Office | Chatham, MA). The town’s Affordable Housing Trust has therefore acquired parcels (e.g. off Meetinghouse Rd and Main St.) to develop mixed-income housing. A recent proposal for two town-owned sites included a blend of units affordable to 30%–100% AMI and some workforce units up to 110% AMI (source: Pennrose Eyed To Develop Chatham Housing). Chatham is pursuing special legislation and local funding to support these moderate-income units, essentially using town land and resources in lieu of state/federal subsidies to create housing that middle-income workers can afford.
- **Nantucket’s Covenant and Attainable Home Programs:** Nantucket, with extreme housing costs, has pioneered creative models for 150%+ AMI housing. The Housing Nantucket

Covenant Program allows year-round residents earning up to 150% of AMI to purchase homes at capped prices (source: Covenant Homes - Housing Nantucket). Over 100 deed-restricted homes have been created this way, providing homeownership opportunities for moderate-income islanders. More recently, Housing Nantucket launched the Honeysuckle Drive lottery for homes aimed at households earning 151–240% of AMI, a segment otherwise completely priced out. The Honeysuckle homes for example are priced by formula so that a 200% AMI buyer can comfortably carry the mortgage (source: Honeysuckle Lottery Announcement – Housing Nantucket), and they carry a resale price restriction to remain attainable long-term. These initiatives are largely funded by local sources (land donations, land-bank funds, and private contributions) rather than conventional subsidies.

Congregate Housing with Public-Private Funding

Overview- Congregate housing is a shared living arrangement in which residents enjoy the privacy of their own rooms while sharing common facilities such as kitchens, living spaces, and sometimes essential support services. This model creates a balance between individual autonomy and communal support, fostering a lifestyle that is both efficient and socially engaging.

Financing - Financing for congregate housing is sometimes sourced through a mix of public housing programs, nonprofit developers, and private impact investors, however it could come entirely from the private market. Since congregate housing often results in more individuals per square foot of construction, market-rate rents can sometimes justify permanent loan and equity amounts that fully cover the cost of construction. Other times however, congregate housing can be used to benefit low-income households and can benefit from public funding and tax credits.

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Benefits - One of the primary advantages of congregate housing is that it offers an affordable alternative for seniors, low-income individuals, and those at risk of homelessness.

This communal living model could also be deployed to create cooperative housing specifically for young adults who are just emerging into a year-round workforce and with stable housing will build careers, increase their earnings and play a vital role in the town's economy. Co-living is a growing trend, providing young professionals with affordable, flexible housing options. These models focus on smaller private spaces combined with shared amenities to lower costs.

By maximizing land use efficiency through shared facilities and communal spaces these developments can reduce overall housing costs while delivering essential amenities. Furthermore, the communal

setting promotes a sense of belonging and mutual support among residents, which can alleviate social isolation and improve overall well-being. This model not only helps in making housing more accessible but also enhances quality of life by integrating support services directly into the living environment, thereby creating a built-in network of assistance and camaraderie.

Examples:

- **Brooke House, Olmsted Village, (Mattapan, MA):** One notable example of congregate housing can be found in the senior housing model implemented by 2Life Communities within the Brooke House at Olmsted Village. This project leverages financial support from MassHousing along with HUD's Section 202 Supportive Housing for the Elderly program to offer seniors private rooms complemented by shared communal areas and services. Olmsted Village exemplifies how congregate housing



GOVERNOR PRENTICE MOTEL
AERIAL PERSPECTIVE | NOVEMBER 29, 2023
Governor Prentice Rendering
Source: Union Studio



can be tailored to meet the unique needs of its residents, blending affordability with quality care and community engagement. This model not only addresses housing affordability but also fosters an environment where seniors can enjoy enhanced social interaction, healthcare access, and a higher overall standard of living.

- **Ollie at LBC (Longwood, Boston):** Ollie offered a similar model, with fully furnished micro-units and access to shared living spaces in prime urban locations. Though the company ceased operations in 2021, similar models continue in the Boston area.
- **525 Linc (Allston, Boston, MA):** 525 Linc is a co-living development in Allston, where individuals rent their own private bedroom and bathroom and share common areas, kitchens, living rooms, and other amenity spaces with their suitemates. It is a mix of 10 compact studios & 80, 3- and 4-bedroom units. The 3- and 4-bedroom apartments contain 269 residential single person suites rented by the bedroom. 46 of these units and 2 compact studios are designated 'income restricted' and will be rented to households earning at or less than the 70% Area Median Income (AMI) and 100% AMI.

TAX INCENTIVES & RELIEF

Overview – Tax incentive and property tax relief programs are essential tools that municipalities utilize to support residents, particularly seniors, veterans, and low-to-moderate-income households. In Massachusetts, various towns, including those on Cape Cod, have implemented such programs.

UCH-TIF Program - The Urban Center Housing Tax Increment Financing (UCH-TIF) program is a Massachusetts state initiative that enables municipalities to promote housing and commercial development, including affordable housing, in designated areas through tax increment financing. The program provides real estate tax exemptions on all or part of the increased value (the "increment") of improved real estate for up to 20 years. To participate, a municipality must adopt a UCH-TIF plan for a designated area with high business or commercial use, known as a UCH-TIF Zone.

- **Applicability to Wellfleet:** For Wellfleet to implement a UCH-TIF program, the Town would need to identify a suitable area that qualifies as a commercial center with a demonstrated need for reinvestment. This only applies to year-round rentals. Given Wellfleet's unique characteristics, including its small population and limited commercial centers, adapting the UCH-TIF program would require careful planning. The town would need to:
- **Designate a UCH-TIF Zone:** Identify areas within Wellfleet that can be classified as commercial centers requiring revitalization.
- **Develop a UCH-TIF Plan:** Outline proposed public and private projects within the zone, including affordable housing initiatives, and establish agreements with property owners undertaking new development.
- **Ensure Affordable Housing Compliance:** Guarantee that at least 25% of the housing units assisted by the tax exemption are affordable for at least 40 years or the useful life of the housing, whichever is longer.
- **Wellfleet's Affordable Housing Tax Exemption Program-** Wellfleet offers an Affordable Housing Tax Exemption Program aimed at property owners who provide affordable rental housing. To qualify, property owners must rent to tenants whose incomes do not exceed 120% AMI, with rents set at or below fair market rates. For instance, the FY2025 maximum income for a single-person household is \$114,840. Property owners meeting these criteria can receive tax exemptions, thereby incentivizing the provision of affordable housing.
- While this program was originally developed for ADUs, the statutory language suggests potentially broader applicability to affordable housing.

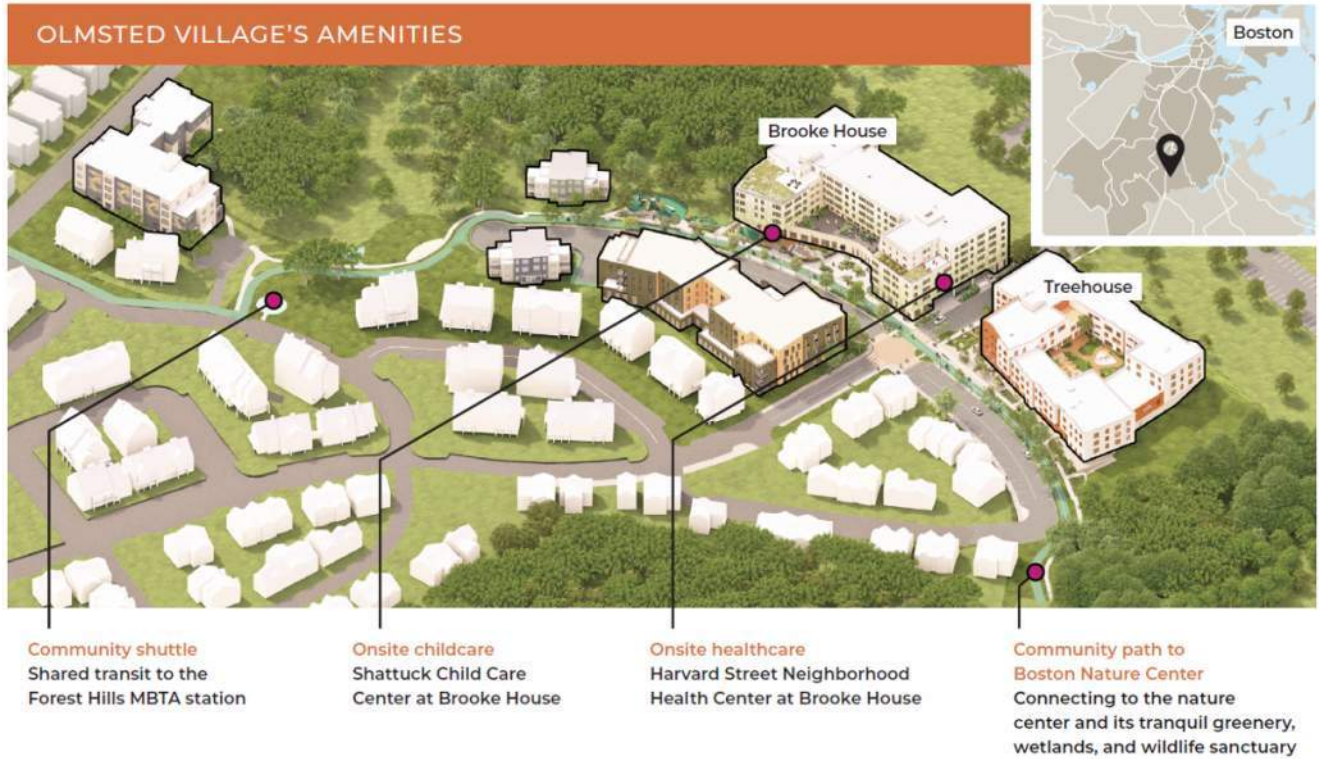
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CONCLUSION

A well-planned financial strategy is essential for ensuring the long-term success of Wellfleet's housing initiatives. By leveraging diverse funding sources, including public subsidies, private investments, and innovative financing models, the town can expand housing options while maintaining affordability and financial feasibility.

Each of the strategies outlined—whether through seasonal workforce housing, affordable homeownership programs, middle-income housing initiatives, or public-private congregate housing models—plays a crucial role in fostering a balanced, inclusive, and resilient community. Additionally, emerging financial tools such as Town land leased to a developer, Community Land Trusts, Social Impact Bonds, and employer-assisted housing programs provide new opportunities to bridge funding gaps and promote housing stability.

Ultimately, by strategically integrating these financial mechanisms, Wellfleet can attract responsible development, safeguard affordability, and ensure housing remains a cornerstone of economic growth and community well-being. A proactive and flexible approach to financing will enable the town to adapt to evolving housing needs and create a sustainable foundation for generations to come.



Olmstead Village - 2Life Communities. Architect: Mass Design Group.
Source: 2Life Communities



525 Linc Allston, MA - units rented by the bedroom - 3 bedroom and studio example plans
Source: 525linc.com/floorplans/
Architect: HDS Architecture

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Ferry Crossing, on the Connecticut shore <https://www.hope-ct.org/ferry-crossing>

7 IMPLEMENTATION STRATEGY

The year-long master planning process culminated with the presentation of the recommendations and the Maurice's Campground Master Plan and Development Report to the Select Board. After the completion of the master planning process, there are a series of steps before the vision and various components of the plan can be implemented. There will also be multiple occasions for input from the Wellfleet community along the way.

INTRODUCTION

The process typically includes the following steps. These will be elaborated further in this chapter. Detailed memos with additional information are included in the Appendix. A proposed timeline is also included at the end of this chapter.

- Select Board adoption of the master plan
- The allocation of Town funds or other funds to support the next phases of planning and implementation
- The Maurice's Committee Planning Committee to draft a proposed approach to zoning changes for the campground site for review and approval by the Selectboard. It will then be presented at a future Town Meeting.
- Hiring a consultant to draft a Request for Proposals (RFPs) for a Master Developer or development team
- Issuance by the Town of the developer RFP
- Score developer proposals against the Town's evaluation criteria
- Selectboard endorsement of the selected proposal by the committee tasked with evaluating the RFPs
- Town and designated Developer land disposition negotiation culminating in an agreement
- The Developer's design team will design the buildings and infrastructure and obtain all necessary permits

- The Developer will then prepare a financial plan for the first phase of development and submit financing applications. That process is likely to take a year or more.
- The Town will convey the land only after the plans are approved and all necessary permits and financing are secured
- At that point, the contractor retained by the developer can begin construction work. The target is for this to occur at the end of 2028, when the Town of Wellfleet is no longer contractually obligated to continue to operate the campground

ZONING

The Town plans to develop year-round rental and ownership housing for households across various income levels, along with seasonal workforce housing. The site is currently zoned as Residential 2 (R2). R2 zoning permits single-family homes with a minimum lot size of 40,000 square feet and does not allow multi-family housing or many commercial uses identified as desirable by the community. Changes to the existing zoning will be required for any proposed development that includes multifamily and commercial uses.

Regulatory Options for Zoning Change

Four regulatory options are available to enable affordable and mixed-income housing development and the proposed commercial uses:

- **Local Initiative Program (LIP) Comprehensive Permit:** Requires no zoning changes and is approved by the Zoning Board of Appeals. This is also known as a “friendly” 40B option.
- **Affordable Dwelling Development:** Uses the existing zoning by obtaining a special permit from the Planning Board.
- **Rezoning via an Overlay District:** This could be achieved using the Smart Growth Zoning District provisions of M.G.L. c.40R or a custom overlay district.
- **Modifying the Underlying Zoning District (R2):** Changes would need to enable additional uses and more intensive residential development than permitted under the existing R2 zoning.

The third and fourth options allow the Town to include specific site design guidelines in the zoning regulations and expand permitted uses, such as seasonal dormitory housing, commercial spaces, and community or accessory uses.

Rezoning involving a special permit may pose risks, including delays or legal challenges from abutters. If many special permits are required, a developer is more likely to pursue a Comprehensive Permit strategy.

Recommendation: To maintain sufficient local control and minimize developer risk, it is recommended that the town take the initiative to rezone the site by adopting an overlay district.

Recommended Zoning Changes

The following suggested zoning changes are consistent with Wellfleet’s Housing Production Plan and the Maurice’s Campground Master Plan Development Guidelines and should be included in the Zoning Overlay District:

1. **By-right multi-family housing**
2. **By-right duplexes:** Such an amendment could require similar design considerations as required for conversions.
3. **By-right dormitory or employee housing:** Wellfleet’s zoning bylaw does not allow

dormitory or employee housing. This use is not among the zoning by-laws definitions nor its table of uses. Consider defining and allowing dormitory or employee housing as a permitted use.

4. **Allow additional commercial uses by-right or special permit:** Consider zoning amendments to allow personal service, retail trades, and service trade businesses in the district (or a subdistrict along Route 6). Further specify and define uses in bylaws as needed (e.g., fitness use, indoor dining, and possibly food trucks beyond private events).

5. **Increase height maximum and building coverage:** Wellfleet limits the maximum height of buildings to two stories or 28 feet. This limitation can be a barrier to encouraging year-round affordable, mixed-income, and market-rate housing options. Consider increasing height maximums to three stories and increasing the building coverage allowed.

6. **Adopt building coverage** consistent with the cluster zoning specified in the master plan.

7. **Modify residential parking requirements** based on building type and use. For example, dormitory, studio, and one-bedroom homes typically need less parking than units with two or more bedrooms. Refer to Chapter 4 Vision and Development Guidelines for recommended parking ratios.

A detailed table listing the specific changes is included in the Zoning Memo in the Appendix.

Zoning and the RFP

The Town of Wellfleet would be best positioned by finalizing the zoning before issuing the developer RFP. Finalizing zoning before issuing the RFP creates greater clarity and less risk for potential developers. Doing so would also streamline the permitting process. This approach establishes clear expectations and increases the likelihood of attracting high-quality proposals. If adjustments to zoning are needed after developer selection, those changes can still be made. However, without zoning in place upfront, the process may be delayed or result in uncertainty about feasibility.

That said, adopting new zoning for the campground could be time-consuming, risking extending the project timeline. If so, it may be necessary to issue the developer RFP before completing the zoning.

Benefits of Completing Zoning:

- **Clear Development Framework** – With zoning in place, developers will have a defined framework within which to craft proposals, reducing ambiguity and increasing efficiency in project planning, permitting, and financing.
- **Encourages stronger proposals** – Developers are more likely to invest in a project when they know zoning risks are minimized.
- **Increases predictability** – Developers can submit well-thought-out proposals that align with an established regulatory framework.
- **Enhanced Town Control** – The Town retains full control over zoning decisions, ensuring that regulations reflect community priorities without direct developer influence. This process allows for comprehensive public input before engaging a development team.
- **Faster Project Execution** – By eliminating zoning uncertainties before developer selection, projects can move through approvals and construction more smoothly, avoiding delays caused by rezoning negotiations.

Potential Risks and Challenges

- **Limited Developer Input on Zoning** – While this approach ensures Town-led zoning decisions, it may limit flexibility to accommodate innovative developer-driven ideas that could enhance financial viability and the quality of the final product. This risk can be mitigated by ensuring that the Zoning Overlay District includes some room for flexibility.
- **Market Feasibility Considerations** – Without early developer engagement, the Town risks compromising feasibility should zoning provisions misalign with market realities, inadvertently hindering project viability.
- **Time and Resource Commitment** – Finalizing zoning before issuing an RFP may entail

additional upfront planning and resources, potentially extending the pre-development timeline.

By completing zoning first, the Town of Wellfleet can create a structured, predictable development process that balances community needs with financial feasibility. Once zoning is in place, the RFP can be issued with clear parameters, attracting qualified developers who are prepared to deliver a project that aligns with Wellfleet's long-term vision.

DEVELOPMENT STRATEGY

The redevelopment of Maurice's Campground represents a unique opportunity for the Town of Wellfleet to expand housing options while maintaining long-term community benefits. To ensure a successful and strategic redevelopment process, the Town must issue a well-structured Request for Proposals; one that attracts experienced, mission-aligned developers and encourages innovative yet financially viable solutions, without compromising the Town's control over the quality and character of the development.

Crafting the RFP

A carefully crafted RFP should strike a balance between flexibility for developers and strong municipal oversight, ensuring that the Town's priorities, such as affordability, workforce housing, environmental sustainability, and phased development are reflected throughout the project.

Key decisions in structuring the RFP will include:

- Determining whether to seek multiple developers for each component of the plan (i.e. affordable rental, homeownership, etc.) or a single master developer to oversee the project and who may then, subject to the town's approval, select sub-developers for different components of the overall project.

- The master plan guidelines as adopted by the Selectboard making clear the town's expectations and priorities.
- The Town's decision between a ground lease or a partial land sale to balance public control consistent with its homeownership policies.
- Ensuring meaningful community engagement throughout the redevelopment process, even though the new zoning allows for as-of-right development.
- Selecting criteria that ensures that the selected development team's capabilities and approach aligns with the Town's vision.

The following sections outline the critical components of this process, including developer selection, phasing, zoning coordination, and financial oversight.

RFP Special Considerations

- **One Master Developer vs Multiple Developers:**

Because development of Maurice's relies on a variety of highly competitive state financing and subsidy sources and because of the different uses will require different financing plans, Maurice's will be built in phases over approximately ten years. Moreover, developers tend to specialize in assembling financing for certain building types. Therefore, one of the most critical decisions in structuring the RFP is whether to engage multiple developers for different phases or to select one master developer to oversee the entire redevelopment.

- **One Master Developer** – A single master developer would likely function like a general contractor on a construction project. Rather than developing every phase of the development, a master developer would assemble a team of real estate developers; each responsible for one or more components of the overall project. While the master developer might develop certain components, it would be responsible for each "sub-developer's" performance in permitting, financing and constructing its respective component of the overall development. Designating a master developer to oversee the entire project could provide a more cohesive and streamlined

approach, ensuring design consistency, efficiency in infrastructure planning, and a clear long-term vision. The town would need to thoroughly vet the developer and its team to satisfy itself that all aspects of the project, particularly across multiple housing models and financing structures, will be executed successfully.

- » The typical dynamic can include Master Developer overseeing project vision, financing, and phasing, while the Town controls zoning, permitting, and infrastructure standards. Some elements, like design and tenant selection, may require town approval. For example, HYM Investment Group (Suffolk Downs) negotiated zoning with Boston, while Leggat McCall (Cambridge Courthouse) managed development logistics. The Town will set affordability targets and other parameters of the project, while the master developer controls construction timelines. Final agreements often include public input and phased approvals.

- **Multiple Developers** – Engaging multiple developers allows the Town to exert more control over each phase, potentially selecting different teams based on expertise in specific housing types (e.g., seasonal workforce housing, affordable ownership, middle-income housing, affordable rental and congregate housing). However, this approach introduces complexity in coordination, increases administrative burdens, and increases the risk that later phases may not be completed as planned. There could also be challenges in ensuring seamless infrastructure development and design consistency, leading to uncertainty in costs and overall project feasibility. In short, accountability for performance can be more ambiguous and require greater oversight by the Town.

Recommendation: Given the scale and complexity of the redevelopment, a master developer approach is recommended by the Boston Communities team, provided the master developer assembles a team capable of executing the entire development. If in the town's judgment a master developer team of sub-developers lack certain qualifications, such as sufficient expertise in specific areas, during its evaluation of the RFP submissions, the Town may

request or require that additional talent be added onto the team in order to complete the vision. The Town may also recommend that a specific developer be responsible for a specific phase or housing typology, or issue a separate RFP for a second developer specializing in a specific portion of the work, such as for seasonal worker housing.

Elements of a strong RFP

A well-crafted Request for Proposals is essential to attracting high-quality, competitive proposals. Assuming the RFP is issued after the Selectboard has accepted the master plan, the REP will be able to supply prospective respondents with enough information to prepare a high-quality proposal. Based on best practices from previous successful municipal land dispositions, a typical RFP includes:

- **Introduction & Purpose** – Overview of the vision and Town’s goals for the site
- **Property Description** – Parcel location, size, zoning, and any known constraints
- **Development Objectives & Use Restrictions** – Allowed uses, affordability requirements, and community priorities
- **Applicable zoning** or reference to the Town's plans for zoning change
- **Selection Criteria & Review Process** – How proposals will be evaluated
- **Proposal Submission Requirements** – Required documents, format, and deadline
- **Lease or Sale Terms** – Key provisions, including required affordability restrictions
- **Legal Disclosures & Compliance** – References to Chapter 30B and any required forms
- **Design Proposal** - Expectations of development team regarding design concepts
- **Team** - Composition of team, requirements, and preferences ie diversity, local experience, etc

Public Notice and Proposal Solicitation

- As a regulatory minimum, the RFP must be advertised in a newspaper for two consecutive weeks and listed in the Central Register at least 30 days before proposals are due. However, to attract the most interest, the Town should pursue marketing strategies that provide the greatest opportunity to come to the attention of the most highly qualified developers.
- We recommend that the period between issuing the RFP and requiring proposal submissions be a minimum of 90 days. However, to attract the most responses and the most informative submissions, respondents should be given 120 days.
- The town could use a two-step process with a Request for Qualifications and Interest first, followed by invitations to submit a full proposal from the most qualified respondents.

Proposal Review & Selection

- Proposals must be reviewed only based on the criteria published in the RFP.
- A selection committee typically evaluates submissions and recommends a developer to the municipal authority. The selection committee should include people experienced in real estate development who would be best equipped to evaluate some of the more technical aspects of the proposals.
- Before contracting with the selected developer, transaction details must be published in the Central Register.

Selection Criteria

The RFP should outline key development criteria to ensure the selected developer(s) can successfully deliver each phase of the project while aligning with the Town’s housing priorities. Criteria should include:

Experience & Track Record:

Development Strategy – Given the complexity of a multi-phase development program, developers must be able to demonstrate a clear strategy

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for financing and constructing each phase of the development, including the infrastructure and coordinating the work of its sub-developers.

Experience -

- Ability to manage complex projects, including timelines, budgets and resources.
- The RFP selection criteria should include each aspect of the development program, including infrastructure development, seasonal workforce housing, middle-income rental housing, affordable homeownership, congregate housing, and commercial and community facilities.

Team - Experience and capabilities of core team, including project managers, architects, and other key personnel.

Phased Development Expertise - Demonstrated experience in multiphase projects. Proposals should clarify which team member will be responsible for each phase as well as the infrastructure, ensuring expertise thresholds are met in each relevant project type.

Financial Expertise, Stability & Condition -

- Solid financial foundation to support the project's long-term needs, including financing and ongoing operations.
- Experience in securing financing for large-scale projects and ability to manage debt effectively.
- Ability to develop a realistic budget and manage costs effectively throughout the project life cycle.

Local Subsidy: Developers should include anticipated public subsidies required from the town and state, including tax incentives, housing subsidies, and infrastructure assistance.

Local Knowledge: Familiarity with local regulations, zoning codes/Overlay Districts, and community dynamics.

Community Relations: Ability to engage with local communities and address any concerns or issues that may arise during the project.

Long Term Management and Maintenance Plan:

Ability to work with the Town to deliver a plan for property management and a long-term maintenance plan.

Project Understanding & Approach

Strategic Vision: Understanding of the project's goals, target market, and long-term vision for the development.

Understanding of Design/Development Standards:

Since the recommended plan and Master Plan Report and Guidelines have been prepared based on input from the community, the ability of the development team to demonstrate understanding of the design standards is critical.

Adaptability and Flexibility: Ability to adapt to changing market conditions, regulations, and unforeseen circumstances.

Sustainability and Innovation: Commitment to sustainable practices, innovative technologies, and energy-efficient design.

Mixed Use & Open Space Planning:

- Expertise in commercial uses, including market studies and leasing to commercial tenants.
- Ability to plan for open space uses, including the appropriate vendors for key outdoor activities and elements.

Community Engagement

The Town has undertaken an extensive community engagement process to develop the plan and will be working to implement new zoning for the Maurice's Campground site. As a result, the new development will proceed as of right, with no formal community approval process required. However, we recommend that developers maintain an ongoing community engagement process and an open line of communication to ensure transparency, address local

concerns, and foster community support throughout the project's implementation.

By structuring the RFP strategically, favoring a master developer approach, and setting clear development criteria, the Town of Wellfleet can attract experienced development teams while ensuring the successful, phased redevelopment of Maurice's Campground. This approach will help deliver a diverse mix of housing options that address year-round workers, low- and middle-income households, and supports both affordable homeownership and rental while maintaining long-term community benefits.

LAND DISPOSITION

Strategy

The town should determine the best land disposition strategy, whether to lease or sell the site.

- **Ground Lease** – A ground lease (or land lease) allows for one entity (for example, the Town) to own the land while another entity (for example, the homeowner) to own the home on the land. Ground leases generally last for 99 years, at which time they are renewed. This allows permanent homeownership affordability. A long-term ground lease allows the Town to retain ownership of the land, ensuring long-term public control over the site's use. There are successful examples where affordable homeownership has been developed as a ground lease, including by the Bend-Redmond Habitat for Humanity.
- **Partial Sale** - An alternative is to sell only the portion of the site designated for affordable homeownership; however, subdivision at this site may present logistical challenges.
- **Recommendation** - The current land registration structure, Department of Environmental Protection (DEP) regulations, and subdivision approvals all introduce complexities that could delay the process. Specifically, DEP requires that all wastewater management systems be in place before subdivision is permitted. Additionally, subdivision would need to align with regulatory requirements, such as the Massachusetts Subdivision Control Law, which

could create unnecessary project delays. Given these constraints, it may be more practical to proceed with a Ground Lease as the most viable option.

Process

Land Disposition is subject to Massachusetts' Uniform Procurement Act (M.G.L. Chapter 30B, Section 16), which governs how municipalities may sell, or lease publicly owned land valued over \$35,000. This law ensures a fair, transparent, and competitive process. The steps outlined below are largely drawn from the Massachusetts Chapter 30B Manual (Section VIII on Real Property Transactions).

Key Steps:

1. **Declare the Property Available for Disposition:** The Town (e.g., Selectboard or Town Meeting) must formally determine that Maurice's Campground is available for disposition (see Wellfleet Bylaws, Part 1, Chapter 70). This requires Town Meeting action. Any reuse restrictions (e.g., affordable or mixed-income housing, mixed-use development) should be identified upfront.
2. **Determine Property Value:** The Town must determine the fair market value of the property using an appraisal or another commonly accepted valuation method. If the property will be leased, an estimate of market rent is required.
3. **Execute the LDA:** The Land Disposition Agreement (LDA) outlines key terms and conditions before the execution of the lease or sale. After the RFP is issued, and the developer or development team is selected, the LDA is executed.

PHASING APPROACH

A well-planned phasing approach will be critical to the success of the Maurice's Campground redevelopment. Carefully sequencing infrastructure construction, housing development, and environmental considerations can increase efficiency, minimize disruptions, and maximize

the project's long-term viability. Several key factors should be considered when determining the optimal phasing strategy.

- **Demolition and Site Clearing** – The developer will be responsible for clearing the existing structures and trailers on the site, as well as the removal of abandoned wells, septic systems and other infrastructure. There are grant sources for such work. The Town of Provincetown received the Commonwealth's OneStop for Growth grant to support site preparation for a proposed affordable housing development. Funds will be used to excavate and remove an in-ground septic system and other subsurface infiltration components from a town-owned parcel.
- **Infrastructure** – The timing and scope of infrastructure construction should be aligned with the needs of each development phase. To control costs and reduce unnecessary disruption, if feasible, infrastructure should only be built as needed for the subsequent phase rather than all at once. Prioritizing infrastructure that is already available (for example Route 6) can help expedite early phases while reducing upfront costs. Developer should pay special attention to the coordination of timing between installation of the infrastructure and which type of housing is built first. For example, if funding determines that it is advantageous to build the middle-market attainable homes first while the developer secures financing for the affordable homes, the location of the middle-market attainable homes may not be conducive to phased installation of infrastructure, and some of it might have to be front loaded. Hence phasing options should factor in locations and financing sequence of various types of housing, to determine phasing of infrastructure. Infrastructure grant funding may also be a factor. Any homes that are built in the initial phase must be gauged and sited to accommodate all the subsequent phases. Example: Wastewater phasing at the Residences at Lawrence Hill in Wellfleet.
- **Environmental** – Environmental factors may also play a role in phasing decisions.

Topography, natural buffers, and contamination should inform where and when each phase is built. A Phase I Environmental Assessment has been completed. It is likely that a Phase II Environmental Assessment will also be required.

- **Housing Development Timing** – The type of housing planned for each phase should also influence the overall timeline. For example, affordable rental housing can often take the longest to finance and construct due to the complexity of funding sources. As a result, even if these phases begin planning and securing funding early, other housing might be able to be constructed beforehand.
- **Access** – Another key consideration is the relationship between construction sequencing and access to Route 6. If a phase located further from Route 6 is built before one closer to the highway, early residents may have to pass through an active construction zone on their way home, which could create safety hazards and quality-of-life concerns. One way to mitigate this is to progress inwards towards the main road, however, that approach increases the need for infrastructure investment early on. Another approach is to design multiple Route 6 connections. Connections to the Cape Cod Rail Trail for pedestrians and bicyclists should also be factored in.
- **Multiple connections** – Incorporating two entrances from Route 6 may increase overall road costs and impervious surface but can also reduce short term infrastructure costs and improve phases. By building along a planned loop road, developers can construct sections of the road incrementally as the development progresses, reducing unnecessary infrastructure costs upfront while maintaining accessibility throughout construction.

By carefully planning each phase with these considerations in mind, the Maurice's Campground redevelopment can proceed efficiently, minimizing disruption to both future residents and surrounding areas while ensuring high-quality housing delivery in a logical, cost-effective manner.

DEVELOPMENT CONSULTANT

The Town may benefit from hiring a development consultant to assist in evaluating the financial feasibility of proposals submitted in response to the RFP. A consultant with expertise in real estate finance and development can help assess the financial strength, experience, and feasibility of each developer's proposal, ensuring that the selected team is capable of delivering a successful project. Additionally, this (or another) similarly qualified consultant should continue, on behalf of the town, to oversee the chosen development team throughout the project, providing oversight over the developer and to serve as a conduit for information and as advisor to the Town during the development phase.

However, we do not recommend hiring a consultant to underwrite development scenarios before selecting a developer. Instead of spending resources on speculative financial modeling, the Town can achieve greater efficiency by reviewing actual proposals submitted by developers. This approach saves time and reduces costs, allowing the Town to focus on selecting the most viable development team rather than preemptively analyzing hypothetical scenarios.

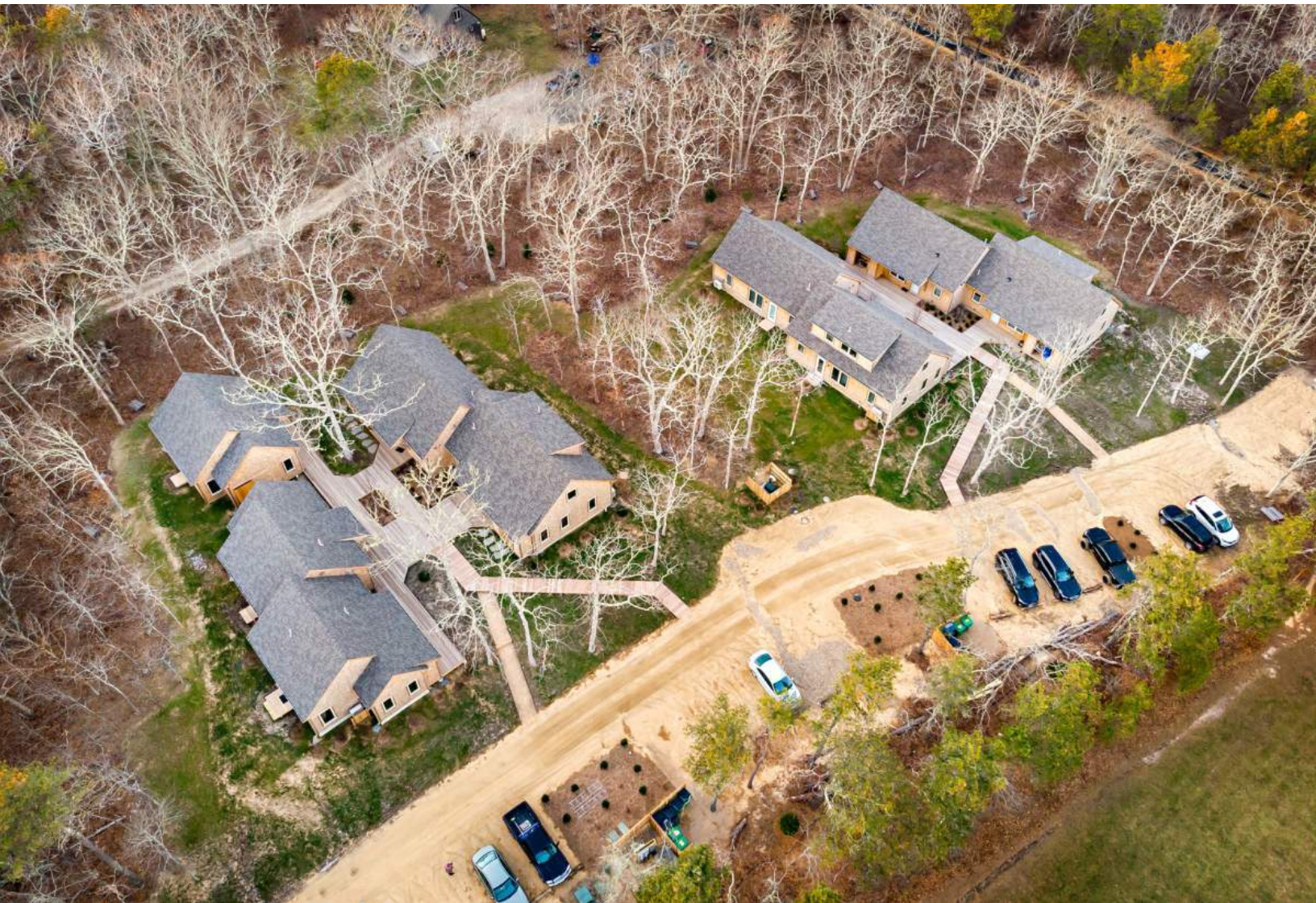
Estimated Timeframe

Pre-Development Activities	Master Plan	Final Master Plan Report	April 2025
		Selectboard Plan Approval	May 2025
		Retain RFP Consultant	July 2025
		Zoning change/Overlay Districts Approval (Town Meeting)	October 2025
		RFP Development & Issuance	December 2025
		Developer Selection	December 2026
		Land Disposition Agreement (LDA)	April 2027
		Permitting & Development Approvals	December 2027
		Phase 1 Financing	December 2028
		Land Conveyance	December 2028

CONCLUSION

The redevelopment of Maurice's Campground presents a significant opportunity for the Town to address critical housing needs and foster a well-planned, community-oriented development. By implementing a thoughtful RFP process, structuring a strategic phasing approach, and ensuring clear alignment between zoning, infrastructure, and development goals, the Town can set the stage for a successful transformation of the site.

Ultimately, through a strategic, well-structured RFP process, Wellfleet can attract the right development team, secure long-term affordability, and create a sustainable, inclusive community that serves the breadth of need identified by the Town's community engagement efforts as a priority across a variety of incomes, including those that qualify for year-round affordable or workforce housing, as well as those who earn too much to be eligible for those traditional programs but not enough to afford housing in Wellfleet, as well as seasonal workers. Thoughtful planning and strong public-private collaboration will be essential in ensuring that Maurice's Campground is transformed into a vibrant, well-integrated neighborhood that benefits Wellfleet for generations to come.



Scott's Grove, Martha's Vineyard, MA

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