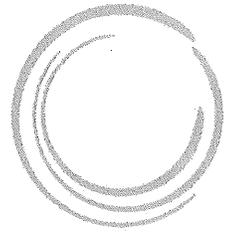


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JUNE 30, 2014

MR. Willie C. Taylor
Regional Director
Economic Development Administration
U.S. Department of Commerce
Philadelphia Regional Office
The Curtis Center, Suite 140 South
601 Walnut Street
Philadelphia, Pennsylvania 19106-3323

Dear Mr. Taylor:

Please accept the enclosed 5-Year Update of the Cape Cod Comprehensive Economic Development Strategy (CEDS). The 5-Year Strategy was approved by the CEDS Strategy Committee (the Cape Cod Economic Development Council) on June 13th, 2014 and by the Cape Cod Commission on June 19, 2014.

The CEDS has given focus to the region's economic development efforts and spurred collaboration among stakeholders across the region. This document is the result of an extensive regional planning process involving surveys, meetings, workshops, focus groups, and a large regional economic development conference. Included in the document are the economic development goals of the region, an opportunities and threats analysis of our planning environment, and regional benchmarks designed to better understand the economic trends at work in the region. This document culminates in 10 regional priority projects agreed to by stakeholders across the region as well as a large pool of local priority projects offered by towns within the region.

We look forward to your review of the 5-Year Plan and thank you for your support of our local process.

Sincerely,

Paul Niedzwiecki
Executive Director

Jack McCormack
Chair



CAPE COD
COMMISSION

Cape Cod Comprehensive Economic
Development Strategy (CEDs)
2014 5-Year Update

June 30, 2014



Submitted To:
US Department of Commerce Economic Development Administration

Approved & Submitted By:
Cape Cod Commission, Barnstable County, Massachusetts



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Forward

This is the 2014 five year update of the Comprehensive Economic Development Strategy (CEDS) for the Cape Cod region. It has been prepared in accordance with US Economic Development Administration (EDA) guidelines for submission to the EDA on June 30, 2014. The foreword outlines EDA's mission, investment policy, and expectations regarding the CEDS document, planning process, and implementation.

THE ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

The mission of the EDA, an agency of the US Department of Commerce, is to support the formulation and implementation of economic development programs that create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress. The EDA supports the efforts of regions and communities to devise and implement economic development programs.

The EDA provides regions with both technical and financial assistance. Investments are focused in areas experiencing or threatened with economic stress. Projects are reviewed according to five "Investment Policy Guidelines":

1. ***Be market-based and results-driven.*** An investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator measured on EDA's Balanced Scorecard, such as an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private-sector investment.
2. ***Have strong organizational leadership.*** An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project's successful execution.
3. ***Advance productivity, innovation, and entrepreneurship.*** An investment will embrace the principles of entrepreneurship; enhance regional industry clusters; and leverage and link



technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

4. *Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.*
An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.
5. *Demonstrate a high degree of commitment by exhibiting:*
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage
 - b. Clear and unified leadership and support by local elected officials
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS is both a document and a process. It is a process of analysis, planning, and taking action to generate new economic development activity and improve community infrastructure and services. Certification of this document by the EDA allows the region and the towns herein to qualify for funding from the various EDA grant programs. Funding may be sought from EDA for the projects identified in this document as priorities for the region or locally within the region.

THE CEDS PLANNING PROCESS

Regional Planning Authorities (RPAs) across the country are responsible for developing and implementing a CEDS for their region. The RPA for Barnstable County is the Cape Cod Commission. The CEDS process begins with the selection of a "CEDS Strategy Committee." The committee is responsible for convening the planning process and overseeing implementation of the plan. The committee must be representative of the economic development community within the region including business,



industry, government, service and non-profit organizations, minority populations, and training and educational entities.

THE CEDS DOCUMENT

There are two types of CEDS reports: the five-year update and the interim annual reports. The five-year CEDS update includes the following sections:

1. **CEDS Planning Process**: A description of the planning process
2. **CEDS Vision**: An expression of the region's economic aspirations
3. **CEDS Context**: An analysis of the regional economy using available data and research
4. **CEDS Action Plan**: An account of the region's priorities over the next five years
5. **CEDS Implementation and Performance Measures**: An outline of the plan's implementation and a method for measuring progress on specific priority projects and towards meeting the CEDS goals overall

During the interim years, the annual reports track progress toward meeting the region's economic development goals and completing the priority projects in the CEDS. The annual report documents any changes in regional conditions and priorities.

CAPE COD ECONOMIC DEVELOPMENT DISTRICT (EDD)

Cape Cod was designated an Economic Development District (EDD) by the EDA on December 19th, 2013. The district is comprised of the 15 towns that make up Barnstable County. In conferring this designation the EDA has committed to providing financial assistance to economic development in distressed communities on Cape Cod. EDA assistance was essential in obtaining the EDD designation as well as completing and implementing the CEDS. Potential future funding will be instrumental in reducing distress in this region.



Executive Summary

The Comprehensive Economic Development Strategy (CEDS) for Cape Cod is an economic development blueprint for the region that is consistent with the Regional Policy Plan. The CEDS is a planning process as well as a plan. The process is led by the CEDS Strategy Committee and includes stakeholders across regional and local organizations with an interest in economic development. The CEDS document lays out a vision and goals for economic development on Cape Cod as well as an action plan for achieving those goals. Leadership and collaboration are essential to the implementation of this plan – the Cape Cod Commission has sought the input of its many partners in completing this document and will continue to do so over the next five years in order to see it executed.

SUMMARY BY CHAPTER

CEDS STRUCTURE AND PROCESS

The Cape Cod Commission is the regional planning agency for Barnstable County. The Commission is charged, under the Cape Cod Commission Act (1989 state legislation), to “ensure balanced economic development” that will provide quality jobs today and preserve the natural resources, beauty, and heritage of Cape Cod for the next generation. The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of planning policies and objectives to guide development on Cape Cod and to protect its resources. The RPP establishes a basis for economic development planning on Cape Cod, envisioning synergy between economic development and the protection and preservation of the Cape’s resources and heritage. The CEDS is built on the Cape Cod Regional Policy Plan (RPP); it incorporates the economic development goals and regional growth policy from the RPP.

The Cape Cod Commission staffs the development and implementation of the CEDS while the Cape Cod Economic Development Council (EDC)



serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14-member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission members, represent the economic development constituencies called for in the federal EDA guidelines.

This five year update of the CEDS involved many stakeholders through a variety of different methods, including:

- A Call to Towns for Local and Regional Priority Projects,
- The CEDS Stakeholder Workshop,
- The CEDS Stakeholder Survey,
- Regional Priority Project Focus Groups, and
- The Regional Smarter Economy Conference.

Details on the results of these participation efforts are found in Chapter 1 of this report with supporting materials in the Appendix.

CEDS VISION

Economic development on Cape Cod begins with the protection of the natural, built, and cultural assets that make this region unique. The importance of being unique should not be underestimated in this era of standardization. Cape Cod has the enviable advantage of having near global name recognition and a reputation for being a special place of great beauty. The Cape Cod character has attracted not only tourists, retirees, and second homeowners, but also scientists, entrepreneurs, artists, and professionals to live and work in this otherwise remote location.

The region's economic strategy is based on four core economic development principles:

- ***Protect and build on your competitive advantage*** – For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- ***Use your resources efficiently*** – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.



- *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
- *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Cape Cod's long-term economic vision is based on these principles and the principle of sustainability – the opportunities of today shall not undermine the opportunities of future generations:

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.

There are five goals included in the CEDS. The first four are directly from the Cape Cod Regional Policy Plan that governs land use policy at the regional level. The fifth goal pertains to the CEDS process specifically. The goals are:

Goal - ED1: Low-impact and Compatible Development

To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.

Goal - ED2: A Balanced Economy

To promote a balanced regional economy with a broad business, industry, employment, cultural and demographic mix capable of supporting year-round and quality employment opportunities.

Goal - ED3: Regional Income Growth

To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.



Goal – ED4: Infrastructure Capacity

To provide adequate capital facilities and infrastructure that meet community and regional needs, expand community access to services, and improve the reliability and quality of services.

Goal – CEDS1: Regional Collaboration & Joint Commitment

To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.

CEDS CONTEXT

Economic development on Cape Cod is dependent on maintaining a healthy natural environment and developing sufficient infrastructure to handle the current population level.

The Great Recession of 2009 had a drastic effect on the global economy, affecting property values, employment rates, debt levels, and trade around the world. Cape Cod was particularly vulnerable because of its seasonal economy and reliance on disposable income, and the consequences of the Recession include high rates of unemployment, bankruptcies, home foreclosures, and declining individual incomes.

The CEDS context outlines the basic structure of the regional economy using standard demographic and economic data. In addition to the standard data, this chapter presents:

1. Economic Distress Criteria relevant to the region's recent Economic Development Distress District designation from EDA,
2. Benchmarks designed by the Cape Cod Commission to gauge Cape Cod's economic balance and regional wealth over time,
3. Town charts and tables that illustrate the economic differences between the Cape's sub-regions,
4. A summary of related planning activities currently underway at the Cape Cod Commission,
5. The results of the CEDS Stakeholder SWOT analysis, and
6. The results of the CEDS Stakeholder Survey.



The land area of Cape Cod is 253,701 acres with 560 linear miles of shoreline in 15 towns:

- Barnstable
 - Chatham
 - Falmouth
 - Orleans
 - Truro
- Bourne
 - Dennis
 - Harwich
 - Provincetown
 - Wellfleet
- Brewster
 - Eastham
 - Mashpee
 - Sandwich
 - Yarmouth

The following table compares population, housing, income, and education for Barnstable County with the state and the nation using the most up-to-date data available.

People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
Population (2013)	214,990	6,692,824	316,128,839
Growth (%) Since 2010 Census	-0.4%	2.2%	2.4%
Growth (%) Since 2000	-3.3%	5.4%	12.3%
Growth (%) Since 1990	15.2%	11.2%	27.1%
Growth (%) Since 1980	45.3%	16.7%	39.5%
Land Area (in sq. miles)	393.7	7,800.1	3,531,905.4
Population Density (2013)	546.1	858.1	89.5
% Reporting One Race Only (2012)	98.4%	98%	97.6%
% Reporting Only African American (2012)	2.3%	7.9%	13.1%
% Reporting Hispanic (of any race) (2012)	2.2%	9.6%	16.90%
Households (2012)	95,520	2,525,694	115,226,802
Total Housing Units in 2012	160,020	2,804,206	135,452,405
Owner Occupied	76,307	1,595,959	77,614,228
Seasonal	58,111	116,288	5,147,191
Labor Force (persons) (2012)	121,351	3,475,446	154,975,000
Unemployment Rate (2012)	7.4	6.7	8.1
Average Annual Wage – Covered Employment (2012)	\$40,830	\$60,898	\$49,289
Median Household Income (2012)	\$58,616	\$65,378	\$51,371



People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
Per Capita Personal Income (PCPI) (2012)	\$60,238	\$55,976	\$43,735
10 Year PCPI Growth (%) adj. for inflation	18.3%	10.5%	7.8%
Poverty Rate (2012)	10.4	11.9	15.9
High School Diploma or More - % of Adults 25+ (2012)	94.83%	84.76%	85.70%
Bachelor's Deg. or More - % of Adults 25+ (2012)	39.9%	38.97%	28.50%

Sources: Bureau of Labor Statistics, Bureau of Economic Analysis and Census Bureau

CEDS ACTION PLAN

The purpose of the CEDS Action Plan is to lay out a roadmap for the plethora of entities involved in economic development on Cape Cod so they may coordinate their resources to achieve the greatest impact. The Action Plan includes regional priority issues, regional priority projects, and local priority projects. The regional priority issues are:

- Wastewater Infrastructure,
- Transportation Infrastructure,
- Telecommunications Infrastructure,
- Energy Infrastructure,
- Entrepreneurship/Research & Development,
- Demographic Diversity, and
- Housing Affordability.

Some of these priority issues are addressed in regional priority projects which focus on projects that may attract US Economic Development Administration investment or state and local investment. The ten regional priority projects, in order of importance to stakeholders, are:

- Wastewater infrastructure & planning for identified growth areas
- Last mile broadband build-out
- Expedited permitting in identified growth areas
- Strategic Information Office regional services
- Cape Cod Capital Trust Fund for infrastructure financing



- Business development revolving loan fund
- Integrated infrastructure planning
- Regional Harbor Planning and Infrastructure Evaluation
- Commuter rail impact analysis
- Climate change economic impacts assessment

Local priority projects may also be eligible for EDA funding by their inclusion in the CEDS. Eight towns submitted forty local priority projects.

CEDS IMPLEMENTATION & EVALUATION

Successful implementation of the CEDS will require County leadership; Commission staff must have the resources necessary to inform and coordinate participants and complete projects on an on-going basis.

The CEDS implementation approach includes five elements:

- Planning
- Research
- Outreach
- Data Dissemination
- Regional Priority Project Implementation
- RESET – Targeted Technical Assistance to Towns

Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
Economic Development Planning	Update the economic development planning and regulatory sections of the Regional Policy Plan (RPP)	Ongoing	Includes revising the Land Use Vision Map and related thresholds
	Review Developments of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern	Ongoing	Bring ED angle to use of special CCC land use planning and regulatory tools



Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
	Coordinate EDC/CEDS Strategy Committee	Ongoing	Monthly Meetings; Grant Administration
	Miscellaneous Town Technical Assistance	Ongoing	Planning or transportation projects requested by towns that have an economic development component
	Complete CEDS Annual Report	Ongoing	For continued EDA certification
	EDA Short-term Planning Grant	Ongoing	Manage current grant; complete proposal for new grant
	Assist Mashpee Wampanoag Tribe with development of a tribal CEDS	New	
Research	Resident Survey	New	
	Water Quality Impacts on Property Values and Distribution of Tax Burden	New	
Outreach	Conference	Ongoing	Done in collaboration with the SmarterCape Partners
	Reporting on CEDS activities	Ongoing	EDC, CCC, County Commissioners, and AOD, etc.



Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
Data Dissemination	STATSCapeCod	Ongoing	Regular maintenance and improvements to existing content
	Design Additional Content	New	American Community Survey, State Data, Property Tax data, etc.
Regional Priority Projects – Lead	Wastewater in Economic Centers	Ongoing	Economic modeling of action scenarios and no action
	Strategic Information Office	Ongoing	Development of regional database and regional services
		New	Update of Interile Inventory of Local Telecommunications Facilities and Needs that lend themselves to regional solutions
RESET	Intensive Multi-disciplinary Town Technical Assistance	Ongoing	Identify development and redevelopment impediments and opportunities in areas designated for growth

Implementation is the greatest challenge in planning. A well designed evaluation process helps to move implementation forward and make necessary adjustments along the way. CEDS implementation is evaluated on an annual basis culminating in an Annual Report delivered to the US Economic Development Administration on June 30th of each year.

Evaluation of CEDS implementation happens at four levels:

- 1. Evaluating the Region’s Progress**
- 2. Evaluating the CEDS Planning Process**



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3. Evaluating the CEDS Implementation Plan
4. Evaluating progress on the CEDS Regional Priority Projects

Each aspect of the evaluation process involves the Strategy Committee and often other stakeholders involved in both CEDS planning and implementation. Quantitative and qualitative measures are used to gauge progress towards the CEDS goals overall or towards the goals of specific projects.



Chapter 1: CEDS Structure & Process

THE CAPE COD REGION

The Cape Cod region consists of Barnstable County, which in turn consists of 15 incorporated towns:

- Barnstable
- Bourne
- Brewster
- Chatham
- Dennis
- Eastham
- Falmouth
- Harwich
- Mashpee
- Orleans
- Provincetown
- Sandwich
- Truro
- Wellfleet
- Yarmouth

The CEDS is built on the Cape Cod Regional Policy Plan (RPP); it incorporates the economic development goals and regional growth policy from the RPP.

THE LEGAL AND PHILOSOPHICAL BASIS FOR THE CEDS

The Cape Cod Commission is charged, under the Cape Cod Commission Act (1989 state legislation), to “ensure balanced economic development” that will provide quality jobs today and preserve the natural resources, beauty, and heritage of Cape Cod for the next generation.

THE CAPE COD COMMISSION ACT

The Cape Cod Commission was established in 1990 through an Act of the Massachusetts State Legislature (1989) and a countywide referendum. The Cape Cod Commission Act outlines the agency’s role as follows:

The purpose of the Cape Cod Commission shall be to further: the conservation and preservation of natural undeveloped areas, wildlife, flora and habitats for endangered species; the preservation of coastal resources



including aquaculture; the protection of groundwater, surface water and ocean water quality; as well as the other natural resources of Cape Cod; balanced economic growth; the provision of adequate capital facilities, including transportation, water supply, and solid, sanitary and hazardous waste disposal facilities; the coordination of the provision of adequate capital facilities with the achievement of other goals; the development of adequate supply of fair affordable housing; and the preservation of historical, cultural, archeological, architectural, and recreational values.

In fulfilling this mission, the Cape Cod Commission is authorized (1) to regulate developments that are considered to have regional impact, (2) oversee land use planning on Cape Cod, and (3) recommend the designation of areas as Districts of Critical Planning Concern (DCPC), among other duties.

The Act specifies that the Commission shall “promote the expansion of employment opportunities; and implement a balanced and sustainable economic development strategy for Cape Cod capable of absorbing the effects of seasonal fluctuations in economic activity.” The Commission Act and the Regional Policy Plan recognize that the Cape’s economy is inextricably linked to the health and beauty of our natural and built environment, the preservation of which will provide positive and durable returns both in terms of private investment and public benefit.

THE REGIONAL POLICY PLAN

The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of planning policies and objectives to guide development on Cape Cod and to protect its resources. The Act requires that the Regional Policy Plan identify the Cape's critical resources and management needs, establish a growth policy for the Cape, set regional goals, and develop a policy for coordinating local, regional, and other planning activities. The RPP establishes a basis for economic development planning on Cape Cod, envisioning synergy between economic development and the protection and preservation of the Cape’s resources and heritage.



THE CEDS PLANNING STRUCTURE

THE CEDS LEAD AGENCY

The Cape Cod Commission is the regional planning authority for the Cape Cod region. The Commission is charged with promoting sustainable development. It is a department of Barnstable County but with independent powers established under the Cape Cod Commission Act (outlined above).

The Commission's 19-members represent each town on Cape Cod, the County of Barnstable, the Governor, and the Native American and minority communities on Cape Cod (see sidebar to right). The Commission is supported by a staff of full-time planners and technical specialists in the areas of water resources, transportation, housing, natural resources, community design, and economic development. The Chief Economic Development Officer is the CEDS Project Manager.

The Cape Cod Commission - Organizational Structure

Commission Members (19)

- 15 Members representing each town on Cape Cod
- 1 Member representing the Governor
- 1 Member representing the County Commissioners
- 1 Member representing Native Americans
- 1 Member representing minority populations

Economic Development Staff (3.5)

- Chief Economic Development Officer (CEDS Manager)
- Environmental Economist
- Special Projects Coordinator
- Economic Development Council Administrative Assistant (0.5 FTE)

Other Staff (~40 total)

- Executive Director
- Deputy Directors (2)
- Technical Services Director
- Chief Planner
- Chief Regulatory Officer
- Land Use, Community Design, and Natural Resource Planners
- Transportation Engineers & Planners
- Hydro-geologists & Hydrologists
- Regulatory Officers

THE CEDS STRATEGY COMMITTEE

The Cape Cod Economic Development Council (EDC) serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14-member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission members, represent the economic development constituencies called for in the federal EDA guidelines. The mission of the



EDC is to improve the quality of life of the residents of Barnstable County by fostering a stronger year-round economy. To focus their efforts, the EDC has adopted a four-pronged strategy:

- Create a more educated and skilled workforce
- Expand artistic/cultural and intellectual capital
- Promote healthcare, technology, environmental science, and marine/coastal industry clusters
- Identify “choke points” involving physical infrastructure that limit options for economic development

The EDC administers the Cape and Islands License Plate Grant Program offering approximately \$400,000 in grants annually. The program was established in 1997-1998 to address the need for an additional regional funding source for non-profit and town-based projects that strengthen the Cape's year-round economy.

The Cape Cod Economic Development Council - Organizational Structure

Council Members (14)

- 11 private-sector members representing important areas of the Cape's economy such as finance, media, healthcare, transportation, and housing
- 3 governmental members representing:
 - Barnstable County Commissioners
 - Barnstable County Assembly of Delegates
 - Cape Cod Commission

DEVELOPMENT OF THE CEDS FIVE-YEAR PLAN

The Cape Cod Commission and the Cape Cod Economic Development Council devoted an unprecedented amount of financial and staff resources to the development of the 2009 five-year plan and its implementation. This support continues with the 2014 five-year update.

As with the 2009 five-year update, this strategy is based on the Cape Cod Regional Policy Plan (RPP). Each issue area in the RPP has a set of goals; the economic development goals are the same in the CEDS as those included in the RPP. The visioning and public participation efforts around the development of these goals are conducted as part of the regular update of the Regional Policy Plan. Therefore, the CEDS planning process



focused primarily on the development of regional and local priority projects given the regional economic context outlined in Chapter 3 of this document.

THE CEDS CALL FOR PROJECTS

The first step in the update process was to solicit project ideas from the 15 towns that make up Cape Cod. A letter was sent out to each Town Administrator requesting local projects they felt would facilitate economic development in their community. Eight towns responded with forty priority projects the details of which are included in Chapter 4.

THE CEDS SURVEY

The Cape Cod Commission designed and issued a CEDS Survey for the five-year update of the CEDS document. The survey instrument and the final results are included in the appendix. Included in the survey were specific questions about potential regional priority projects. The 397 respondents ranked the projects according to how important they felt they were to the regional economy with the results as follows:

1. Seasonal Passenger Rail Service from Boston
2. Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure
3. Commuter Rail Service to Boston
4. Entrepreneurship Training & Business Support
5. Conference Center
6. Regional Performing Arts Center
7. Third Bridge across the Canal
8. Redevelopment Authority to Aggregate Commercial Land for Redevelopment
9. Large Sporting Fields Facility

An open ended question was included in the survey also so that respondents could nominate other ideas for regional priority projects.



The survey also affirmed the principles underpinning the CEDS vision placing protecting the environment and creating employment and business opportunities as the most important aspects of that vision.

Some universal themes throughout the survey include the need for more rental apartments.

- 62% see a need for more rental housing
- 94% rated the high cost of housing as a moderate or significant problem

In terms of the Cape's built environment, 63% of survey respondents believe that there is too little or not the right kind of commercial development, 37% believe it's just right or too much.

- 17% Too Much
- 31% Too Little
- 20% Just Right
- 32% Not the right kind

As for the types of commercial development, survey respondents see the greatest need for more laboratory/research and development space (71%) and light manufacturing (60%). Low on their priorities was warehouses (11%) and medical offices (18%).

Respondents were split on whether "big box" retail development had a place on Cape Cod. While 49% said they did not support such uses, those indicating support were qualified in their responses.

- 49% do not support "big box" retail
- 23% support it anywhere on Cape
- 10% support "big box" retail west of Bass River
- 19% support such uses only in Hyannis

THE CEDS WORKSHOP

The third step in the CEDS planning process was to hold a workshop inviting regional and local partners from chambers of commerce to town officials to regional non-profits related to economic development. The invitation went out to over 150 people; the list of attendees is included in Appendix ***.



The agenda of the workshop included a presentation on the recently conferred Economic Development District Designation, and two group exercises to complete a SWOT¹ analysis and nominate priority projects. The results of the SWOT analysis are included in Chapter 3 and the regional priority projects are outlined in Chapter 4.

The priority projects submitted by towns and those nominated at the workshop were then vetted by the strategy committee to identify those that would become regional priorities for the Cape Cod Commission and partner organizations to take the lead on over the next five years. The regional priority projects were also chosen based on the likelihood that they would be eligible for funding from the EDA through their grant programs.

THE CEDS FOCUS GROUPS

Once a short list of regional priority projects was agreed to by the Strategy Committee the list was brought to a series of three focus groups. The purpose of the focus groups was to ensure that the projects made sense given the needs of the business community and the public. The three focus groups were:

1. Large and Small Businesses
2. Municipal Staff
3. Elected Officials

Participants were asked to rank the new options for this five year update according to importance and answer a set of questions regarding the projects expected impact on the economy. Each person had an opportunity to share their reactions. The session lasted an hour and a half.

The presentation used in the focus groups is included in the appendix to this report. The findings will be discussed in Chapter 4 with the presentation of the final regional priority projects.

¹ A SWOT analysis allows participants to identify the strengths and weaknesses of economic development on Cape Cod and the opportunities and threats to the regional economy from outside the region.



THE SMARTER ECONOMY CONFERENCE

The Smarter Economy Conference was an opportunity to understand the workings of the Cape Cod economy and form policies to continue to improve its vibrancy. The conference built on previous SmarterCape summits that sought to leverage technology, particularly broadband, to move policies forward that would enhance Cape Cod communities, including their environment, economy, governance, and education.

This year's focus on the economy included keynote speakers and panels sharing research and experience that shed light on the economic opportunities and challenges that face Cape Cod. With this information, participants had a chance to weigh in on the essential question of how to manage our land use in a way that will bring us the greatest economic return without harming our key asset, the natural environment. The material gathered during this interactive session will inform the Cape Cod Regional Policy Plan and has been used in writing the Cape Cod Comprehensive Economic Development Strategy. Participants and materials from the conference are included in the appendix.

THE CEDS APPROVAL PROCESS

The CEDS Strategy Committee (the Cape Cod EDC), endorsed and the Cape Cod Commission adopted the CEDS on behalf of Barnstable County, as follows:

- Public Comment Period (May 6th – May 23rd)
- Cape Cod Commission Planning Committee (June 2, 2014)
Reviewed the CEDS chapters and priority projects; recommended approval by the full Commission.
- Cape Cod Economic Development Council (June 13, 2014)
Endorsed CEDS and recommended adoption by the Cape Cod Commission on behalf of Barnstable County; incorporated CEDS implementation into work plan.
- Cape Cod Commission (June 19, 2014)
Certified the CEDS as consistent with Regional Policy Plan and adopted it for implementation.



Chapter 2: CEDS Vision

CHANGES OR UPDATES TO THE CEDS VISION

The foundation of the CEDS is the Regional Policy Plan (RPP) which the Cape Cod Commission updates on a five year cycle, most recently just prior to the 2009 Five-Year Update of the CEDS. No changes were made to the economic development section in the last update of the Regional Policy Plan so this section has not changed.

BACKGROUND

Economic development on Cape Cod begins with the protection of the natural, built, and cultural assets that make this region unique. The importance of being unique should not be underestimated in this era of standardization. Cape Cod has the enviable advantage of having near global name recognition and a reputation for being a special place of great beauty. The Cape Cod character has attracted not only tourists, retirees, and second homeowners, but also scientists, entrepreneurs, artists, and professionals to live and work in this otherwise remote location.

The Cape's traditional industries, such as cranberry cultivation and fin fishing, are also dependent on the health of the region's ecosystems and have been the first to suffer from our failure to see the links between the economy, land use, and environment. The decline of these traditional industries, combined with the use of suburban-style zoning and the entrance of national formula businesses, threaten the Cape's unique character and our ability to make a living in significant traditional ways.

The Regional Policy Plan (RPP), upon which the CEDS is built, looks at economic development from a land use and resource protection perspective, recognizing that these issues determine the mix and size of economic activities on the Cape. Land use is seldom the first thing that comes to mind in discussions of economic development. The focus is usually on job creation or quality, workforce availability, or how to attract a certain kind of business without realizing that if land use policy and



zoning are not aligned with these goals, the goals are unlikely to be realized.

THE REGION'S GROWTH POLICY

The Cape Cod Commission lacks the authority to dictate local zoning or regulations, but, through the Regional Policy Plan does establish a growth policy for the region. Local and regional plans, including the CEDS, must be consistent with this policy and is herein adopted to guide the CEDS action plan and implementation.

THE GROWTH POLICY FOR CAPE COD

The growth policy for Barnstable County, expressed throughout the 2009 Regional Policy Plan, is to guide growth toward areas that are adequately supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons.

This policy is reflected in the comprehensive set of goals, planning actions, and regional regulations in the RPP that cover land use, economic development, water resources, natural resources, coastal resources, energy, historic and architectural resources, affordable housing, and transportation.

THE REGION'S ECONOMIC DEVELOPMENT VISION

The RPP recognizes that our economy is a public-private partnership in which government policy creates the frame and the private sector creates the content. The framework of the RPP, particularly the economic development section, is focused on the adequacy of public infrastructure and the role of land use in supporting or inhibiting different types of business activity. The economic development planning actions outlined in the RPP focus on improving the business climate, which includes the quality, clarity, and fair application of regulations, taxes, and fees.



The Regional Policy Plan defines the purpose of economic development as creating an environment in which individuals and businesses may prosper over the long term without depleting public resources or undermining the region's competitive advantage in the marketplace. Unlike business development, economic development focuses not on individual businesses, but on the business environment.

The RPP outlines four core economic development principles:

- *Protect and build on your competitive advantage* – For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
- *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
- *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

These principles guide the economic goals, recommended planning actions, and regulatory standards of the RPP. Cape Cod's long-term economic vision is based on these principles and the principle of sustainability – the opportunities of today shall not undermine the opportunities of future generations.

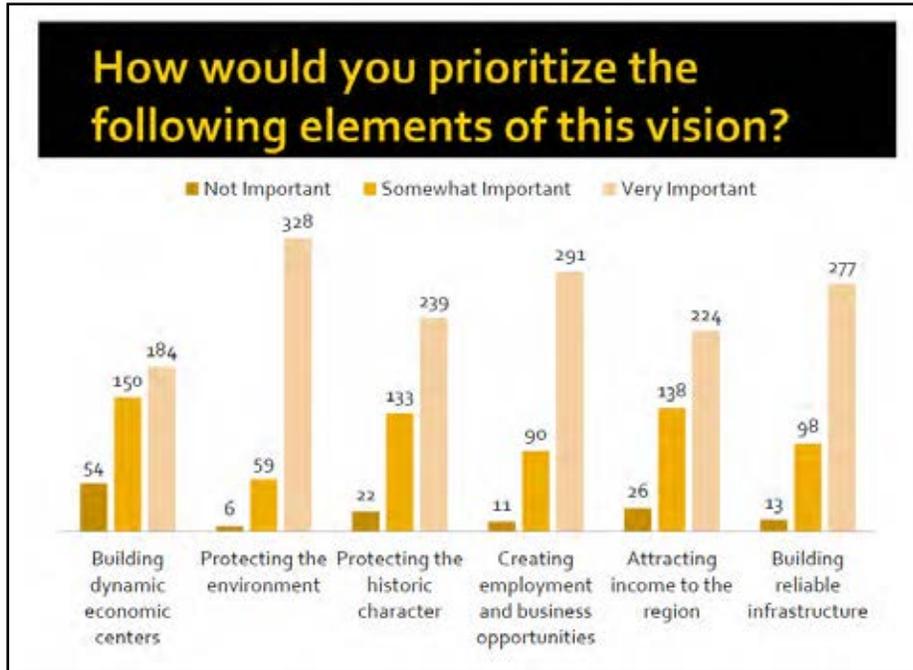
A VISION FOR CAPE COD

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.

The CEDS Stakeholder Survey, conducted in February 2014, asked respondents to prioritize the different elements included in this vision.



CAPE COD
COMMISSION



THE REGION'S ECONOMIC DEVELOPMENT GOALS

Four economic development goals are in the Regional Policy Plan and, by extension, in the CEDS. The first directly addresses the link between land use and economic development. The second focuses on the benefits of economic diversity, the third on regional income flows, and the fourth on the vital role of infrastructure in the development of an economy.

Goal - ED1: Low-impact and Compatible Development

To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.



The Low-impact and Compatible Development Goal for economic development is based on the principles of competitive advantage and efficiency: land use policy and development should complement the strengths that make Cape Cod unique and economically viable without taxing built, human, and natural resources beyond their capacity. As in the business world, regional economic success is built upon differentiating your product from that of your competitors and maximizing profits by running an efficient operation.

Achieving the goal of compatible development for Cape Cod requires creativity and innovation. Economic development tactics with significant impact on the long-term prosperity of the Cape are (1) strategic investments in wastewater infrastructure, (2) elimination of large-lot strip and subdivision zoning in favor of mixed-use, village style zoning, and (3) a system of transferable development rights under which a shift in development patterns becomes economically viable. Combined with targeted regulation, these tools may reduce impacts of high land prices on small businesses, the workforce, and economic diversity on Cape Cod. The new Regional Policy Plan addresses these issues.

Specific objectives under this goal are:

- Historic areas, structures, and scenic vistas are not destroyed or degraded by tear downs, visual obstructions, or other inappropriate development.
- Development and redevelopment is located in accordance with the RPP Growth Policy and Regional Land Use Vision Map.
- Infrastructure investments primarily serve those areas designated for development and redevelopment.

<i>Goal - ED2: A Balanced Economy</i>
To promote a balanced regional economy with a broad business, industry, employment, cultural and demographic mix capable of supporting year-round and quality employment opportunities.

There is a fine balance in regional economics between capitalizing on an area's competitive advantage and having enough economic diversity to



withstand changes in the market. The Cape has seen industries come and go with changes in tastes, technology, and the emergence of competitors. Industries that today seem to define the Cape—for example, tourism—could persist or they could die out, as did leading regional industries of the past, such as salt production, whaling, and glass manufacturing. The Cape Cod Commission encourages flexible policies and development projects that can provide high-quality employment opportunities today and lend themselves to multiple uses over time.

Specific objectives under this goal are:

- Greater demographic diversity
- More year-round employment opportunities that pay wages consistent with the cost of living
- Less dependence on the seasonal tourism economy
- Strong base of locally owned businesses able to pay wages consistent with state and national averages

<i>Goal - ED3: Regional Income Growth</i>
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.

A regional economy such as Cape Cod’s can be equated to a pie with money as the filling. When money is added to the pie it gets larger; when it is removed the pie shrinks. The regional income goal seeks to enlarge the pie while giving everyone a chance to earn a bigger slice. Money is added to the economic pie when products made locally are sold to non-residents (i.e., exported) or goods previously imported are made and sold locally (i.e., import substitution). The size of the pie is also impacted by business ownership; locally owned businesses retain and circulate money within the pie to a greater degree than non-local businesses that naturally draw their profits back to their home office location and are more likely to use non-local suppliers of goods and services.



Specific objectives under this goal are:

- A strong tourism and second-home economy with fewer negative impacts on the environment, community, and infrastructure
- Increased export of products and services originating on Cape Cod
- Increase in value added locally to products harvested, designed, or built locally
- Increased quality and quantity of locally owned businesses that meet both the needs of residents and visitors

Goal – ED4: Infrastructure Capacity

To provide adequate capital facilities and infrastructure that meet community and regional needs, expand community access to services, and improve the reliability and quality of services.

Adequate, high-quality facilities and infrastructure are vital to a competitive economy and an engaged community. Capital facilities and infrastructure include everything from schools and libraries to high-speed telecommunication networks and public transit. Efficient facilities and reliable services are critical. They enable economic progress and civic participation, open new markets and educational opportunities, and protect communities from man-made and natural disasters. Cape Cod faces significant challenges to reach this goal. For example, the region currently lacks reliable energy service, sufficient high-speed and redundant telecommunication services at competitive prices, and wastewater infrastructure – all necessary for economic growth.

Specific objectives under this goal are:

- Symmetrical broadband service that allows as much data to be uploaded and sent off Cape as can be downloaded from elsewhere
- Reliable energy supply that does not require generators and other mechanisms to protect against brown-outs
- Wastewater infrastructure that protects the environment while allowing development and redevelopment to occur only in those areas designated for growth



THE REGION'S GOAL FOR THE CEDS AND CEDS PROCESS

The process undertaken to complete this five-year update is unprecedented in the amount and quality of public participation. The overall goal for the CEDS process is for future CEDS updates and annual reports to have the same or even greater public participation.

<i>Goal – CEDS1: Regional Collaboration & Joint Commitment</i>
To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.

This year's CEDS process was much more focused and action-oriented than in the past and included greater participation. Through this process, existing partnerships were strengthened and new partnerships are enthusiastically being formed. We see tremendous momentum in the collaborative discussions to move projects forward and anticipate great success and prosperity over the next five-year period. The Cape Cod Commission and the Cape Cod Economic Development Council have gained unprecedented support for the CEDS process, for the proposed projects, and for greater collaboration in future implementation. Thus, the goal for the CEDS process is to facilitate this level of collaboration throughout the implementation of the Action Plan.

Specific objectives under this goal are:

- Attract public and private investment to the region and for the CEDS priority projects
- Create year-round jobs with competitive wages consistent with the cost of living on Cape Cod
- Strengthen and create new partnerships between organizations traditionally involved in economic development and others
- Improve regional awareness of economic development concepts and challenges specific to the Cape
- Improve availability of information and data on different aspects of the region and towns therein



Chapter 3: CEDS Context

This chapter outlines the basic structure of the regional economy using standard demographic and economic data from the U.S. Census, Bureau of Labor Statistics, and Bureau of Economic Analysis (all data available on statscapecod.org). In addition to the standard data, this chapter presents:

1. Economic Distress Criteria relevant to the region’s recent Economic Development Distress District designation from EDA,
2. Benchmarks designed by the Cape Cod Commission to gauge Cape Cod’s economic balance and regional wealth over time,
3. The results of the CEDS Stakeholder SWOT analysis, and
4. The results of the CEDS Stakeholder Survey.
5. A summary of related planning activities currently underway at the Cape Cod Commission,

DESCRIPTION OF THE CAPE COD REGIONAL ECONOMY

The land area of Cape Cod is 253,701 acres with 560 linear miles of shoreline in 15 towns:

- Barnstable
 - Chatham
 - Falmouth
 - Orleans
 - Truro
- Bourne
 - Dennis
 - Harwich
 - Provincetown
 - Wellfleet
- Brewster
 - Eastham
 - Mashpee
 - Sandwich
 - Yarmouth

QUICK FACTS

The following table compares population, housing, income, and education for Barnstable County with the state and the nation using the most up-to-date data available.

People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
Population (2013)	214,990	6,692,824	316,128,839



People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
Growth (%) Since 2010 Census	-0.4%	2.2%	2.4%
Growth (%) Since 2000	-3.3%	5.4%	12.3%
Growth (%) Since 1990	15.2%	11.2%	27.1%
Growth (%) Since 1980	45.3%	16.7%	39.5%
Land Area (in sq. miles)	393.7	7,800.1	3,531,905.4
Population Density (2013)	546.1	858.1	89.5
% Reporting One Race Only (2012)	98.4%	98%	97.6%
% Reporting Only African American (2012)	2.3%	7.9%	13.1%
% Reporting Hispanic (of any race) (2012)	2.2%	9.6%	16.90%
Households (2012)	95,520	2,525,694	115,226,802
Total Housing Units in 2012	160,020	2,804,206	135,452,405
Owner Occupied	76,307	1,595,959	77,614,228
Seasonal	58,111	116,288	5,147,191
Labor Force (persons) (2012)	121,351	3,475,446	154,975,000
Unemployment Rate (2012)	7.4	6.7	8.1
Average Annual Wage – Covered Employment (2012)	\$40,830	\$60,898	\$49,289
Median Household Income (2012)	\$58,616	\$65,378	\$51,371
Per Capita Personal Income (PCPI) (2012)	\$60,238	\$55,976	\$43,735
10 Year PCPI Growth (%) adj. for inflation	18.3%	10.5%	7.8%
Poverty Rate (2012)	10.4	11.9	15.9
High School Diploma or More - % of Adults 25+ (2012)	94.83%	84.76%	85.70%
Bachelor's Deg. or More - % of Adults 25+ (2012)	39.9%	38.97%	28.50%

Source: 2010 Census and 2012 ACS.

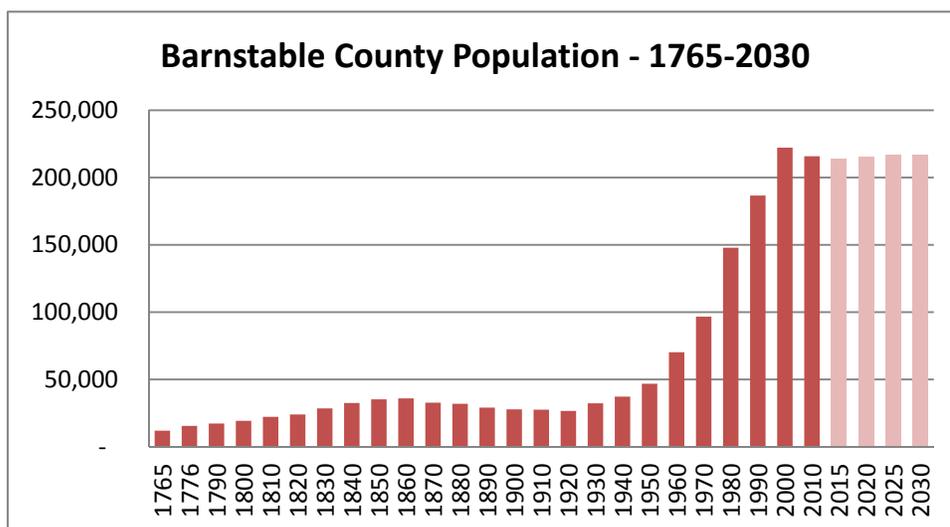
Between 2000 and 2010, Cape Cod saw a net decline of almost 3% (6,342 people) according to the 2010 Census. The population change between 2010 and 2012 shows a continuation of the decline in population. This has not been an entirely un-welcome trend given that the rapid growth in the prior three decades led to negative environmental and land-use impacts.



The Cape has a destination-based economy reliant on tourism, second-home ownership, and retirement populations. This can be seen in the housing data where 36.3% of the housing stock is owned by second-home owners.

Average annual wages on Cape Cod continue to be significantly lower than in Massachusetts and the US, while per-capita personal income is higher and poverty rates are lower than both the state and country. The population of Cape Cod also has higher percentages for residents with a high school diploma or higher and a bachelor's degree or higher than both Massachusetts and the United States.

POPULATION TRENDS AND PROJECTIONS



Source: US Census Bureau, Decennial census; University of Massachusetts, Donahue Institute

Cape Cod saw dramatic population growth between 1950 and 2000. Recent years have shown a slight decline in population but a continued rise in housing growth. Population change has varied significantly by town as shown in the following table. Population projections for the region are flat out to 2030.

Towns	2010	2012	% Change
Barnstable	45,193	45,170	-0.05%
Bourne	19,754	19,710	-0.22%
Brewster	9,820	9,836	0.16%
Chatham	6,125	6,164	0.64%

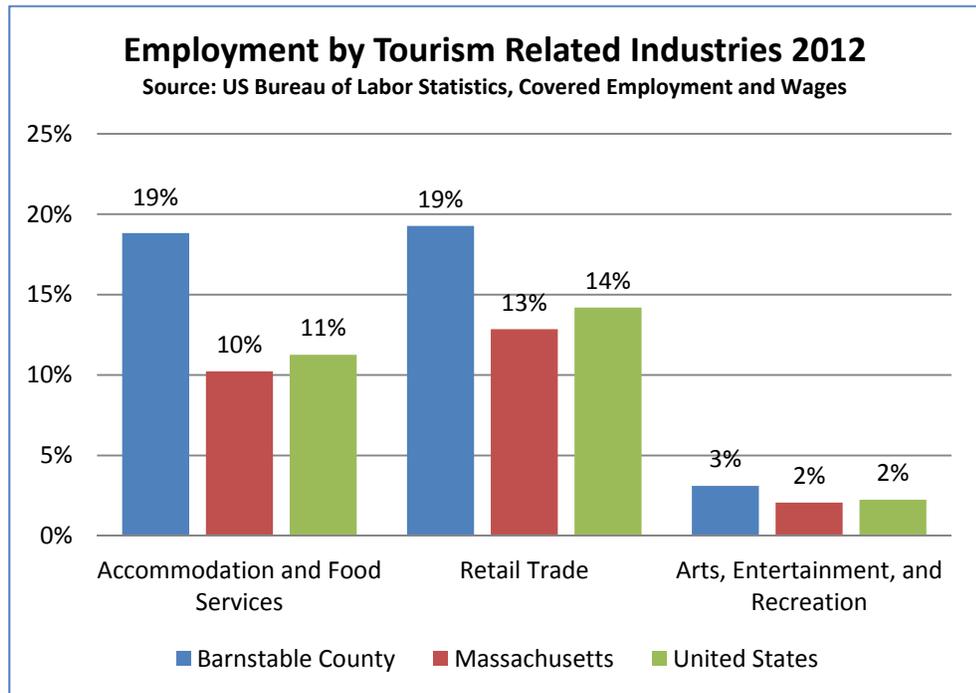


Towns	2010	2012	% Change
Dennis	14,207	14,271	0.45%
Eastham	4,956	4,983	0.54%
Falmouth	31,531	31,589	0.18%
Harwich	12,243	12,253	0.08%
Mashpee	14,006	13,950	-0.40%
Orleans	5,890	5,905	0.25%
Provincetown	2,942	2,974	1.09%
Sandwich	20,675	20,645	-0.15%
Truro	2,003	1,653	-17.47%
Wellfleet	2,750	3,098	12.65%
Yarmouth	23,793	23,820	0.11%
Total	215,888	216,021	-0.14%

Source: US Census Bureau, Decennial Census and American Community Survey, 5-year Estimates

EMPLOYMENT & WAGES BY SECTOR

The many of jobs on Cape Cod are in two sectors closely tied to tourism: retail with 19% of total employment and accommodation & food services also with 19%. Also related to tourism is the arts & recreation sector which





employs 2,500 people or 3% of total employment. Each of these industries constitutes a larger share of total employment on Cape Cod than in Massachusetts or the US.

The average annual wage in the retail sector on Cape Cod is \$28,272. For accommodation and food services, the average wages is \$20,729 annually, a decline from the data in the previous CEDS update (which indicated an average wage of \$21,196 annually). The overall county average wage is \$40,830. A significant portion of activity in these industries is seasonal, being related to tourism and second-home ownership, particularly on the Outer Cape, where the year-round population remains relatively small.

2012 Industry Employment & Wages	Barnstable County		Massachusetts		United States		
	Covered Employment	Jobs	Avg. Wage	Jobs	Avg. Wage	Jobs	Avg. Wage
Total Covered Employment and Wages		90,522	\$40,830	3,242,273	\$60,898	131,696,378	\$49,289
Private		84.6%	\$38,495	87.2%	\$61,467	84%	\$49,200
Agri., forestry, hunting		0.3%	\$38,064	0.2%	\$52,199	0.9%	\$28,727
Mining		0.1%	\$63,245	0.0%	\$57,946	0.6%	\$96,666
Construction		5.7%	\$50,120	3.9%	\$64,409	4.4%	\$52,095
Manufacturing		2.2%	\$55,041	7.8%	\$79,531	9.1%	\$60,553
Wholesale trade		1.6%	\$54,573	3.8%	\$82,409	4.3%	\$68,224
Retail trade		17.0%	\$28,272	10.7%	\$28,297	11.3%	\$27,733
Transportation, warehousing		2.7%	\$42,085	2.7%	\$47,133	3.9%	\$48,609
Utilities		0.4%	\$92,875	0.4%	\$96,560	0.6%	\$84,481
Information		1.8%	\$45,966	2.8%	\$93,080	2.1%	\$79,424
Finance and Insurance		2.3%	\$75,746	5.1%	\$125,547	4.2%	\$91,146
Real Estate, rental, leasing		1.4%	\$35,949	1.3%	\$66,282	1.5%	\$48,234
Professional, technical services		4.8%	\$67,003	8.3%	\$108,172	6.1%	\$83,244
Mgmt. of companies, enterprises		0.4%	\$52,270	2.0%	\$115,692	1.5%	\$108,201
Administrative, waste services		3.8%	\$35,090	5.0%	\$40,973	6.1%	\$34,930
Educational services		7.6%	\$49,252	10.2%	\$55,088	9.2%	\$44,004



2012 Industry Employment & Wages	Barnstable County		Massachusetts		United States	
	%	\$	%	\$	%	\$
Health care, social assistance	17.5%	\$48,308	16.7%	\$53,800	14.2%	\$46,154
Arts, entertainment, recreation	2.7%	\$28,787	1.7%	\$35,044	1.8%	\$33,145
Accommodation and food services	16.6%	\$20,729	8.5%	\$20,060	9.0%	\$18,019
Other services, exc. public admin.	4.4%	\$29,581	4.4%	\$28,636	3.5%	\$30,173
Public Administration	5.9%	\$58,391	4.1%	\$64,258	5.5%	\$56,579

Source: Covered Employment and Wages, US Bureau of Labor Statistics, 2011

The sector employing the largest number of people in Barnstable County is health care and social services (17.5%), with an annual average wage of \$48,308 in 2012. This industry does pay higher wages and provides full-time jobs with benefits for most employees. Jobs in this industry cover the full range of skill levels and, with the aging population; this industry is expected to continue to provide career opportunities over the next several decades. Public administration, construction, and educational services each represent between 5% and 10% of employment on Cape Cod. The rest of the regional economy is made up of smaller industry sectors, each employing less than 5% of those working in the county.

REGIONAL OCCUPATIONAL & INDUSTRY CLUSTERS

The Commission has used the regional clusters analysis tool on STATSAmerica.org website to determine where occupational and job concentrations exist and where growth should occur.

The Barnstable County Occupation Clusters table below shows the number of people working in different occupations on Cape Cod and how that share of employment compares to the US.

According to the Bureau of Labor Statistics, location quotients (LQs) are “ratios that compare the concentration of a resource or activity, such as employment, in a defined area to that of a larger area or base,” essentially making it easy to compare industrial activity levels among different areas of the country.



The LQs for healthcare-related occupations are consistent with the Cape’s larger than average older population. The strong construction and renovation industry on Cape Cod is clearly shown by the greater-than-average share of skilled technicians, builders and designers, and real estate professionals. The larger-than-average share of people with arts, entertainment, publishing, and broadcasting occupations reflects an arts tradition on the Cape and the area’s success as a tourism destination.

Despite efforts to build on the marine science and technology sector on the Cape there are fewer than expected people with technology-based occupations such as engineering, natural sciences, and information technology. As of 2010, the technology-based knowledge clusters include only 6.9% of occupational employment, 87% of what the data suggests could be in the region.

Barnstable County Occupational Clusters – 2010 (most recent available)	Occupation Cluster Employment	Occ. Cluster Share of Total Emp.	Occupation Cluster Employment LQ
Managerial, Sales, Marketing and HR	11,458	8.30%	1.07
Skilled Production Workers: Technicians, Operators, Trades, Installers & Repairers	10,196	7.40%	1.06
Health Care and Medical Science (Aggregate)	9,303	6.70%	1.19
Health Care and Medical Science (Medical Practitioners and Scientists)	2,045	1.50%	1.34
Health Care and Medical Science (Medical Technicians)	1,750	1.30%	1.06
Health Care and Medical Science (Therapy, Counseling and Rehabilitation)	5,508	4.00%	1.19
Mathematics, Statistics, Data and Accounting	3,038	2.20%	0.89
Legal and Financial Services, and Real Estate (L & FIRE)	10,985	8.00%	1.01
Information Technology (IT)	1,872	1.40%	0.68
Natural Sciences and Environmental Management	373	0.30%	1.0
Agribusiness and Food Technology	888	0.60%	0.43
Primary/Secondary and Vocational Education, Remediation & Social Services	6,548	4.70%	0.9
Building, Landscape and Construction Design	592	0.40%	0.97
Engineering and Related Sciences	896	0.60%	0.72
Personal Services Occupations	3,193	2.30%	0.95
Arts, Entertainment, Publishing and Broadcasting	4,595	3.30%	1.43



Barnstable County Occupational Clusters – 2010 (most recent available)	Occupation Cluster Employment	Occ. Cluster Share of Total Emp.	Occupation Cluster Employment LQ
Public Safety and Domestic Security	1,786	1.30%	1.08
Postsecondary Education and Knowledge Creation	1,260	0.90%	0.81
Technology-Based Knowledge Clusters	9,483	6.90%	0.87

Source: Economic Modeling Specialists, Inc. Complete Employment Statistics, 2010

The Barnstable County Industry Clusters table below takes an alternative perspective by looking at the shares of different jobs provided by employers in the region. These data show Barnstable County’s strength in arts, entertainment, and recreation, which is consistent with our role as a tourist and second-home owner destination. Education and knowledge creation does appear as a strong industry cluster as well as biomedical/biotechnical employment. The strength of defense and security employment and wages is due to the National Army and National Air Guard stations at the Massachusetts Military Reservation. The Cape shows weakness in the majority of other industry clusters that are more characteristic of manufacturing or natural resource-dependent areas of the country.

Barnstable County Industry Clusters – 2012	Establishments	Establishment LQ	Employment	Employment LQ	Wages	Annual Wages LQ
Total All Industries	9,040	1	90,522	1	\$3,695,995,842	1
Advanced Materials	64	0.5	2,138	0.73	\$165,852,680	0.91
Agribusiness, Food Processing & Technology	66	0.48	562	0.27	\$21,215,722	0.32
Apparel & Textiles	39	0.63	150	0.34	\$6,088,847	0.34
Arts, Entertainment, Recreation & Visitor Industries	631	2.4	7,002	1.96	\$194,108,913	1.79
Biomedical/Biotechnical (Life Sciences)	292	0.88	12,752	1.28	\$598,534,338	1.47
Business & Financial Services	989	0.68	3,688	0.46	\$279,645,784	0.47
Chemicals & Chemical Based Products	29	0.46	333	0.26	\$25,563,064	0.36
Defense & Security	226	0.65	5,353	1.07	\$384,985,906	1.26
Education & Knowledge Creation	152	1.17	3,568	1.04	\$166,491,038	1.14
Energy (Fossil & Renewable)	274	0.69	2,878	0.7	\$189,348,924	0.71



Barnstable County Industry Clusters – 2012	Establishments	Establishment LQ	Employment	Employment LQ	Wages	Annual Wages LQ
Forest & Wood Products	24	0.39	106	0.13	\$5,780,022	0.17
Glass & Ceramics	3	0.35	14	0.09	\$711,280	0.11
Information Technology & Telecommunications	172	0.48	2,517	0.72	\$211,577,015	0.75
Transportation & Logistics	106	0.49	1,390	0.51	\$63,221,601	0.56
Manufacturing Supercluster	49	0.44	838	0.25	\$71,787,486	0.37
Primary Metal Mfg	17	0.32	46	0.05	\$2,484,731	0.07
Fabricated Metal Product Mfg	7	0.35	152	0.26	\$10,141,800	0.33
Machinery Mfg	16	0.94	591	0.84	\$56,757,268	0.97
Computer & Electronic Product Mfg	2	0.28	16	0.06	\$729,505	0.06
Electrical Equipment, Appliance & Component Mfg	7	0.66	33	0.04	\$1,674,182	0.03
Transportation Equipment Mfg	5	0.41	66	0.47	\$3,547,636	0.45
Mining	138	0.73	1,015	0.72	\$48,446,102	0.62
Printing & Publishing	9,040	1	90,522	1	\$3,695,995,842	1

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development, 2012

REGIONAL WAGE RATES

Average wages by industry is another statistic for understanding both economic diversity and overall well-being of the working population. Cape Cod has slightly higher wages in tourism-related industries (retail and accommodations & food service). These are not, however, particularly high-paying industry sectors.

Annual Quarterly County Employment and Wages (QCEW) - Average Wage, 2011	Barnstable County, MA	Massachusetts	LQ
Accommodation and Food Services	\$21,196	\$19,670	1.08
Admin. & Support & Waste Mgt. & Rem. Services	\$34,967	\$39,740	0.88
Agriculture, Forestry, Fishing and Hunting	\$32,667	\$53,779	0.61
Arts, Entertainment, and Recreation	\$28,771	\$34,610	0.83
Construction	\$48,258	\$62,638	0.77
Educational Services	\$48,208	\$54,001	0.89
Finance and Insurance	\$72,394	\$120,339	0.60



Annual Quarterly County Employment and Wages (QCEW) - Average Wage, 2011	Barnstable County, MA	Massachusetts	LQ
Health Care and Social Services	\$47,225	\$52,655	0.90
Information	\$44,606	\$91,886	0.49
Management of Companies and Enterprises	\$49,778	\$123,025	0.40
Manufacturing	\$53,852	\$77,572	0.69
Mining	\$60,773	\$57,381	1.06
Other Services (Except Public Administration)	\$28,912	\$28,281	1.02
Professional, Scientific, and Technical Services	\$65,170	\$103,936	0.63
Public Administration	\$57,597	\$63,452	0.91
Real Estate and Rental and Leasing	\$34,800	\$63,042	0.55
Retail Trade	\$28,205	\$27,881	1.01
Transportation & Warehousing	\$40,880	\$46,698	0.88
Utilities	\$96,114	\$98,084	0.98
Wholesale Trade	\$57,545	\$82,215	0.70

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW)

Wages are also slightly higher in mining and other services, both very small employment sectors. In every other case, Cape Cod has lower, often significantly lower, average wages than the state as a whole. This can be a particular hardship for workers given the higher cost of real estate on Cape Cod than areas just off-Cape.

REGIONAL DISTRESS CRITERIA

UNEMPLOYMENT AND INCOME

The following table provides the unemployment and income data used by the EDA to determine distress. The two criteria that the EDA uses to determine criteria is (1) whether or not a community is subject to an unemployment rate that is, for the most recent 24 month period for which data are available, at least one percentage point greater than the national average unemployment; and (2) per capita income that is, for the most recent period for which data are available, 80 percent or less of the national average per capita income. This table was generated using the website developed by STATSAmerica.org with funding from the EDA. It shows the 24-month averages for each census tract in the region; those highlighted in orange represent distressed areas. The total population in



these 16 distressed tracts is 55,713 representing 25.8% of the total population of Cape Cod. It is essential to note that the dataset, American Community Survey (ACS) 5-year estimates, have very large margins of error. The previous run using STATS America based on 2011 ACS data showed the total population in these distressed tracts is 31,935 representing just 14.7% of the 2010 population. Our own estimates are subject to large margins of error so may well be larger.

Economic Distress Criteria—Primary Elements	Region	U.S.	Threshold Calculations
2012 Unemployment Rate (5 Year ACS)	7.4	9.3	-1.9
2012 Per Capita Money Income (5 Year ACS)	\$35,934	\$28,051	128.10%

Economic Distress Criteria—Geographic Components	Unemployment Rate 2012 ACS	Threshold Calculation	PCI 2012 ACS	Threshold Calculation	Population 2011 ACS
Tract 0101.00	13.2	3.9	\$45,142	160.9	2,974
Tract 0102.06	6.5	-2.8	\$43,457	154.9	3,098
Tract 0102.08	13	3.7	\$45,841	163.4	1,653
Tract 0103.04	8.9	-0.4	\$38,709	138	2,171
Tract 0103.06	8.5	-0.8	\$32,164	114.7	2,812
Tract 0104.00	3.9	-5.4	\$33,784	120.4	3,214
Tract 0105.00	7.1	-2.2	\$52,724	188	2,691
Tract 0106.00	8.3	-1	\$48,579	173.2	3,424
Tract 0107.00	7	-2.3	\$45,850	163.5	2,740
Tract 0108.00	7.4	-1.9	\$38,217	136.2	5,021
Tract 0109.00	6.9	-2.4	\$34,050	121.4	4,815
Tract 0110.02	14.9	5.6	\$34,355	122.5	4,296
Tract 0111.00	7.4	-1.9	\$34,510	123	4,418
Tract 0112.00	7.1	-2.2	\$39,253	139.9	3,539
Tract 0113.00	13.6	4.3	\$36,280	129.3	2,787
Tract 0114.00	6	-3.3	\$34,421	122.7	2,968
Tract 0115.00	5.2	-4.1	\$28,947	103.2	3,638
Tract 0116.00	12.1	2.8	\$25,458	90.8	3,075
Tract 0117.00	6	-3.3	\$33,268	118.6	1,803
Tract 0118.01	5	-4.3	\$51,772	184.6	2,330
Tract 0118.02	6.4	-2.9	\$32,525	115.9	4,107
Tract 0120.01	5.3	-4	\$34,416	122.7	5,876
Tract 0120.02	13.6	4.3	\$27,576	98.3	3,123



CAPE COD
COMMISSION

Economic Distress Criteria—Geographic Components	Unemployment Rate 2012 ACS	Threshold Calculation	PCI 2012 ACS	Threshold Calculation	Population 2011 ACS
Tract 0121.01	5.7	-3.6	\$28,113	100.2	5,173
Tract 0121.02	5.3	-4	\$36,246	129.2	3,211
Tract 0122.00	3.1	-6.2	\$43,402	154.7	4,745
Tract 0125.02	11	1.7	\$32,405	115.5	2,470
Tract 0126.01	7.4	-1.9	\$26,064	92.9	2,882
Tract 0126.02	5.9	-3.4	\$20,365	72.6	4,827
Tract 0127.00	6.6	-2.7	\$34,768	123.9	4,474
Tract 0128.00	5.5	-3.8	\$34,654	123.5	4,377
Tract 0129.00	5.9	-3.4	\$31,910	113.8	4,154
Tract 0130.02	11	1.7	\$53,536	190.9	3,467
Tract 0131.00	6.3	-3	\$43,627	155.5	6,003
Tract 0132.00	8.1	-1.2	\$42,198	150.4	4,814
Tract 0133.00	7.1	-2.2	\$36,903	131.6	2,952
Tract 0134.00	7.2	-2.1	\$37,647	134.2	4,280
Tract 0135.00	7.3	-2	\$38,922	138.8	6,701
Tract 0136.00	3.8	-5.5	\$28,627	102.1	6,585
Tract 0137.00	5.8	-3.5	\$29,515	105.2	4,170
Tract 0138.00	8.4	-0.9	\$32,668	116.5	4,941
Tract 0139.00	7	-2.3	\$38,878	138.6	5,284
Tract 0140.02	5.9	-3.4	\$33,399	119.1	4,158
Tract 0141.00	7.6	-1.7	\$15,688	55.9	1,284
Tract 0143.00	9	-0.3	\$44,808	159.7	4,499
Tract 0144.02	7	-2.3	\$36,400	129.8	6,385
Tract 0145.00	9.4	0.1	\$27,033	96.4	6,017
Tract 0146.00	11.5	2.2	\$32,055	114.3	3,837
Tract 0147.00	10.1	0.8	\$36,215	129.1	3,621
Tract 0148.00	8.5	-0.8	\$41,425	147.7	3,154
Tract 0149.00	6.3	-3	\$63,236	225.4	4,076
Tract 0150.01	4.5	-4.8	\$26,242	93.6	4,389
Tract 0150.02	2.9	-6.4	\$27,525	98.1	3,521
Tract 0151.00	6.1	-3.2	\$35,923	128.1	3,931
Tract 0152.00	11.3	2	\$53,353	190.2	2,109
Tract 0153.00	18.8	9.5	\$19,921	71	2,949

Source: ACS 5-year estimates.



MILITARY BASE REALIGNMENT

The Massachusetts Military Reservation (MMR) covers nearly 21,000 acres (approximately 30 square miles). The MMR includes parts of Bourne, Mashpee, and Sandwich, and abuts the town of Falmouth. The base is occupied by five military commands:

- Massachusetts Army National Guard at Camp Edwards
- Massachusetts Air National Guard (102nd Fighter Wing) at Otis Air National Guard Base
- 253rd Combat Communications Group, also at Otis Air National Guard Base
- 6th Space Warning Squadron phased array radar site at Cape Cod Air Force Station
- U.S. Coast Guard at Air Station Cape Cod

The northern 15,000 acres of the MMR is the largest piece of undeveloped land on Cape Cod and is home to 37 state-listed endangered species living in a variety of habitats throughout the base. The MMR also sits atop an underground aquifer that supplies drinking water to Cape Cod. This 15,000-acre area, including most of Camp Edwards' training area, is designated as the Upper Cape Water Supply Reserve (the Reserve). The purpose of the Reserve, created by Chapter 47 of the Massachusetts Acts of 2002, is to ensure permanent protection of the drinking water supply and wildlife habitat, while allowing compatible military training.

Many branches of the armed services used the MMR intensively since its creation in the 1930s. Most of the industrial activities associated with military use were located in the southern portions of the reservation. In 1989, the MMR was added to the U.S. Environmental Protection Agency's National Priority List (Superfund). This designation meant that the contamination at the MMR was a serious threat to the public and environment and its cleanup required EPA oversight.

Three programs are at work cleaning up and protecting the environmental resources on and under the MMR. The Installation Restoration Program of the Air Force Center for Engineering and the Environment is responsible for the investigation and cleanup of soil and groundwater contamination from past military practices. The U.S. Army Environmental Command's Impact Area Groundwater Study Program



manages the investigation and cleanup of groundwater contamination and its sources on and emanating from the northern 15,000 acres. The Massachusetts National Guard Environmental & Readiness Center is dedicated to conducting all training at the MMR in a manner that is protective of the environment now and in the future.

As part of the 2005 Defense Base Closure and Realignment Commission's (BRAC) process, closure of Otis was contemplated but ultimately only the Air National Guard command was realigned. Operational control of the MMR airfield at Otis Air National Guard Base was officially transferred to the Coast Guard on October 2, 2008. In addition, the fifteen F-15 aircraft assigned to the 102d Fighter Wing at Otis Air National Guard base were redistributed to Barnes Municipal Airport Air Guard Station in Westfield, MA. An economic impact analysis of the 102d Fighter Wing was completed during the BRAC process. The Air National Guard is currently evaluating new missions for Otis Air National Guard base.

SUSCEPTIBILITY TO NATURAL DISASTER

Cape Cod encompasses 412.42 square miles of land and surface water and is surrounded by the ocean waters of the Cape Cod Canal, Cape Cod Bay, Atlantic Ocean, Nantucket Sound, and Vineyard Sound. Effectively, Cape Cod is an island connected to the mainland by only two four-lane bridges and a train bridge.

Of the Cape's 412.42 square miles:

- 396 square miles (96%) are upland
- 166.88 square miles (40.5%) are in an identified wildfire risk area
- 71.96 square miles (17.4%) are in a Flood Insurance Rate Map (FIRM) zone
- 93.02 square miles (22.6%) are in a zone of potential sea, lake, and overland surges by hurricanes (SLOSH).

The Natural Hazards Pre-Disaster Mitigation Plan, completed for Barnstable County on October 27, 2004 reported that Cape Cod is subject to the following types of events:

- Hurricanes — which can cause hazards such as flooding and storm surge, shoreline change (episodic erosion), wind, and tornadoes



- Sea-level rise — which can cause shoreline change, long-term coastal erosion, and flooding
- Winter storms / Nor'easters — which can cause wind, snow and ice accumulation, shoreline change (episodic erosion), and flooding
- Drought — which can contribute to the risk of wildfires
- Tornadoes
- Earthquakes

Of all the natural threats that might affect Cape Cod, hurricanes have the potential to cause the most property damage and loss of life. The Atlantic hurricane season runs from June 1st through November 30th. Based on the number and intensity of storms, mid-August through mid-October is defined as the peak period; which overlaps with the zenith of Cape Cod's tourist season.

Often worse than the hurricane itself are the accompanying tornadoes and storm surges. Tornadoes may form in the rain bands of a hurricane and cause significant damage. There were four reports of tornadoes on Cape Cod as Hurricane Bob came ashore in 1991. Rapidly rising storm surge is the hurricane's main threat, which occurs when an abnormal dome of water moves ashore over and above the predicted astronomical tide. It can be the primary risk to life without adequate evacuations. In the case

The Hurricane of 1938

The 1938 hurricane struck on September 21 at a high tide that coincided with the highest astronomical tide of the year, pushing a storm surge of 12 to 15 feet across the south coast and up its many bays and inlets. The destructive power of the storm surge wiped away entire villages along the shoreline. Sections of Falmouth and New Bedford were submerged under as much as 8 feet of water. Buzzards Bay's Taylor Point was reduced to timbers.

Winds of over 120 miles per hour blew across the coastal regions. Extensive damage occurred to roofs, trees, and crops. Widespread power outages occurred, which in some areas lasted several weeks. The powerful storm caused 564 deaths and over 1,700 injuries. Nearly 9,000 homes and businesses were destroyed with over 15,000 damaged. Damage to the fishing fleets in southern New England was catastrophic, with a total of 2,605 vessels destroyed and 3,369 damaged.



of Cape Cod Bay, storm surge will actually affect the shoreline, and particularly Wellfleet Harbor, shortly after the storm has passed.

Two of the worst hurricanes to affect Cape Cod and the Islands were the Great New England Hurricane of 1938 (see text box), which caused severe damage to the Upper Cape, and the Great Atlantic Hurricane of 1944, which heavily damaged the Middle and Lower Cape. It is not uncommon for New England to be impacted more than once in a given season. The Cape has been impacted by two or more tropical storms or hurricanes in one season a total of 11 times. The most notable season was 1954, when southeastern Massachusetts faced Hurricanes Carol, Edna, and Hazel. Carol and Edna were each rated as Category 3 storms.

The following factors will affect how severely Cape Cod will be impacted by natural disasters:

- Summertime population is estimated to be 500,000; the actual number vulnerable to a hazard event is unknown.
- 43.2% of year-round residents (or 95,924 people) reside in a SLOSH zone. In addition, the majority of second homes are located in SLOSH zones.
- At least a quarter of the people residing in a SLOSH zone are older than 65 years of age.
- There are 85 locations at which a locally designated evacuation route intersects with a SLOSH zone.
- 179 critical facilities are located in a SLOSH zone.
- 7 critical facilities are located in a wildfire risk area.
- Cape Cod is accessible by vehicle by two four-lane bridges that are often seriously congested even without extreme weather events.
- There is one high-hazard dam and ten significant-hazard dams in the county.

The following table, prepared by the Cape Cod Commission as part of the Natural Hazards Pre-Disaster Mitigation Plan, grades the region's vulnerability based on the geographic breadth of the storm's impact, the probability of being hit by this type of natural hazard over 100 years, and the magnitude of the damage likely to occur as a result.



Hazard Ranking for Cape Cod, Massachusetts				
Type of Hazard	Location	Frequency	Magnitude	Total Hazard Rank (Maximum Score: 10)
Flood	2	3	4	9
Shoreline Change	2	3	4	9
Wildfire	2	2	4	8
Snow& Ice	3	3	2	8
Wind	3	3	2	8
Drought	3	2	1	6
Tornado	1	2	3	6
Earthquake	2	1	2	5

Location of Impacts

- 1=small** (isolated to a town)
- 2=medium** (multiple towns)
- 3= large** (significant part of Barnstable County)

Frequency of Occurrence

- 0=unlikely** (less than 1%)
- 1=possible** (between 1 and 10%)
- 2=likely** (between 10 and 100%)
- 3=highly likely** (near 100%)

Magnitude/Severity of Damage

- 1=limited** (injuries and/or illnesses are treatable with first aid; minor “quality of life” loss; shutdown of critical facilities and services for 24 hours or less; property severely damaged < 10%)
- 2=significant** (injuries and/or illnesses do not result in permanent disability; shutdown of several critical facilities for more than one week; property severely damaged <25% and >10%)
- 3=critical** (injuries and/or illnesses result in permanent disability; complete shutdown of critical facilities for at least two weeks; property severely damaged <50%, >25%)
- 4=catastrophic** (multiple deaths; complete shutdown of facilities for 30 days or more; property severely damaged >50%)

DEPLETION OF NATURAL RESOURCES – COD/GROUND FISHERY

NOAA Fisheries updates the status of fish stocks on the United States quarterly, indicating whether a stock is overfished, subject to overfishing, at risk, or rebuilt. The fourth quarter assessment for 2014 describes the 37 stocks managed by the New England Fisheries Council, either independently or in conjunction with the Mid-Atlantic Fisheries management Council. Nine of the stocks are overfished (their biomass is below the sustainability threshold set by NOAA), with ten stocks being



subject to overfishing (when fishing mortality is above the critical threshold¹).

Overfishing has taken its toll on the Cape Cod fishing industry, primarily consisting of small vessel fishing under individual ownership. As stocks became threatened, government policies were established to allow the stocks to regenerate by limiting catch through quotas. The system for the sale of a limited number of fishing permits was adopted as a market-based solution to overfishing. The unintended consequence has been that as prices for permits rise, corporate fishing concerns have begun to crowd-out the independent fishermen unable to afford to buy permits. Other independent fishermen have found it is more lucrative to sell their permits and stop fishing altogether.

Government policies, particularly the implementation of the Magnuson-Stevens Fishery Conservation and Management Act of 1976 (MFCMA), have stemmed the decline of a number of fish stocks. It was the New England fisheries' crisis in the early 1990s that pushed Congress to amend the MFCMA in 1996, requiring that overfished stocks to be rebuilt as quickly as possible, most often within ten years ([NRDC report 2013](#)).

The fishing industry on Cape Cod is not only an important export sector but also is closely linked with our largest sector, tourism. The loss of the fishing industry will impact the social and aesthetic character of our communities and the size of the regional economy.

BALANCED ECONOMY BENCHMARKS

The Commission has been working to develop a set of measures to benchmark the progress of the region's economy and the economic well-being of its residents. These benchmarks are available on the Cape Cod Commission's web site STATSCapeCod.org along with much of the data presented in this chapter. The measures are designed around the four principles of economic development:

¹http://www.nmfs.noaa.gov/sfa/fisheries_eco/status_of_fisheries/archive/2013/fourth/q4_2013_stock_status_tables.pdf

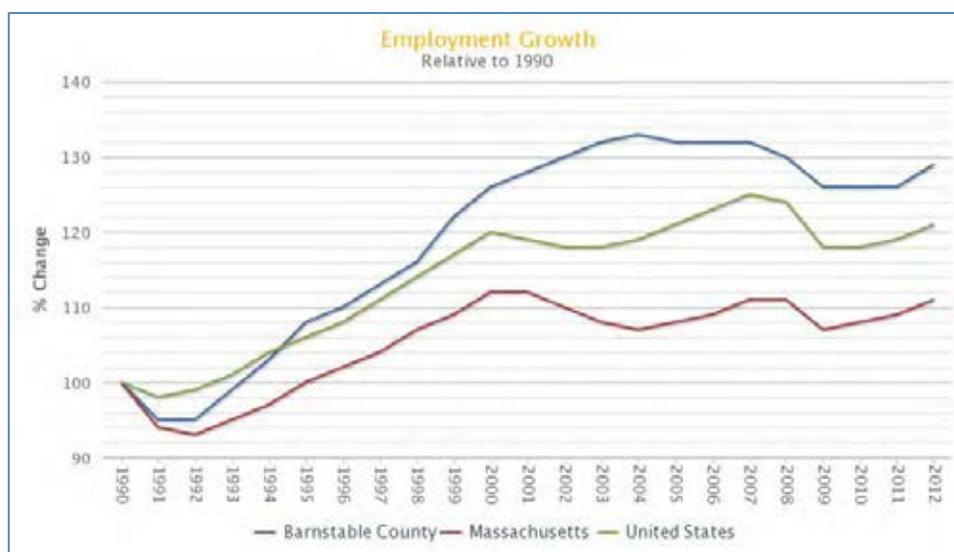


- *Protect and build on your competitive advantage* –The Cape’s competitive advantage is its unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
- *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
- *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Thus far measures focus on the last two of these principles: economic balance and regional wealth. These principles correspond to CEDS goals 2: A Balanced Economy and 3: Regional Income Growth. Economic strength and sustainability benefit from a diverse mixture of industries, businesses, workers, ownership types, and employment options.

EMPLOYMENT TRENDS: JOB CREATION

Employment on Cape Cod peaked in 2004 at 93,198 jobs at firms located in Barnstable County. While we are down about 2,600 jobs since the peak we are increasing again with the recession coming to a close. employment

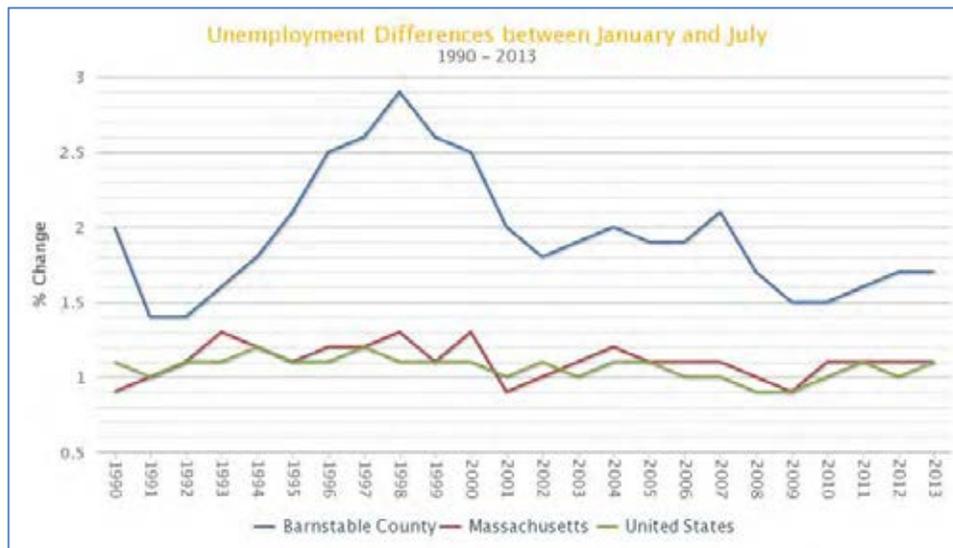




patterns in recent years do mirror the state and national trends but our growth rate relative to the past is still higher.

EMPLOYMENT TRENDS: SEASONALITY

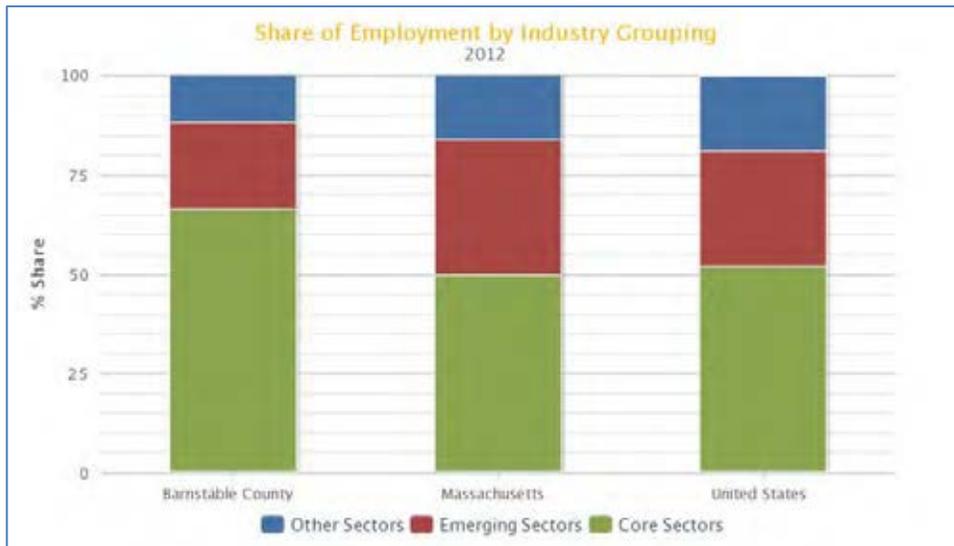
The Cape economy is more seasonal than the state or the national economy. However, data showing the difference between January and June unemployment rates do suggest that the region is less seasonal than it has been in the past.



Significant effort over the last two decades has been put towards extending the tourist season into the fall and spring. Problems in keeping part-time and seasonal help have, however, made this difficult. Changes in student school schedules have forced employers to depend on foreign workers, the visas for which have been limited themselves by the federal government. Second-home owners do support the weekend and holiday economic activity as well as the day and weekend tourists.

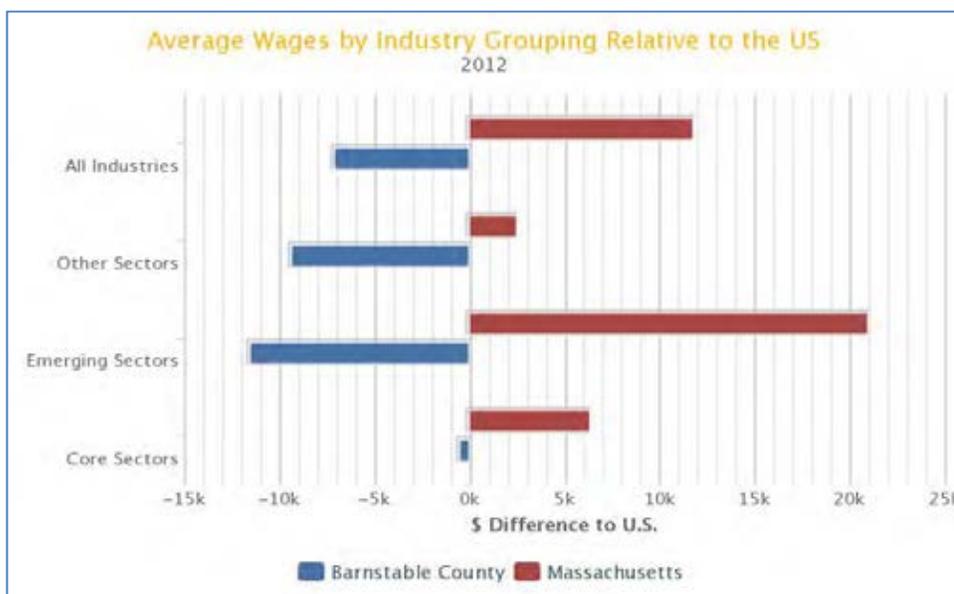
EMPLOYMENT TRENDS: INDUSTRY CLUSTERS

The Cape economy falls into three industry clusters: core, emerging, and other. The core industries include fishing, construction, real estate, retail trade, accommodation and food services, and health care. As a tourism destination many of these can be considered export activities serving people from outside the region and thereby attracting their income to Cape Cod. This explains in part why core industries form almost 20% more of the economic mix than they do in the US or in Massachusetts.



WAGE & INCOME TRENDS: INDUSTRY CLUSTERS

Emerging industries include Arts, Entertainment, and Recreation, Educational Services, Finance and Insurance, Information, and Professional, Scientific, and Technical Services. Businesses and economic leaders would like to see these industries grow in the future to better balance the tourism economy and provide more year-round, high-skill, high-wage jobs for residents.

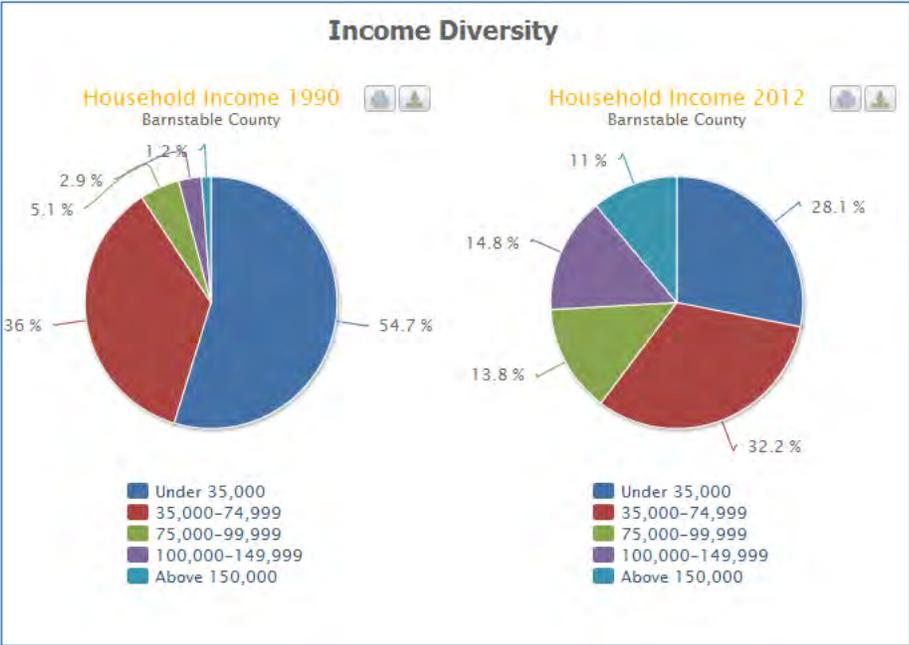




The importance of increasing industry diversity can be seen by looking at wage data. The average wage in the emerging industry cluster (\$53,613 for Barnstable County) is significantly higher than in the core cluster (\$34,766). Even so, emerging industry wages seriously lag those found statewide and in the US (\$86,109 and \$65,128 respectively).

WAGE & INCOME TRENDS: HOUSEHOLD INCOME

Without controlling for inflation, there appears to be a shift towards higher income groups on the Cape between 1990 and 2010. In 1990 only 9.2% of all households earned \$75,000 or above; by 2010 this percentage had grown to 38.8% of all households. It is difficult to determine how much of the change in distribution is due to inflation versus increased wealth due to higher wages, in-migration of wealthier households, commuters earning higher off-Cape wages, non-earnings income growth, or other factors.

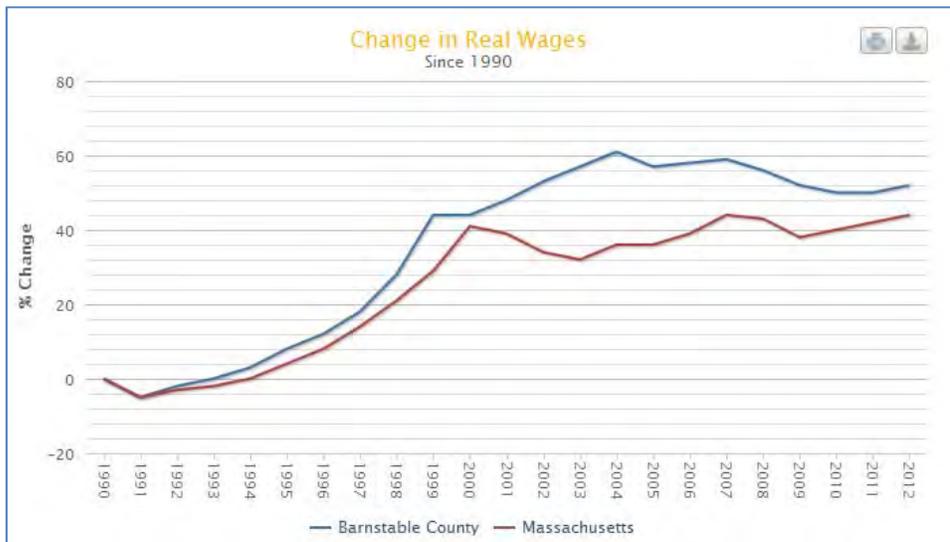


WAGE & INCOME TRENDS: TOTAL WAGES IN REAL TERMS

Since 1990, total wages on Cape Cod have grown by 50% in real terms. Growth was very strong during the 1990s for both Barnstable County and the state. The county continued to grow until the recession hit mid-



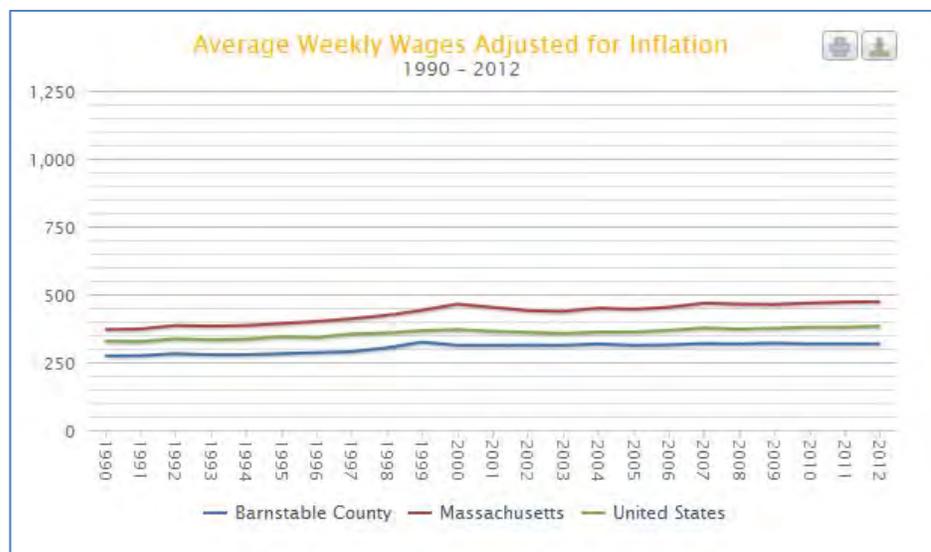
decade when the decline began to mirror the State's. Overall, however,



this data show the positive impact of job growth for both the state and county over the past two decades.

WAGE & INCOME TRENDS: AVERAGE WAGES PER JOB

While the total amount of wages paid by employers in the county has grown in real terms, the average wage workers receive has remained flat when controlling for inflation. So while there are more jobs on the Cape,

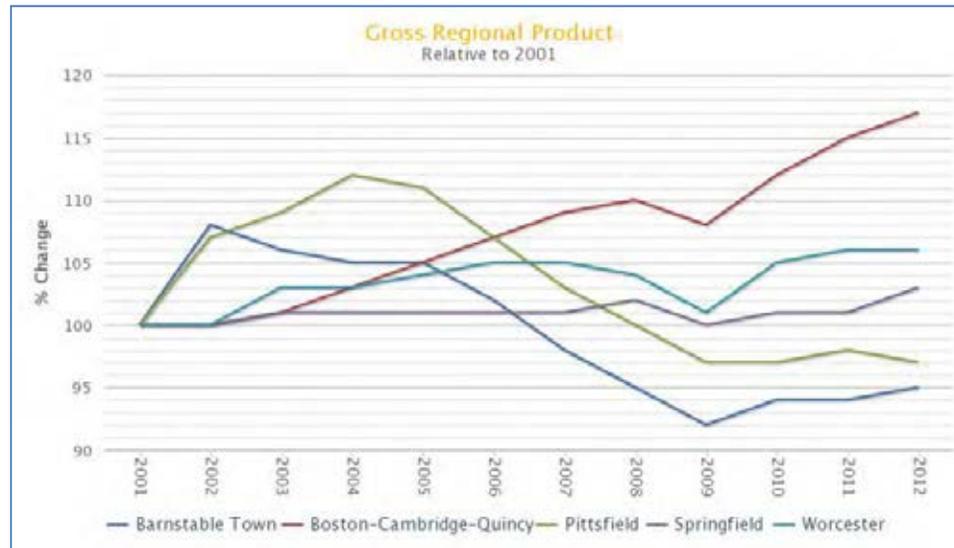




they are not paying substantially more than they were in 1990.

WAGE & INCOME TRENDS: REGIONAL INCOME

Barnstable County’s Gross Regional Product is \$7.4 billion. The area’s regional product was stronger in the first half of this decade, dropping to below 2001 level in 2007. Some uplift is evident towards the end of the decade but the region has yet to recover to the levels prior to the recession.



CEDS WORKSHOP SWOT ANALYSIS

The CEDS Workshop took place on February 20, 2014. Over 150 people were invited and approximately 35 attended. The agenda included an overview of the newly designated Economic Development District by EDA and an update on the goals and purpose of the CEDS. The participants were then asked to complete a SWOT analysis for the region – the results of which are contained in the table below.

Strengths			
Technology allowing flexibility	Creating Growth Centers	Environment	Quality of life



Strengths			
Workforce	Cape Cod brand	Transportation infrastructure	Educated population
Proximity to Providence and Boston	Marine Science cluster	Historical resources	Wastewater innovation
Lower Cape interest in Environment	Excellent healthcare	High property values	Accessible amenities
Pilgrims	Architecture in villages	Cape Cod Community College and Technical Schools	Young Professionals scholarship
Retirees increasing, provide lots of resources	Kennedys	Geography (being surrounded by water serves as a unifier)	Marine science community
School systems	Environment	Quality of Life	Highly educated workforce
Strong NFP Network	OpenCape Broadband Network	Strong tech community	High citizen engagement
Quality Healthcare	Historical landmarks and resources	Recreation	Arts and culture
Cape Cod Commission	Accessible Health care	Global recognition of Cape Cod branding	Cape and Islands license plate
Cape Cod Brand	Wildlife/Whales	Mass Maritime Academy	Cape Cod Community College
Cultural community	Environmental resources	Wastewater innovation	Natural resources
Educated Population	Increasing attention to transportation infrastructure	Entrepreneurial spirit	Strong community leadership
Chapter H	Retired people having skills and experiences	Broadband	Training programs at Cape Cod Community College
Largest Coast	Marine science	Historical resources	Deep water



Strengths			
Guard station in the US	cluster	and anniversaries coming up	harbor (Woods Hole)
Architecture	Lower cape – public interest in the environment	Older people moving to the Cape bring \$	OpenCape – opportunities to connect to homes, good for entrepreneurs
Kennedy home/history	Cape Cod Community College	Cape Cod Young Professionals	Young Professionals scholarships for those that return to the Cape
Historic Character	Beaches	Community character	Quality of life
Broadband access	Nice amenities (restaurants, etc.)	High property values	Upper Cape proximity to Providence and Boston
Woods Hole	Cape Cod Community college	Excellent health care	Environment

Weaknesses			
Wastewater	Needs more education at a local level	Limited demographic diversity	Limited technology
Town Meeting	Need to tax rentals	Fifteen individuals towns	“Change is bad”
Limited choices for most things	Access to International Transportation	Bridges	Restricted beach access
Lack of large employers	Precarious electricity	High cost of child care	Workforce
Limited access to capital	No meeting or convention center	Seals	Drugs
Reliance on tourists	Sole source aquifer	Aging hotel/motel infrastructure	Power grid (wires above ground)
Wastewater	Limited activities for teenagers	Lower salaries	School \$ based on property



Weaknesses			
			values
Not enough sustainable wage opportunities	Geography isolates us	Transportation	Substance abuse on the rise
High cost of child care	High cost of living	Too many SRS	Few opportunities for young people
No one voice or direction for Cape Cod	Traffic	Too much provinciality	Not thinking regionally
Wastewater	Restricted beach access and not enough room	Grandfathering	Too little commercial tax base
Crime	Demographics out migration	Demographics: high percent of elderly	Municipal budgets strained
Affordable housing: lack of rental housing	Drugs	Lack of large employers	Limited access to capital
Sole source aquifer	Affordable housing: reduces potential workforce	Bridges poorly designed	Traffic
Lack of regional cooperation	Last mile fiber	Skilled workforce	Aging hotel/motel supply, restricted by zoning
High price of energy	Shallow ports	Power grid (wires above ground)	Upper Cape - less of a public interest in the environment
Proximity to Pilgrim	Reliability of electricity	Young people leaving the Cape	Older residents drive up the cost of living
Seals eating fish	Seasonality	No meeting/convention center	Transportation both to and around the Cape
Homelessness	Seals attract sharks	Seals being protected	Substance abuse problems
High cost of living	High property	Transportation	Strong resistance



Weaknesses			
	values	infrastructure	to change
Power infrastructure	Reliance on seasonal population	Aging population	Wastewater infrastructure
Tourism-based economy	Massachusetts Education Chapter 70 to support	Lack of economic opportunity	Lack of skill sets to move the economy forward
Not a lot of social activities, especially during the winter	Public transportation to and around Cape Cod	Lower salaries	

Opportunities			
Business incubators	Diversification of national economy	More 'Knowledge work,' diversification of business	OpenCape
Changing weather	"Mall model"	Research	3D printing
Sports Complex	Chapter H	Affordable Care Act	Immigration Reform
Extending business hours	Whales	Casinos	Regional satellite for Boston/Providence
STEM education	"Buy local"	Commuter rail	Redevelopment partnership
Entrepreneurial growth	Grid modernization	Buy local	Fish local
"All Rowing in the Same Direction"	Innovation centers	OpenCape	Higher education
Redevelopment partnership or authority – NOT a hammer	Leadership	Commuter Rail	Joint Base Cape Cod
Sports center	STEM education	Performing arts center	Convention center



Opportunities			
Alternative energy technologies	Hosting more international travelers	Affordable Care Act	Immigration Reform
Airport – need more routes	Whales	400 th anniversary of Pilgrim landing	Casino
Offshore wind, wastewater research	100 th anniversary of Cape Cod Canal	Geographic isolation	3D Printing – manufacturing
Grid modernization	Linking research to local universities	Changing weather	Improvement in economy will increase tourism
Renewable energies	Smart grid	Regional satellite for Boston	Commuter orientation to the cities
Need more technology-based business	Joint Base Cape Cod	Telecommunications – work from home	Support long commute to Providence and Boston
Extending business hours – local ordinance modification	Creative re-zoning to create business opportunities that did not exist before		

Threats			
Sharks	Climate change	Sea Level Rise	Environment
Base Realignment and Closure	Casinos	Flood Zones	Weather
Flood maps and insurance	Cost of living for young people	Fishing industry not viable	Sharks
Water quality	Climate Change	Storms and erosion	Nitrogen loading
Beacon Hill's attitude that the Cape is wealthy	Big box stores	School funding formula	Title V
Alternative energy	Aging nuclear plant	Affordable Care Act	Immigration reform (threat if



Threats			
technologies			not reformed)
Flood zone: infrastructure	Casino	Flood	zone: insurance
BRAC	Climate Change	Hurricanes/Blizzards	Power interruption
Decline in fish stocks	sharks	Reductions in grants for housing, community development	Climate change impacts on infrastructure
Student loan obligations	Difficulty attracting business because businesses closed after hours	Air quality	Ability for young people to live on Cape Cod
Lack of job opportunities	Aging population	No place for children/teens to socialize safely	Unemployment
Aging infrastructure	Rising sea level	Erosion	Unwillingness to change
Attitude about type and location of economic development			

CEDS STAKEHOLDER SURVEY

METHODOLOGY

The CEDS Stakeholder Survey was an on-line survey using Survey Monkey. The survey was sent to all the past participants in CEDS planning efforts and past attendees to the annual regional conference on economic development. Recipients of the survey included business people, chamber members and staff, town and regional government staff and elected officials, economic support agency staff, and interested residents. The survey was also advertised on the Cape Cod Commission website, the Cape Cod Chamber e-newsletter, and the Cape Cod Young



Professionals e-newsletter. A press release was also sent out announcing the survey. Overall there were 397 respondents.

The survey instrument, included in the appendix, included an introduction explaining the purpose of the survey and included questions on:

- Economic Development Planning,
- Economic Development Issues/Challenges,
- Regional Project Ideas/Opportunities,
- Next Steps, and
- Respondent Demographics.

In total the survey included twenty-six questions.

The majority of respondents were from the business sector (34%), were retired (27%), or worked for government (22%); fifteen percent of respondents were from non-profit organizations and 2% were unemployed. Fifty-five percent of respondents were male and the most common age bracket was 60-64 with 81% of respondents being 45 or older. Over half of the respondents had lived on Cape Cod for twenty or more years. Incomes were clustered between \$50,000 and \$124,000 annually; 8% earned \$200,000 or more.

RESULTS

The complete results of the survey are included in the appendix of this report.

RELATED PLANNING AND PROGRAM ACTIVITIES

LAND USE PLANNING

Regional Policy Plan

The Regional Policy Plan is both a planning and a regulatory document. To guide the protection of the Cape's unique resources, the plan identifies



and maps resources of regional concern and provides the framework for regional and local comprehensive planning. The plan also establishes regulatory policies that impose minimum performance standards for “Developments of Regional Impact.” The regional regulatory policies also serve as models for local zoning and regulations by Cape Cod towns. The chapters within the RPP are:

- Growth Management Systems:
 - Land Use
 - Economic Development
- Natural Systems:
 - Water Resources
 - Coastal Resources
 - Marine Resources
 - Wetlands
 - Wildlife and Plant Habitat
 - Open Space and Recreation
- Human/Built Systems:
 - Transportation
 - Waste Management
 - Energy
 - Affordable Housing
 - Heritage Preservation and Community Character

The Regional Policy Plan is the master plan under which all the following planning efforts fall.

WATER QUALITY PLANNING

Regional Wastewater Management Plan

The Regional Wastewater Management Plan (RWMP) presents a framework and a set of tools for identifying a variety of solutions for managing nutrients currently impacting our estuaries. The majority of watersheds on Cape Cod receive wastewater with excessive nitrogen—primarily from individual on-site residential septic systems—that flows through groundwater into our coastal waters, and that amount of nitrogen is ruining the ecology of those coastal areas.

The RWMP introduces a variety of technologies that may be employed to address the nutrient problem and helps communities understand siting



criteria and growth management options needed to successfully employ these technologies. The RWMP is a web-based document found at <http://www.capecodcommission.org/regionalplans/RWMP>. The work encapsulated in the RWMP is the basis for the update of the Section 208 Water Quality Plan.

Section 208 Water Quality Plan

Section 208 of the U.S. Clean Water Act was designed to propose implementable solutions for water quality problems from point (direct discharge to surface waters) and non-point (indirect discharge) sources within state-specified geographic regions. Cape Cod is one such region in Massachusetts. Among other planning activities, it was developed for the purpose of encouraging and facilitating the development and implementation of area-wide waste treatment management plans. It requires state governors to identify areas with water quality problems and designate an entity to develop these area wide waste treatment management plans.

It is a planning effort similar to a land use Master Plan. It provides background assessment of water quality, establishes desired conditions, outlines policy goals to achieve those conditions, and identifies agencies responsible for implementing the Plan.

REGIONAL TRANSPORTATION PLANNING

Regional Transportation Plan (RTP)

The RTP provides goals, policies, and objectives for the transportation system over the next 20 years. It is the long range view of transportation based on existing system data and needs. Through the RTP effort, the Metropolitan Planning Organization (MPO) strives to assess the existing transportation system and its federal aid components—whether transit, highway, pedestrian, or other—and endeavors to improve the transportation system and its connections for better mobility for residents, commuters, and visitors. The eight goals of the 2012 RTP include:

- Safety and Security
- Congestion Relief
- Multimodal Accessibility



- System Maintenance
- Environmental Protection
- Community Orientation
- Equitability
- Cooperation among Stakeholders

Financial estimates established through Congressional appropriations provide a funding source in order for the priorities to move to implementation. The RTP may have a vision section, but is required to be financially constrained—the priorities must fit within the estimated funds.

The RTP sets the long-range framework for the region, not only through specific projects, but also through the consensus on general direction and policies. The RTP development process is a very important time for the public to communicate ideas for improving general issues that need to be addressed.

The MPO staff must update the RTP every four years, and additional specific studies may occur in the interim. Once the MPO approves the RTP, they submit it for review by state and federal authorities. The most recent RTP was approved in 2012. The next RTP is set for 2016.

The Commonwealth's Department of Environmental Protection (DEP) and the federal Environmental Protection Agency (EPA) review the air quality impacts of the RTP while the , Federal Highway Administration (FHWA), and Federal Transit Administration (FTA) also review the RTP for compliance with their regulations and policies.

Unified Planning Work Program (UPWP)

The Unified Planning Work Program (UPWP) describes annual activities related to the transportation planning on Cape Cod. This includes data collection, development of the planning products, staff support for the Metropolitan Planning Organization (MPO) and Cape Cod Joint Transportation Committee (CCJTC), and transportation studies to undertake in the region.

The UPWP is developed each year at public meetings of the MPO for the federal fiscal year that begins on October 1. Although the primary staff involvement is the Cape Cod Commission, the staff activities of the Cape



Cod Regional Transportation Authority, Executive Office of Transportation and Public Works, and the Massachusetts Department of Transportation (MassDOT) relating to Cape Cod are also included.

Transportation Improvement Program (TIP)

From the Regional Transportation Plan (RTP), proponents of projects and programs move items toward implementation. Following evaluation by the staff, transportation committee, and the MPO, projects graduate to the list of funded items. This list is the Cape Cod Transportation Improvement Program (TIP). While the RTP process requires covering a minimum of 20 years, the TIP comprises four years of projects .

The Federal Highway Administration (FHWA) funded items must align with the short-range estimated federal and state funds available into a list of transportation projects. Most of these "highway" funded projects are for construction. The proponents submit designs for review and approval by the MassDOT based on their guidelines. Once MassDOT approves project designs for the 25 percent design level submission, they hold a public hearing. The project continues to 100 percent design, all necessary permits are obtained, and with programming in the first year of the TIP, the project is advertised for construction. With bids submitted, accepted, and an award, the project implementation proceeds and is overseen by MassDOT.

Transit and bridge projects are handled separately from highway projects. For the Cape Cod Regional Transit Authority (CCRTA) projects and ongoing programs through Federal Transit Administration (FTA), the CCRTA submits a list with dollar amounts for the TIP. The CCRTA is a direct grant recipient of funds dedicated for this Urbanized Area, and as such, applies for the FTA funds directly through an online account.

COASTAL RESOURCES & HAZARD MITIGATION PLANNING

The Commission assists with project design and implementation, seeks out funding and supports requests for projects with merit, and coordinates projects involving multiple stakeholders related to coastal and marine resources. Examples of past projects in this department include:

- Collaboration on the publication of the Coastal Resource Guide for Pleasant Bay and Chatham Harbor, with the Pleasant Bay



Alliance, the Woods Hole Sea Grant/Cape Cod Cooperative Extension, and the Provincetown Center for Coastal Studies

- Review of the Massachusetts Ocean Management Plan and participation in the technical analysis of natural resource issues related to the Cape Cod Ocean Management Planning District of Critical Planning Concern (DCPC)
- Contributing to the creation of a model economic development and harbor management plan for Harwich, Massachusetts (Saquatucket and Wychmere Harbor Baseline Study and Conceptual Plan); see also the Coastal Use Templates for Economic Development (Phase 1 - May 2011 Report)
- Development of a Model Bylaw for Effectively Managing Coastal Floodplain Development (December 2009), for adoption by coastal communities
- Eastham Risk and Vulnerability Assessment Mapdevelopment of 'risk and vulnerability assessment' maps for Cape Cod towns
- Compilation of a Multi-Hazard Mitigation Plan for Barnstable County (March 2010) for approval by the Federal Emergency Management Agency (FEMA; mitigation planning, outreach, and educational activities continue as funds allow and in coordination with the Barnstable County Regional Emergency Planning Committee. See also the Commission's Emergency Preparedness Handbook, first published in 2004.)
- Taking an inventory and creating maps indicating tidal restrictions in each Cape Cod town, resulting in the Cape Cod Atlas of Tidally Restricted Salt Marshes in 2001
- Monitoring the Boston-based operation of the Massachusetts Water Resources Authority sewage discharge, which releases an average of 370 million gallons per day of treated effluent into the waters of Massachusetts Bay. The Cape Cod Commission works with the Provincetown Center for Coastal Studies and other highly regarded scientists interested in the possible effects of the outfall pipe on the bays systems and tracking nutrient inputs from the MWRA outfall



AFFORDABLE HOUSING PROGRAM

The Cape Cod Commission administers the Barnstable County HOME Consortium which was established by County ordinance in 1992 and is comprised of Barnstable County, the lead entity, and the fifteen (15) towns in the County: Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet, and Yarmouth.

The primary purpose of the Consortium is to support and advocate for affordable housing efforts in the region. Since 1994 the Consortium has directly received over \$14 million in federal HOME Investment Partnerships Program funds, and during the next three years it is anticipated that the County will receive about an additional \$1.2 million in HOME funds.

The HOME Program has provided funding for the acquisition and rehabilitation or new construction of rental and ownership housing; down payment and closing cost assistance for low income, first-time homebuyers; and homeowner repairs. HOME-funded development projects have created 1,240 affordable homes or apartments in the region (over 22% of the region's affordable housing inventory) with another 159 units either under construction or in process to start construction; 615 low-income households from across the region have received down payment assistance to purchase their first home; and nearly 200 households received assistance from the homeowner rehab program.



Chapter 4: CEDS Action Plan

THE PURPOSE OF THE CEDS ACTION PLAN

The purpose of the CEDS Action Plan is to lay out a roadmap for the plethora of entities involved in economic on Cape Cod so they may coordinate their resources to achieve the greatest impact. Population growth between 1960 and 2000 outstripped infrastructure development particularly in the area of waste-water treatment. The cost of providing the required infrastructure continues to increase but continues to be deferred to the future with some still refusing to acknowledge the need. With this CEDS action plan the economic development community has recognized the need for leadership and has joined forces to help the region overcome the imbalances created by years of double digit population growth.

THE STRUCTURE OF THE CEDS ACTION PLAN

The CEDS Action Plan centers on regional priorities. The first section outlines the infrastructure issues faced regionally; section two is the set of regional priority projects. Each regional priority project is described using project forms developed during the planning process. The final section is a compendium of local capital projects submitted by the various towns that make up Barnstable County.

REGIONAL PRIORITY ISSUES

WASTEWATER INFRASTRUCTURE

Cape Cod relies on a sole source aquifer for drinking water and on its ponds, bays, and coastal zone for much of its economy. These resources are currently threatened by the region's reliance on septic systems to manage wastewater and the unsustainable levels of phosphorous and



nitrogen being released in the ground water as a result. Without major investments in wastewater management systems that remove nutrients, the Cape cannot sustain its current level of development, nor handle additional development. At the same time, if efforts are not made to spread these costs across the region and embrace alternatives to tradition solutions, the costs of living will lessen economic and demographic diversity and undermine the sense of community and place that has made Cape Cod so special to so many.

TRANSPORTATION INFRASTRUCTURE

An efficient and widely accessible system of transportation with a diversity of options is essential to the long-term prosperity of the local economy. Maintaining an adequate transportation system is necessary for quality of life, economic vitality, and public safety. It is an important part of the Cape's infrastructure, providing a link between housing, jobs, and shopping areas. Conversely, an inadequate system deters visitors and frustrates residents.

The transportation planning goals of the Regional Policy Plan are based on three issues:

1. Transportation safety,
2. High-occupancy vehicles/alternative modes of travel, and
3. Automobile congestion management.

Safety for all users of the transportation system is the most important transportation goal. Safety applies not only to motor vehicle operators and passengers but also to walkers, bicyclists, and bystanders. Through its planning process, the Cape Cod Commission transportation staff works closely with the 15 Cape Cod towns, the Massachusetts Highway Department, the Metropolitan Planning Organization, and other state and federal agencies to identify safety issues and advance safety improvements. Through the Commission's regulatory process, Developments of Regional Impact are required to identify and implement mitigation at locations where project traffic is expected to degrade transportation safety. Finally, the towns need to make transportation safety a cornerstone of the local review process. Developing and adhering to the proper principles of access management and sight distance when considering driveway location is essential. In addition, the construction of sidewalks and bikeways (shoulders, bike lanes, or separate paths) are



important considerations in any development review or any road improvement project.

Respondents to the 2005 Cape Cod Residents Survey identified traffic congestion as a serious or moderate problem for their town (92 percent) and for the Cape as a whole (98 percent) both today and in the future. Traffic volumes have doubled on many Cape Cod roads over the last 10 to 20 years. Indeed, the summer volumes many residents and visitors found so frustrating 20 years ago are the average year-round traffic volumes of today.

At the same time, 80% of respondents to the 2005 Cape Cod Residents Survey cited the availability of public transportation as a serious or moderate problem for their town; 84 percent cited it as a serious or moderate problem for the entire Cape. Providing more bus, rail, and ferry service, better opportunities to bicycle between areas, and more walkable communities are firmly supported by the survey responses. At the regional level, the Cape Cod Commission works with the state, regional agencies (such as the Cape Cod Regional Transit Authority and the Steamship Authority), and towns to provide better bus and ferry services, expand the bicycle path network, and improve the ability of pedestrians to walk safely.

TELECOMMUNICATIONS INFRASTRUCTURE

Broadband infrastructure with the capacity to move large volumes of information into and out of a region is necessary for that region to be competitive in the world market. Unfortunately, Cape Cod's reputation as a tourist and retirement destination has worked against us in obtaining the kind of symmetrical broadband capacity from necessary for our year-round economy to flourish and diversify. To telecommunications providers Cape Cod is a quaint tourism place with a density problem they see as unprofitable when it comes to providing high-speed last mile services. There are still areas on Cape Cod that are entirely dependent on dial-up service, and even those with high-speed service only have the capacity to move large amounts of data on to their servers but not off them to clients in other parts of the world – the service is not symmetrical.

In 2006, an extraordinary public meeting of over a hundred local business, government, and community leaders on Cape Cod met to tackle those problems head-on. Their conclusions:



- Future economic development would require a completely new telecommunications infrastructure advanced enough to attract new businesses.
- Our businesses and research institutions were finding it increasingly hard to compete globally due to the high cost and poor availability of broadband.
- Each year we were losing thousands of talented workers who sought better jobs elsewhere, where broadband opened new doors.
- Local government telecom and data system inefficiency often meant higher taxes and limited investments elsewhere.
- Our schools and colleges were falling behind urban schools in attracting the best educators and developing the most relevant academic programs.
- Our public safety officials were concerned that the lack of reliable communications networks could put our safety at risk.

Three years after that first meeting, OpenCape was awarded grants from the National Telecommunications and Information Administration, the Commonwealth of Massachusetts, private construction/operating partners, and Barnstable County totaling \$40 million.

Those funds have resulted in the design and construction of a 350 mile network of fiber optic network operating with the latest technologies and highest speeds available. Additionally, the regional collocation data center provides a location for municipal and commercial entities to host equipment or secure cloud services in a secure, reliable location on the Cape.

The OpenCape network is an open access network, meaning other service providers can utilize the network to launch other services in the area, including residential or voice services. The capacity of the network and data center is a unique opportunity for other service providers to offer additional services to local governments, business, and residents of Southeastern Massachusetts. These services will enable our local governments, businesses, and schools to compete and be fast.

OpenCape's mission is to advance quality of life by promoting access to technology on Cape Cod, the Islands, and Southeastern Massachusetts.



The Open Cape middle mile network has been constructed. The challenge now is to build the last mile connections to public and private user alike.

ENERGY INFRASTRUCTURE

Rising energy costs have direct and indirect economic implications, beginning with increasing the costs of running a business and a household. Cape Cod has long had the highest energy prices in Massachusetts, and a number of small businesses have reportedly been forced to close their doors during this downturn due to an inability to cover their energy costs. Residents, often living in homes designed for summer living only or in older homes that do not meet current state and national energy code standards, incur even greater energy costs.

As with all hardships, the region's high cost of energy also comes with opportunities. Cape Cod's natural conditions and geography offer real opportunities for the production of clean renewable energy. Reliance on local solar, wind, wave, tidal, geothermal, and bio-energy resources may reduce emissions from on-Cape energy providers, provide a buffer against the fluctuations in supplies and prices in fossil-fuel energy markets, and keep more money in the local economy. Increased use of renewable energy technologies along with a well-trained workforce of local installers and service contractors for conservation, efficiency, and renewable energy systems could help establish an emerging clean-energy cluster as an important component of the regional economy.

ENTREPRENEURSHIP/RESEARCH & DEVELOPMENT

Entrepreneurs are critical to the long-term health and prosperity of any economy. Entrepreneurship can be encouraged through education, training, and the availability of capital. Cape Cod has a tradition of entrepreneurship and despite the age of mergers and big business, has remained a place where small businesses dominate and prosper. It is important to the region to continue this heritage as it retains money in the regional economy while providing a greater number of skilled and gratifying jobs than might otherwise be the case. Furthermore, it is precisely because Cape Cod is not like every other place that we continue to enjoy a strong tourism, retiree, and second home owner industry that brings new money into the region.



The Cape Cod Chamber, Coastal Community Capital, and the Community Development Partnership lead the way in supporting entrepreneurship on Cape Cod by providing business advice, education, and capital to entrepreneurs across the region. Cape Cod is also blessed with the marine sciences cluster of educational and business institutions in Woods Hole.

DEMOGRAPHIC DIVERSITY

Demographic diversity has both cultural and economic ramifications. Cape Cod lacks racial diversity and does not mirror to the country in terms of age diversity, with a significantly higher median age than the nation (49.9 vs 39.1 years; see Chapter 3 for more details). The higher than average age on Cape Cod is both a function of its attractiveness to retirees and the high cost of living mixed with lower wages that makes it difficult for younger people to afford.

In recent years, younger Cape residents have organized to establish the Cape Cod Young Professionals to address some of the challenges of living on Cape Cod for younger adults. The mission of Cape Cod Young Professionals is to connect Cape Cod's emerging workforce and future leaders, engage them in our community, and to support their efforts to advance their lives, both business and personal, on the Cape.

HOUSING AFFORDABILITY

The Cape Cod economy, like any economy, relies on a broad range of workers with varying levels of skill, expertise, and income potential. To accommodate the workforce diversity needed for a sustainable regional economy, the region must have a similar diversity in housing alternatives, from affordable housing for the very poor, to workforce housing for the middle-income workers, to more luxurious options for those at the top of the income ladder. Unfortunately, due to a variety of factors - from limited land availability and the popularity of the Cape as a vacation and retirement community to zoning and wastewater issues - housing diversity has sharply declined over the past decade. Key findings in the recently completed Consolidated Plan for Housing, prepared by the Cape Cod Commission for submission to the U.S. Department of Housing and Urban Development (HUD), include the following:

- Barnstable County has an unmet need for affordable housing of approximately 18,500 units.



- Decreasing unemployment prior to the recession did not translate into incomes sufficient to purchase or rent available housing.

During the 1990's, the County added 17,236 households, while adding only 11,891 new housing units. The new units were overwhelmingly owner-occupied, and in fact, the number of occupied rental units declined by 415 during the 1990s. As of 2013, the region was still 5,100 units short of the 10% affordability goal established by the state. Housing prices continue to be above the state average (11% higher) while wages in the region are three times lower than state averages. Over 4,000 households are on the waiting list for section 8 housing on Cape Cod.

REGIONAL PRIORITY PROJECTS

A regional priority project may be:

- A capital investment in infrastructure – OR –
- A planning effort – OR –
- A technical assistance program to workers or businesses

All priority projects must:

- Direct growth to economic centers
- Improve the number and quality of jobs in the region directly or indirectly,
- Attract private investment directly or indirectly
- Foster regional solutions and partnerships

IDENTIFYING THE REGIONAL PRIORITY PROJECTS

There were a number of steps involved in identifying and then narrowing down the list of regional priority projects. The steps are discussed in detail in Chapter 1: CEDS Planning Process. They include:

1. Call for Projects – to collect projects from the towns
2. The CEDS Survey – to vote on some project ideas and collect new ideas



3. The CEDS Workshop – to accept further nominations of projects and prioritize
4. Focus Groups – to critique a short list of regional priority projects

Suggestions for regional priority projects resulting from this process included:

- Seasonal Passenger Rail Service from Boston
- Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure
- Commuter Rail Service to Boston
- Entrepreneurship Training & Business Support
- Conference Center
- Regional Performing Arts Center
- Third Bridge across the Canal
- Redevelopment Authority to Aggregate Commercial Land for Redevelopment
- Large Sporting Fields Facility
- More Post-Secondary Opportunities; 4-year college
- Improved Workforce Development Efforts – Target Higher Paying Jobs
- Drinking Water Treatment
- Open Cape – last mile
- Improved Rail Infrastructure – Boston & NY
- Bike Infrastructure
- Underground Utilities
- Natural Resource Preservation
- Streamlined permitting; regional permitting
- Business Incubator, technology center, business assistance
- Worker transportation
- Better Paying Jobs
- Substance Abuse Treatment Centers
- Road Expansion Projects
- Affordable Housing
- Ferry Service From Boston & NY
- Wastewater Infrastructure
- Seasonal Tourism Venues
- More medical services
- Alternative Energy
- Expanding Rail Service – linkages to local transit
- High Speed Maritime Transit to Cape Cod
- Tech School based Incubators



- Buy Local
- Commercial Kitchen
- Senior Center linking seniors and youth and tourists
- New Business Assistance Program
- Regional Wastewater Infrastructure
- Commuter Rail
- Bourne Technology Campus Development
- National Marine Life Center
- MMA Hydrokinetic Energy Project
- Upper Cape Conference Center
- Redevelop Canal Power Plant
- Advanced Manufacturing Center
- Business Incubator
- Magnet Schools
- Capital for Direct Lending to Businesses
- Regional Performing Arts Center
- Last Mile build out of Open Cape
- Scientific Analysis of Flood Maps
- Electric Grid Enhancements
- Wastewater Infrastructure – Public/Private Partnership in Bourne
- Aquaculture Research Center
- Makers Space
- Interconnecting Bike Path for Commuters
- Harbor maintenance and Beach replenishment
- Wastewater Infrastructure – organics
- Broadband build out – last mile
- Public Transportation – rail, bus, ferry, bike
- Redevelopment of Marinas
- Rail extensions
- Commuter Rail with more stops
- Exit 3 interchange improvements
- Renewable Energy Research & Development Center
- Ferry Service from Boston the more Cape locations
- 3rd Bridge
- Extension of the Rail Trail
- Technology-based Incubator
- Airport Infrastructure Improvements



Staff and the Strategy Committee came up with a short list based on the criteria for a regional priority project listed at the beginning of this section and the EDA investment criteria. The list was:

1. Cape Cod Capital Trust Fund for infrastructure financing
2. Wastewater infrastructure and planning for identified growth areas
3. Integrated infrastructure planning
4. Commuter rail impact analysis
5. Strategic Information Office regional services
6. Climate change economic impacts assessment
7. Last mile broadband build-out
8. Business development revolving loan fund
9. Incubator/testing and training center feasibility study
10. Regional conference and art center feasibility study
11. Expedited permitting in identified growth areas
12. Regional Harbor Planning and Infrastructure Evaluation

These were then presented to the Focus Groups. The focus group made up of businesses recognized the importance of building wastewater infrastructure to economic development and called for greater consistency in local permitting. They were very concerned with the out-migration of younger workers and the lack of quality housing options affordable to workers. They were supportive of efforts to extend Open Cape to the last mile – citing high costs of connections today.

The focus group made up of town staff from a variety of positions also recognized that streamlined, consistent permitting would help businesses. Similarly, they also supported the need to build wastewater infrastructure and extend Open Cape to the last mile. Elected officials also mirrored these concerns. They ranked the projects in order of importance as follows:

1. Wastewater infrastructure
2. Last mile broadband build-out
3. Expedited permitting in identified growth areas



4. Strategic Information Office regional services
5. Cape Cod Capital Trust Fund
6. Business development revolving loan fund
7. Integrated infrastructure planning
8. Regional Harbor Planning and Infrastructure Evaluation
9. Commuter rail impact analysis
10. Incubator/testing and training center feasibility study
11. Regional conference and art center feasibility study
12. Climate change economic impacts assessment

After these steps, the CEDS Strategy Committee agreed upon a final list of 10 regional priority projects.

THE FINAL LIST OF REGIONAL PRIORITY PROJECTS

The regional priority projects included in this five year update of the CEDS are described below and in more detail in the following project summary tables.

1. Cape Cod Capital Trust Fund for infrastructure financing

Funding would be sought to establish a Cape Cod Capital Trust Fund, a revolving loan fund to finance infrastructure development particularly in the areas of wastewater, telecommunications, and renewable energy.

Regional Priority Project in Priority Order:

1. Wastewater infrastructure and planning for identified growth areas
2. Last mile broadband build-out
3. Expedited permitting in identified growth areas
4. Strategic Information Office regional services
5. Cape Cod Capital Trust Fund for infrastructure financing
6. Business development revolving loan fund
7. Integrated infrastructure planning
8. Regional Harbor Planning and Infrastructure Evaluation
9. Commuter rail impact analysis
10. Climate change economic



2. Wastewater infrastructure and planning for identified growth areas

Funding would be sought from the US Economic Development Administration and other federal, state, and regional sources to design and build capital infrastructure for wastewater treatment serving regionally identified growth areas.

3. Integrated infrastructure planning

Staff time and funding will be dedicated to developing a system for coordinating infrastructure upgrades that include road openings and to facilitate the efficient burying of utility lines.

4. Commuter rail impact analysis

CEDS stakeholders have identified the provision of commuter rail between Cape Cod and Boston as a high priority – this project would investigate the economic, transportation, and land use impacts of commuter service on Cape Cod.

5. Strategic Information Office regional services

The Strategic Information Office of the Cape Cod Commission will apply staff time and resources to the identification and pursuit of regionalized services, including e-permitting, which increase efficiencies and decrease costs to municipalities on Cape Cod.

6. Climate change economic impacts assessment

Funding will be sought to support planning for resiliency to climate change and understanding the economic impacts of no action.

7. Last mile broadband build-out

The OpenCape middle-mile network, funded through federal and state grants, has been completed. Funding will be sought to complete a regional area network for municipalities and encourage last-mile build out to areas designated for growth.

8. Business development revolving loan fund



Funding will be sought from the Economic Development Administration to seed a new revolving loan fund for small business and entrepreneurial development.

9. Expedited permitting in identified growth areas

The Commission will work actively with Towns to improve regional and local permitting processes in areas identified for growth through the use of regional tools (Growth Incentive Zones and Flexible Review Thresholds) and the revision of local zoning to promote well designed and appropriately sited development.

10. Regional Harbor Planning and Infrastructure Evaluation

Funding will be sought by the Commission and other regional partner agencies to support regional and local planning to maintain active fishing harbors and fishing assets for both commercial and recreational fishing.

PROJECT SUMMARY FORMS:

Project Title	Cape Cod Capital Trust Fund for Infrastructure Financing
Goal of the Project	Finance the building of infrastructure necessary to allow economic development to continue on Cape Cod
Description	Establish a revolving loan fund to finance infrastructure development particularly in the areas of wastewater, telecommunications, and renewable energy. The Trust would be a county entity with a professional staff experienced in public finance. The Trust would focus on providing funding for design and other aspects of infrastructure development not supported by other funding agencies at the state and federal levels.



Overall Project Benefits	The Trust Fund would provide towns with additional funding at low interest rates to complete the design and construction of infrastructure needed to establish a sustainable economy on Cape Cod that does not negatively impact the environment and rectifies past negative impacts on the regions natural resources.
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Trust Fund Balance • Number of Loans Issued • Interest Rate • Infrastructure designed and constructed • Nitrogen reductions in sensitive embayments • Amount of energy from renewable resources • Last-mile OpenCape connections
	Qualitative: <ul style="list-style-type: none"> • Stronger partnership between the county and the towns
Estimated Duration	(start & end dates or on-going) Establish the trust during the first 3 years of this CEDS plan, implementation begins in year 4 & 5

Project Title	Wastewater infrastructure and planning for identified growth areas
Goal of the Project	Support the building of wastewater infrastructure necessary to allow economic development to continue on Cape Cod
Description	Funding would be sought from the US Economic Development Administration and other federal, state, and regional sources to design and build capital infrastructure for wastewater treatment serving regionally identified growth areas.



Overall Project Benefits	The reliance on septic systems that do not remove nitrogen has negatively impacted estuarine water quality on Cape Cod. The environment is already over taxed by the development that currently exists. Degradation of the environment on Cape Cod where so much of our economy is dependent on pristine natural resources is a serious threat to economic wellbeing. Any effort to address this problem will benefit economic development and will allow for greater density with the potential for more affordable housing options.
Measures of Success	<p>Quantitative:</p> <ul style="list-style-type: none"> • Number of interventions built to reduce nitrogen in sensitive watersheds • Nitrogen concentrations in sensitive embayments • Number of businesses served by nitrogen reducing wastewater treatment systems
	<p>Qualitative:</p> <ul style="list-style-type: none"> • Increased partnerships between the county and towns • Increased town to town partnerships
Estimated Duration	<p>(start & end dates or on-going)</p> <p>This project will be on-going throughout the CEDS planning period. Milestones will be achieved within that 5 year period including the completion of the 208 Plan for management of nitrogen in our watersheds.</p>

Project Title	Integrated infrastructure planning
Goal of the Project	Reduce public costs and improve community character



Description	Staff time and funding will be dedicated to developing a system for coordinating infrastructure upgrades that include road openings and to facilitate the efficient burying of utility lines.
Overall Project Benefits	The project will reduce the cost of infrastructure development and maintenance, reduce the impact of road construction on businesses, and advance the burying of utility lines
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Miles of Utility lines buried • Number of road openings and services addressed by road openings • Cost of infrastructure maintenance over time
	Qualitative: <ul style="list-style-type: none"> • Improve partnerships between towns and various utilities • Advance asset management efforts by towns • Improve county-town partnerships
Estimated Duration	(start & end dates or on-going) The system by which this would occur would be designed, pending the funding, within the five years of this CEDS.
Project Title	Commuter rail impact analysis



Goal of the Project	Improve the workforce and visitor mobility to and from major metro areas and Cape Cod
Description	CEDS stakeholders have identified the provision of commuter rail between Cape Cod and Boston as a high priority – this project would investigate the economic, transportation, and land use impacts of commuter service on Cape Cod. This study would provide the foundation for any local land use regulatory changes and economic development opportunities to get underway locally while providing information to rail providers on demand.
Overall Project Benefits	This project will benefit the region by helping the public and policy makers understand the positive and negative ramifications of extending commuter rail to Cape Cod.
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Report for distribution to towns, rail providers, chambers and public decision makers
	Qualitative: <ul style="list-style-type: none"> • Partnerships between towns, county, and chambers of commerce • Information to developers about opportunities afforded by potential rail services • Information for Public policy makers on the pros and cons of developing commuter rail to Cape Cod
Estimated Duration	(start & end dates or on-going) This analysis would begin in year 1 and be completed by October of year 2



Project Title	Strategic Information Office Regional Services
Goal of the Project	To reduce the cost of providing public services at the town level and streamline the local permitting process
Description	The Strategic Information Office of the Cape Cod Commission will apply staff time and resources to the identification and pursuit of regionalized services, including expanding e-permitting services to more Cape towns.
Overall Project Benefits	Regional services are designed to increase efficiencies and decrease costs to municipalities on Cape Cod. E-permitting may also have the added benefit of making permitting more consistent across town boundaries.
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Number of services provided • Number of towns participating • Reduction in total costs for services
	Qualitative: <ul style="list-style-type: none"> • Partnerships between the county and the towns • Town to town collaboration
Estimated Duration	(start & end dates or on-going) Ongoing



Project Title	Climate change economic impacts assessment
Goal of the Project	To prepare the region to better weather extreme storm events and sea level rise over the long-term
Description	Funding will be sought to support planning for resiliency to climate change and understanding the economic impacts of no action. This includes pre-disaster mitigation planning with a focus on economic assets.
Overall Project Benefits	<ul style="list-style-type: none"> • Potentially reduce costs for rebuilding after an extreme storm event • Reduce loss of business activity due to storm events and long-term sea level rise
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Towns participating in the planning process • Economic Assets identified and mitigation efforts undertaken to protect the asset
	Qualitative: <ul style="list-style-type: none"> • Improved coordination among governmental units • Faster response time in a disaster event
Estimated Duration	(start & end dates or on-going) Ongoing



Project Title	Last mile broadband build-out
Goal of the Project	Link businesses to the OpenCape Broadband middle mile network
Description	The OpenCape middle-mile network, funded through federal and state grants, has been completed. Funding will be sought to complete a regional area network for municipalities and encourage last-mile build out to areas designated for growth.
Overall Project Benefits	The immediate benefit would be commercial access to symmetrical high-speed internet services. This could improve the competitive position of Cape Cod businesses in the global marketplace. This project would also add competition to the broadband market which would hopefully result in lower prices for better services.
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Number of last-mile connections achieved • Cost of connections
	Qualitative:
Estimated Duration	(start & end dates or on-going) Efforts to find funding to support this project would begin immediately



Project Title	Business development revolving loan fund
Goal of the Project	To stimulate small business creation and entrepreneurship
Description	Funding will be sought from the Economic Development Administration to seed a new revolving loan fund for small business and entrepreneurial development.
Overall Project Benefits	<ul style="list-style-type: none"> • Increase business activity and job opportunities on Cape Cod • Increase household incomes and generate wealth
Measures of Success	Quantitative: <ul style="list-style-type: none"> • Increase in income for loan recipients • Jobs created by loan recipients
	Qualitative: <ul style="list-style-type: none"> • Sense of empowerment and increased creativity • Increased consumer choice
Estimated Duration	(start & end dates or on-going) An application to EDA will be developed and submitted in year 1



Project Title	Expedited permitting in identified growth areas
Goal of the Project	To streamline the regional and local permitting processes while protecting cultural and environmental resources
Description	The Commission will work actively with Towns to improve regional and local permitting processes in areas identified for growth through the use of regional tools (Growth Incentive Zones and Flexible Review Thresholds) and the revision of local zoning to promote well designed and appropriately sited development.
Overall Project Benefits	<ul style="list-style-type: none"> • Greater consistency in permitting across town boundaries • Targeted development in concentrated economic centers
Measures of Success	Quantitative:
	Qualitative:
Estimated Duration	(start & end dates or on-going) Underway and on-going



Project Title	Regional Harbor Planning and Infrastructure Evaluation
Goal of the Project	Improve the viability of the fishing industry on Cape Cod
Description	Funding will be sought by the Commission and other regional partner agencies to support regional and local planning to maintain active fishing harbors and fishing assets for both commercial and recreational fishing.
Overall Project Benefits	
Measures of Success	Quantitative:
	Qualitative:
Estimated Duration	(start & end dates or on-going)



LOCAL PRIORITY PROJECTS

TOWN OF BARNSTABLE

Project Title	CCSO Oceanside Performing Arts Center - Cape Cod Symphony and Conservatory of Music & Arts, Inc. (CCSCMA)
Goal of the Project	A multi-use arts center in Downtown Hyannis – from their media release -“The ultimate goal of this performing arts center is to create a facility that will not just be a local jewel, but also a regional cultural destination.”
Description	This project is presently conducting a feasibility study looking at three sites in Hyannis. While capital funding is not requested fro the upcoming year. There may well be capital requests within the 5 year life of the CEDS.
Overall Project Benefits	<p>A multi-use performing arts center in the Hyannis area would be a significant contribution to the ongoing economic development strategy that seeks to enhance the quality of life for all Cape Codders. The CCSO already provides a financial benefit to the greater Hyannis area before and after each of its performances. To have an established home for this organization and a facility that could provide space to other artistic ventures would not only allow it to continue to grow and benefit the town of Barnstable, but could also become a tool for other cultural entities as well.</p> <p>Cape Cod has long been known as a hub for arts and culture, drawing artists from far and wide. So having a dedicated performing arts center for the Cape Cod Symphony Orchestra as well as other cultural activities and performances would create a world-class destination for visitors and an artistic community for residents - all of which would serve as an important economic driver for the</p>



	Cape in general -excerpted from remarks by John O'Brien, Tom Lynch and Wendy Northcross		
Estimated Job Creation	Construction: Unknown at this time		
	Permanent: Unknown at this time		
Measures of Success	Quantitative: Increase in hospitality, restaurant and retail activity from new visitors or visitors spending more time in Hyannis. Increased income for creative economy sector via increased opportunities to display or perform and wider exposure to the public.		
	Qualitative: Enhanced quality of life for Hyannis residents (including the environmental justice population), Barnstable residents, and Cape Cod residents and visitors. Revitalization of a previously developed site		
Estimated Duration	Unknown at this time (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	Unknown at this time	Public Share Unknown at this time:	Private Share: Unknown at this time

Project Title	Residential Redevelopment to Update Housing Type
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Goal of the Project	Redevelop a strategically located residential neighborhood to better serve local housing needs, including the local workforce, include appropriate solutions for parking and neighborhood services.
Description	Redevelop a small neighborhood currently developed with an outdated housing type that under serves the population; does not support appropriate social interactions and does not support neighborhood attachment through placemaking.
Overall Project Benefits	Increased density in a sewerred location; increased availability of a more dense housing type; increased housing opportunities in the environmental justice area; increased neighborhood attachment; increased on-site outdoor opportunities; it is intended that this redevelopment would also reduce criminal activity.
Estimated Job Creation	Construction: Unknown at this time
	Permanent: Unknown at this time
Measures of Success	Quantitative: Number of new residents served by housing in this area over the number served now.
	Qualitative: Newly constructed and appropriately designed residential units available for local workforce and families. This development in its design would promote social interaction, outdoor activities and enhanced access to services and job centers.
Estimated Duration	(start & end dates or on-going) As soon as real property and funding are secured; this is a long term process that requires creation of a sophisticated planning and development strategy to achieve implementation



Estimated Total Cost (If on-going insert annual cost)	Unknown at this time	Public Share: Unknown at this time	Private Share: Unknown at this time
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Project Title	Hyannis Parking Structures		
Goal of the Project	To introduce structured parking to the built environment in Hyannis to enable highest and best land use; reduce congestion and confusion for the traveling public and encourage pedestrian activity in the urban core of Cape Cod.		
Description	Parking structures are needed in several appropriate locations. As host to three modes of regional transportation and the regional jobs and service centers, Hyannis bears the region's parking burden particularly in the summer months		
Overall Project Benefits	More efficient land use; congestion reduction; increased pedestrian activity; increased property values.		
Estimated Job Creation	Construction: Unknown at this time		
	Permanent: Unknown at this time		
Measures of Success	Quantitative: Higher FAR for parking uses in Hyannis; increased property values redevelopment of existing surface parking		
	Qualitative: Congestion reductions; higher quality stormwater management; increased pedestrian activity; more efficient use of all transportation modes.		
Estimated Duration	(start & end dates or on-going) Unknown at this time RTA TOD could bring project w/in 5 years		
Estimated Total Cost (If on-going insert annual cost)	Unknown at this time	Public Share: Likely to be 100%	Private Share: May secure some participation as projects come forward



TOWN OF BOURNE

Project Title	Bourne: Expanding Wastewater Management Capacity
Goal of the Project	The objective is to create additional capacity for wastewater treatment in Bourne’s Downtown to support redevelopment and new development. The goal is to increase the contribution of the commercial sector to the Town’s tax base, thus improving the quality of life for the Town’s residents.
Description	Bourne is considering a public/private partnership with a developer where the developer would provide the treatment facility and the Town would provide the subsurface disposal site. Bourne has identified a disposal site and needs funding to complete engineering design, permitting and construction. An additional expense is the legal services to develop a public/private partnership agreement.
Overall Project Benefits	New non-seasonal jobs, new tax revenues from new commercial and residential facilities.
Estimated Job Creation	Construction: 8-12 tradespersons for 12-18 months
	Permanent: O&M on treatment process: 4-6 permanent New jobs supported by the expanded capacity: couple hundred. We have interest in a hotel, conference facilities, restaurants
Measures of Success	Quantitative: Adding from 100,000 to 335,000 gpd (the build-out estimate over 20-25 years) treatment capacity for Bourne’s Downtown. Increasing the contribution to the tax base from the commercial sector from the current 10% to 15-20%.
	Qualitative: Improving the appearance and functionality of Bourne’s Downtown where today Main Street is characterized by the state as “blight and slum” and where



	today you cannot buy many basic goods and services.		
Estimated Duration	(start & end dates or on-going) Start immediately upon receiving funding; completion in two to three years.		
Estimated Total Cost (If on-going insert annual cost)	\$17 million Annual O&M: \$1.2 mill	Public Share: \$4 million Annual O&M: \$1.2 mill	Private Share: \$13 million

Project Title	Bourne: Infrastructure for technology campus
Goal of the Project	To create the infrastructure for a technology campus: an access road, utilities, storm water management, wastewater management.
Description	Over 150 acres are available for a technology campus using 30% of the land. The parcels, however, require access from Route 6 via a new road from Edgehill Road. The project would create a road of approximately 3,600 linear feet with utility lines (water, electricity, communications) and storm-water runoff management devices. In addition, the tech park will require a wastewater management facility.
Overall Project Benefits	New, year-round, higher-paying jobs, an increase in tax revenues to the Town, powerful economic development through the demand for goods and services the park will create. In addition, the target industry cluster will be green technologies, thus benefiting the environment.
Estimated Job	Construction: 15-20 jobs for 15-18 months



CAPE COD
COMMISSION

Creation	Permanent: a ratio of 1 job per 500 sq. ft., 500 jobs with an average salary of \$51,000		
Measures of Success	Quantitative: new year-round jobs, increased tax and other revenue to the Town,		
	Qualitative: jobs that will keep younger people on the Cape, a vital economy with demands for goods and services and residents who work and play on the Cape		
Estimated Duration	(start & end dates or on-going) Start date immediately upon receiving funds. Infrastructure development should take about 18 months. Then individual companies will build office, research and manufacturing spaces, extending the full build-out of the park (including construction jobs) 6-10 years.		
Estimated Total Cost (If on-going insert annual cost)	Infrastructure - access road and utilities: 3 million; wastewater management: 10 million	Public Share: Infrastructure costs	Private Share: individual buildings and work spaces

TOWN OF CHATHAM

Project Title	West Chatham Roadway Design Project (WCRDP)
Goal of the Project	Improve Route 28 between Barnhill Road and George Ryder Road in a “complete streets” manner to calm traffic, improve the pedestrian and bicycle experience, enhance aesthetics and increase safety for all modes of travel in West Chatham.
Description	The WCRDP involves upgrading an existing stretch of State Highway (Route 28/Main Street) in West Chatham between George Ryder Road and Barnhill Road by making improvements to two intersections by installing modern roundabouts and the approximately 1,200 foot interconnecting corridor by reducing travel lane widths and overall paved area, introducing landscape improvements,



	<p>adding bicycle and pedestrian accommodations (sidewalks, crosswalks, shoulders and a multi-use path) and making curb cut reductions/consolidations where possible. Full details can be found on the project webpage: www.wcroadwaydesign.info</p>
<p>Overall Project Benefits</p>	<p>Chatham's Comprehensive Plan identifies the WCRDP's adjacent land area as a neighborhood center, where a mix of business and residential development is located, and is by Goal 1.2 of the plan (see www.chatham-ma.gov/Public_documents/chathamma_planning/CLRP4 for full text). The Plan establishes common criteria for such centers to maintain a mixture of uses - residential, commercial and offices - in a compact, pedestrian-oriented center where people live and work. In addition to meeting the one of the Comprehensive Plan's transportation goal's for the provision of a safe and functional town-wide transportation system, the WCRDP will also help the Town meet its broader neighborhood center goals by:</p> <ul style="list-style-type: none"> • Enhancing the present Neighborhood Center's identity • Considering the needs of pedestrians with respect to sidewalks, safe crosswalks where necessary, bus stops • Reducing the number and width of entrances and exits to businesses in the Neighborhood Center to cut down on multiple and dangerous turning movements • Improving the safety of intersections, and provide cross-access between commercial properties where desirable • Providing convenient, safe access to parking areas and improving traffic circulation • Encouraging attractive streetscapes <p>The Route 28 corridor through Chatham is currently the topic of two significant planning and design efforts. In addition to the WCRDP, the Town in partnership with the Cape Cod Commission (CCC) has conducted the Route 28 Corridor Visioning Project to identify a vision for land use along Route 28, including the WCRDP area. The implementation of designs and recommendations from both these efforts will help enhance West Chatham by reducing the "strip commercial" orientation, upgrading its appearance of public facilities, helping to encourage upgrade of commercial properties and expansion of existing businesses, improve vehicular safety, and adding</p>



	public amenities making the area more vital, vibrant and aesthetically consistent with the Town's vision of community character ultimately supporting the creation of new jobs.		
Estimated Job Creation	Construction: Temporary jobs associated with design and construction activities		
	Permanent: As improvements are made, the vitality of the neighborhood center will be enhanced fostering the expansion of existing businesses and the attractiveness of the center to new businesses creating new jobs serving the neighborhood and community.		
Measures of Success	Quantitative: Enhanced overall safety in the corridor, level of service improvements at intersections, installation of bicycle/pedestrian accommodations, and access management measures consolidating curb cuts.		
	Qualitative: Improved aesthetic quality, public investment providing foundation for private improvements to adjacent land uses.		
Estimated Duration	2013 – 2017: Pre-25% concept design started in April 2013 with a 25% design Public Hearing targeted for late spring/early Summer of 2014 and a construction start target of 2016.		
Estimated Total Cost (If on-going insert annual cost)	Design: \$384,000 Construction: \$3,442,000	Public Share: 100% Local/State/Federal – This project is programmed on the TIP	Private Share: N/A for WCRDP

Project Title	Chatham Municipal Fish Pier
Goal of the Project	Renovations, repairs and enhancements to existing infrastructure associated with the Chatham Municipal Fish Pier
Description	The Chatham Municipal Fish Pier (Fish Pier) is a municipally owned fish offloading facility servicing over 100 local commercial fishing vessels. The primary components of the infrastructure includes the main fish offloading/packing building leased to two independent fish packers; separate building with administrative office space, a baiting room with walk in freezers and public restrooms; two parking lots; bulkhead, pier and float systems; gasoline and diesel fuel tanks and dispensers; dockage for the Chatham Harbormaster and US Coast Guard; and a public viewing platform. The site also includes a private fish market that sells fresh and prepared fish.



	<p>The main bulkhead and pier system was substantially renovated in 1999 and the main packing house building was substantially renovated in 2004. Improvements to the float systems and other features of the facility have also occurred within the last 5-10 years. The navigation channel providing access to the facility is a federal navigation project and maintenance dredging by either the US Army Corp of Engineers or local interests is routine.</p> <p>The facility is very heavily utilized and is it located in a harsh environmental location at the waterfront. Accordingly, it is in almost constant need of maintenance and repairs. The public deck was recently closed due to structural deficiencies and short term emergency repairs are underway. The following projects are either included or in the planning stages for funding through Chatham's capital program:</p> <ul style="list-style-type: none"> • New Public Deck and Stair System • Bulkhead Corrosion Control/Repairs • New Fuel Supply System • Replacement of the Main Electrical Service and Panels • Misc. Interior Renovations • Parking Lot Improvements/Expansion
<p>Overall Project Benefits</p>	<p>Chatham is home port to the largest commercial fishing fleet on Cape Cod and the third largest in Massachusetts. The Chatham Municipal Fish Pier (Fish Pier) is the most active fish offloading facility on Cape Cod. The direct value of the commercial fish catch from the Fish Pier is approximately \$15 to \$20 million annually. This direct value of the fish landed has far reaching economic stimulation as it disseminates through the local and regional economy. The Cape Cod Commercial Fishermen's Alliance recommends utilizing an economic multiplier of 3.16 when assessing the true value of commercial fish landings. This would equate the economic impact from \$45 to over \$60 million in economic stimulation of fish landings derived from the Chatham Fish Pier to the local and regional economies.</p> <p>The Fish Pier is also one of the premier tourist destinations on Cape Cod and is listed on many tourist brochures and web sites as a recommended Cape Cod site to visit. It has a large public viewing platform enabling the public to directly observe the offloading of commercial fishing catch. This facility is frequented by thousands of tourists annually. The Town permits nine charter and sightseeing businesses to operate from the public float</p>



	<p>system in support of the local tourism economy. Therefore, the Fish Pier has a substantial and far reaching positive impact to Chatham's local and regional tourism economy.</p> <p>The USCG maintains two permanent vessels from the Fish Pier for search and rescue operations. It is their main facility from Chatham and provides very important safety missions for mariners along this region. Maintaining viable berthing facilities directly benefits preserving the presence of the USCG in Chatham. This has direct economic value to the local economy as well as providing an important safety presence for mariners.</p>		
Estimated Job Creation	<p>Construction: Temporary jobs associated with the construction activities.</p>		
	<p>Permanent: The Fish Pier has substantial impact on maintaining over 500 direct and indirect jobs associated with the fishing industry including the 6-8 on-site employees of the tenants of the packing houses. The tourism associated with the facility is substantial and far reaching.</p>		
Measures of Success	<p>Quantitative: Preserving existing jobs and vessels utilizing the Fish Pier facility.</p>		
	<p>Quantitative: Ensuring that the facility is conducive to efficient commercial fishing operations in addition to continued and improved tourism visitation.</p>		
Estimated Duration	<p>Ongoing as needs arise and funds are available.</p>		
<p>Estimated Total Cost (If on-going insert annual cost)</p>	<p>\$1.1 Million est.</p>	<p>Public Share: 100%</p>	<p>Private Share: N/A</p>

Project Title	Chatham - Old Mill Boat Yard Improvement Project
Goal of the Project	Renovations and enhancements to existing infrastructure associated with a town landing public water access facility and improvements to the adjacent municipal shellfish propagation facility.
Description	The main components of the town landing portions of the proposed project include the replacement of 285 feet of heavily deteriorated timber bulkhead, incorporation of a commercial fishing vessel washdown pad for effluent containment in the parking lot, replacement of the existing



	<p>elevated pier and floats with a larger, more durable float system to improve temporary vessel tie-up and usage, increase commercial fishing vessel use and off-loading capacity, and relocation of the existing marine sanitation device (MSD) pump-out station to the new main float.</p> <p>Improvements to the adjacent shellfish propagation facility include relocation of the intake and discharge water lines to a more efficient location, upgrades to the interior physical building space including the re-design, replacement and enhancements to the seawater supply system, seawater supply pumps, grow-out tanks, interior lightening, and electrical supply system.</p>
Overall Project Benefits	<p>The Old Mill Boat Yard (OMBY) is the only public port facility in Stage Harbor and it is in need of substantial renovations due to severe deterioration of the timber bulkheads and inadequacies to the design of the pier and float systems. Chatham is home port to the largest commercial fishing fleet on Cape Cod and the third largest in Massachusetts. The fishing industry is a key component to Chatham's local economy, directly and indirectly supporting over 500 local and regional jobs. The Town also permits seven private fishing and sightseeing charters to operate from the facility in support of the local tourist economy.</p> <p>Many vessels from the commercial fleet routinely alternate between Chatham's eastern port (Fish Pier) and Stage Harbor (OMBY). The OMBY is Chatham's only public facility servicing Chatham's southern, Nantucket Sound waters with the capability to handle commercial fishing vessels. The OMBY is the base of operations for the Chatham Harbormaster where vessels are maintained for patrol and search and rescue operations. The facility is by far Chatham's most actively used public facility, being frequented by hundreds of recreational and commercial vessels throughout the year.</p> <p>The improvements sought for the bulkheads and float system will substantially improve the lifespan and functionality of this important public landing facility. Replacement of the bulkheads is reaching a critical state as indicated by recurrent sink holes and loss of backfill adjacent to the existing parking lot. The new float systems will substantially improve their functionality for temporary tie-up of both recreational and commercial vessels. This will support both the commercial and tourism components of the local economy. The vessel washdown pad will provide enhanced containment of washdown effluent generated by powerwashing the bottoms of commercial</p>



	<p>fishing vessels which are too large to transport over the road to inland facilities. This will reduce the possibility of washdown effluent re-entering the marine environment.</p> <p>Chatham has a robust wild shellfishery and the Town issues between three and five hundred commercial shellfish permits and approximately three thousand family permits annually. Chatham operates the largest municipally run shellfish upwelling facility on Cape Cod which is housed in the ground floor of the Harbormaster building. The upwelling facility is used for the grow-out of juvenile seed quahogs, scallops and oysters. The upwelling system has had a noticeable and substantial positive impact on enhancing the natural viability of our local shellfish resources by maintaining a continuous brood stock. The facility produced approximately 2.3 million quahogs seed in 2013 as well as other shellfish for placement in town waters. Individual recreational and commercial shellfishermen as well as local fisheries wholesalers, retailers, processors and restaurants all benefit economically from Chatham's sustainable shellfish resources.</p> <p>The upwelling facility has not had any substantial improvements over the past 15 years and there is need of major upgrades to the interior building space and infrastructure including the pumps, tanks, lighting and electrical systems. The improvements sought will allow the facility to operate at a increased level of efficiency with the potential for a 50% increase in shellfish production.</p>
<p>Estimated Job Creation</p>	<p>Construction: Temporary jobs associated with the construction activities.</p> <p>Permanent: Providing improved berthing/offloading facilities and enhancing shellfish resources will help support well over 500 jobs in the local and regional fishing industry.</p>
<p>Measures of Success</p>	<p>Quantitative: More frequent usage of the facility by commercial fishing interests. Quantifiable increase in production of juvenile shellfish from the shellfish upwelling system.</p> <p>Qualitative: Enhanced and more efficient overall use of the facility by the general boating public for vessel launching, temporary berthing and the transfer of gear and passengers.</p>
<p>Estimated Duration</p>	<p>Fall 2014 to Spring 2015</p>



Estimated Total Cost (If on-going insert annual cost)	\$1,742,000	Public Share: State/local: 100% Project has been submitted for a Seaport Bond grant	Private Share: N/A
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Project Title	Ryder's Cove Landing
Goal of the Project	Relieve congestion, improve traffic efficiencies, increase parking, provide for walking trails, replacement of the timber bulkhead and concrete boat ramp, and provide public restrooms at the Town Landing
Description	Project includes improvements to the existing facility as well as expansion of the Ryder's Cove public landing onto adjacent undeveloped town-owned lot. Project will allow for more efficient vehicle flow within the confines of the landing, better and safer egress onto Rt. 28, increased single vehicle and boat trailer parking spaces and provide a green space and walking trails with vista overlooks of the harbor. A separate project includes the replacement of the deteriorated timber bulkhead system and the removal and replacement of the concrete ramp, both of which have reached their original design life. The facility has no public restrooms and is serviced solely by a single portable toilet year round. A public restroom, likely a self-contained composting system, facility is planned for this landing.
Overall Project Benefits	<p>The Ryder's Cove public landing is the most heavily utilized public town landing in Chatham. It is the only public boat launching facility on the eastern side of Chatham that can provide launching at all stages of the tide to access Pleasant Bay and the Atlantic Ocean. Chatham issues from 300- 500 commercial shellfish permits annually and Ryder's cove has been the most heavily utilized landing for commercial shellfishermen for the past several years.</p> <p>The facility often becomes very congested during the summer boating season with both recreational and commercial boaters. The past several years has seen a substantial use of the facility by on-Cape and off-Cape commercial striped bass fishermen due to large presence of striped bass directly offshore. About 20 to 30 commercial shellfishermen use the facility consistently. During striped bass season about 20 local and 40 non-local striped bass fishermen utilize Ryder's Cove to launch and/or sell their catch. The facility is also utilized year round by commercial shellfishermen, tuna fishermen, sea</p>



	<p>duck hunters and others.</p> <p>Ryder's Cove is the principal landing used by commercial buyers of shellfish and striped bass who purchase shellfish and striped bass (during season) directly from the commercial fishermen. Depending on the season two to five licensed seafood buyers have trucks at the landing to purchase product. Chatham's shellfish catch was valued at approximately \$4 million last year and well over half of the commercial shellfish was landed and sold at Ryder's Cove. Ryder's Cove was also the largest landing site for commercial striped bass in the Commonwealth.</p> <p>The proposed project includes expansion of parking and new roadways onto the adjacent town-owned property. This will create additional on-site parking and improve the efficiencies of traffic flow within the facility. This in turn will relieve congestion and shorten turnover time to launch and retrieve trailered boats and facilitate on-site commercial transaction of fish and shellfish. The Town has issued twelve permits to individual private charter businesses to provide fishing and seal tour operations from the facility. These operations are often restrained by the overuse and congestion of the facility during the summer season.</p> <p>The existing intersection used to enter and exit the facility is difficult for vehicles to exit onto RT 28 when towing boats. An alternative egress location is included in the expansion project design which will greatly improve exiting safely onto RT 28.</p> <p>The bulkhead and concrete boat ramp are deteriorating and will need replacement in the next 2 to 5 years. Both projects are included in the town's capital funding program. These two projects are critical to maintaining the functionality of this important public landing.</p> <p>A permanent public restroom facility would be a substantial public service improvement over the current portable toilet.</p>
<p>Estimated Job Creation</p>	<p>Construction: Temporary jobs associated with the construction activities.</p> <p>Permanent: Maintaining adequate facilities to preserve existing shellfish and fin fish related jobs.</p>



Measures of Success	Quantitative: Increasing daily usage of the on-site parking as opposed to more distance street shoulder parking.		
	Qualitative: Less congestion during boating season, faster launching and retrieval of vessels and passengers. More efficient buying and selling of commercial fish catch and more amenable restroom facilities.		
Estimated Duration	Expansion Project: Fall 014-2015; Bulkhead & Ramp 2017-2018		
Estimated Total Cost (If on-going insert annual cost)	\$1.6 mil est.	Public Share: 100%	Private Share: \$0

Project Title	Chatham Shellfish Upwelling Facility
Goal of the Project	To purchase waterfront property for the construction of a new state-of-the-art shellfish propagation upwelling facility, provide for increased public use and access to the water, and build a new and improved berthing facility for the US Coast Guard.
Description	This project would involve the purchase of a specific existing private waterfront parcel that is currently on the market. The primary use of the property would be for relocating Chatham's shellfish upwelling facility into a newly constructed facility. Additional public access opportunities could be incorporated to include minor public parking and a public fishing platform. The project would also include the construction of a new float system for search and rescue vessels of the US Coast Guard (USCG).
Overall Project Benefits	Chatham has a robust wild shellfishery and the Town issues between three and five hundred commercial shellfish permits and approximately three thousand family permits annually. Chatham operates the largest municipally run shellfish upwelling facility on Cape Cod which is housed in the ground floor of the Harbormaster building. The upwelling facility is used for the grow-out of juvenile seed quahogs, scallops and oysters. The upwelling system has had a noticeable and substantial positive impact on enhancing the natural viability of our local shellfish resources by maintaining a continuous brood stock. The facility produced approximately 2.3 million quahogs seed in 2013 as well as other shellfish for placement in town waters. Individual recreational and commercial shellfishermen as well as local fisheries wholesalers, retailers, processors and restaurants all



	<p>benefit economically from Chatham’s sustainable shellfish resources.</p> <p>While successful, the current shellfish upwelling system was designed to work within an existing building which presented challenges to the overall design, efficiency, and production capacity of the system. The location of the existing upweller is also not optimum. The upweller is housed at the Harbormaster building located at the Old Mill Boat Yard (OMBY) public landing. The water intake pipes are located directly adjacent to the main float system which is the most actively utilized public float in Stage Harbor. This has presented frequent complications related to debris fouling of the intake pumps and intake of water-borne contaminants derived from boat fueling and cleaning activities.</p> <p>The parcel in question is located at an optimal site for establishing an upwelling operation. Property purchase would enable the town to build a new state-of-the-art structure from the “ground up” to include many design features and propagation techniques not available with the current facility. This has the potential to substantially increase the shellfish production when compared to the existing facility. This will have direct benefits to the local shellfish industry including the commercial shellfishermen, local shellfish buyers, fish markets and their employees. The construction would also incorporate as many “green” technologies and energy efficiencies as possible which is not possible with the current facility. Utilizing the same funding and staffing resources, expanding the production by two to three times current levels would be readily achievable with a new, properly designed facility.</p> <p>The US Coast Guard (USCG) annually rents slips for one to two search and rescue vessels from a private marina in Stage Harbor. For several years the USCG has actively looked for an alternative site to relocate their vessels. The current facility does not offer sufficient security of their boats and equipment and there is no guarantee that the slips will be available for rent each year. The USCG’s foremost preference is to enter into a long-term lease with the Town for dockage in a manner similar to their berthing facility at the Chatham Municipal Fish Pier in Chatham Harbor. The parcel in question would provide the opportunity to provide a new float berthing system designed to USCG specifications. This would ensure proper security of their vessels and assurance of a long-term lease for use. The town and USCG have discussed the possibility of relocating their vessels to this specific</p>
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	<p>parcel and the USCG have indicated that it is their most preferred location within Stage Harbor. Providing quality berthing operations helps ensure that the USCG will maintain a base of operations from Chatham which provides economic value to the local economy.</p> <p>Site improvements of the parcel will also look for opportunities to provide additional public use and access to the waterfront to include possible parking and a fishing platform/viewing area.</p>		
Estimated Job Creation	<p>Construction: Temporary jobs associated with the construction activities.</p>		
	<p>Permanent: Expansion and maintenance of the shellfish resources has direct and indirect economic benefits to the local and regional fishing industry which directly and indirectly supports well over 500 jobs.</p>		
Measures of Success	<p>Quantitative: Quantifiable and measurable increase in production of juvenile shellfish from the shellfish upwelling system.</p>		
	<p>Qualitative: Creating a state-of-the-art shellfish upwelling facility will be a showcase project for the outer cape. Long term lease of berthing for the USCG will assure mariners of future quick response for search and rescue operations and provides critical public safety support to this vital part of the local economy.</p>		
Estimated Duration	Fall 2014 to Spring 2015		
Estimated Total Cost (If on-going insert annual cost)	\$1.5 - \$1.8 Million est	Public Share: State/local: 100%	Private Share: N/A

TOWN OF FALMOUTH

Project Title	Falmouth Bikeway Expansion – Shining Sea Bikeway and East/West Regional Connectors
Goal of the Project	Design and construct improved access to community bikeway and improve safety and opportunity for use, expand existing 10 mile Class1 Bikeway



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Description	To reconstruct and expand the width of the Shining Sea Bikeway; to collaborate with the Steamship Authority's Planned expansion to create a safe gateway to the bike path and improve East West Connections at Rt. 151 with particular focus on a connection at the old rail line at Route 151.		
Overall Project Benefits	Improved safety on existing, heavily used bikeway and improve east west access for residents and visitors, commuters and adjacent municipalities of Bourne, Mashpee and the 6 communities on Martha's Vineyard		
Estimated Job Creation	Construction: 30		
	Permanent: 10		
Measures of Success	Quantitative Where feasible bike way expanded North South and an at least one East West Connection made and improved including expanded parking		
	Qualitative:- Perceptible public access and public safety improvements for persons of all modality.		
Estimated Duration	(start & end dates or ng) 24 months		
Estimated Total Cost (If on-going insert annual cost)	\$3 million	Public Share:	Private Share:

Project Title	Enhance Cape Cod Baseball League – Commodores Facility		
Goal of the Project	Improve Safety and Visitor Experience at the Baseball Facility located behind our Police Department and within the Gus Carty Recreational Area		
Description	Design and Improve, Visitor and Player improvements for improved visitor experience and safety including parking expansion.		
Overall Project Benefits	Enhanced visitor and resident experience, connection to Falmouth Inner Harbor and Village Area, improved economic vitality and pedestrian safety.		
Estimated Job Creation	Construction: 29		



	Permanent: 2		
Measures of Success	Quantitative; Modern Recreational Amenity for viewing and playing of minor league baseball		
	Qualitative: Increased visitors, longer stay and expansion of Main Street Improvements in East Main Street.		
Estimated Duration	1 year – 18 months (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$500,000	Public Share:	Private Share:

Project Title	Enhanced Emergency/Storm Response – Consolidated Dispatch		
Goal of the Project	Plan, Design, Construct and Implement a consolidated public safety dispatch program.		
Description	The Town proposes to create consolidated Fire/EMS and Police Dispatch Center combined with a 24 hour emergency response line for Public Works, Water, Waste Water and Marine and Environmental Services and Mutual Aid with MMR, Mashpee, Bourne and Sandwich.		
Overall Project Benefits	Enhance response to emergencies including storms, floods and natural disasters, protection of built environment and infrastructure.		
Estimated Job Creation	Construction: 20		
	Permanent: 2		
Measures of Success	Quantitative; Sustainable Full- Time work for a consolidated dispatch, reduced duplication of service (single dispatch location)		
	Qualitative: More Immediately response by multiple public safety agencies, cross training, collaboration and shared knowledge resulting in more coordinated response to emergencies.		
Estimated Duration	1 year – 18 months (start & end dates or on-going)		
Estimated Total Cost	\$600,000	Public Share:	Private Share:



(If on-going insert annual cost)			
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Project Title	East Main Street Redevelopment – Gus Canty Pavilion		
Goal of the Project	To Extend the Successful Features of the Main Street Revitalization eastward by creating a pavilion for performances and activities at the Gus Canty Center including the construction of formal egress through to Dillingham Avenue.		
Description	Plan and Construct Pavilion area and egress drive at the Gus Canty Center		
Overall Project Benefits	Expand benefits of public recreational activities from Main Street to East Main Street to create a more vibrant mix of commercial and recreation activity for pedestrians – residents visitors.		
Estimated Job Creation	Construction: 10		
	Permanent: 30		
Measures of Success	Quantitative; Creates a Location for valued community events that have become too intense for the Main Street Village and the opportunity for new events.		
	Qualitative: Recreational and Commercial Vitality to transitional area of East Main Street.		
Estimated Duration	6 months – 1 year (start & end dates or on-going)		
Estimated Total	\$200,000	Public Share:	Private Share:



Cost (If on-going insert annual cost)			
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Project Title	Palmer Ave/Depot Ave/Queens Byway Traffic and Pedestrian Improvements – Design and Construction		
Goal of the Project	Improve Safety, Traffic Flow and Streetscapes		
Description	Complete Design and Construct Traffic Safety Improvements and Pedestrian & Bikeway Amenity, Landscaping and Street Furniture		
Overall Project Benefits	Connects Cultural District with Village Center and improves market value of surrounding private commercial property and improves traffic flow through the village to Wood Hole and improve visibility, Bikeway and Pedestrian Safety		
Estimated Job Creation	Construction: - 50		
	Permanent: - 30		
Measures of Success	Quantitative: Commercial Rents Sustained, Reduced Turnover Rates, Sustainable Jobs – Year Round; Intersection LOS improved		
	Qualitative: Improved Visual connectivity to Bikeway, Accommodations and Village Center, safety improvements		
Estimated Duration	(start & end dates or on-going) 18 Months from Design through Construction		
Estimated Total Cost (If on-going insert annual cost)	\$1 million	Public Share:	Private Share:

Project Title	Falmouth Broadband Build-out		
Goal of the Project	Construct Last Mile of “Open Cape” From Edgerton Drive Industrial Park to Falmouth Commercial Center and Woods Hole (including Falmouth Technology Park and		



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	Related Industrial Area)		
Description	To construct “retail” connections to CAPE Net utilizing Open Cape Fiber back bone. Falmouth is a job center for the Upper Cape and Cape Cod Region.		
Overall Project Benefits	Create Cape Cod’s only competitive market for Broadband quality telecommunication. Providing market competition with Greater Boston Area Economic Development.		
Estimated Job Creation	Construction: 25		
	Permanent: 250+		
Measures of Success	Every private business entity has access to reliable and competitive broadband for commercial use.		
	Qualitative:-Access for telecommunication opportunities broadening job growth and opportunity for working families .		
Estimated Duration	(3 years)		
Estimated Total Cost (If on-going insert annual cost)	\$500,000	Public Share: 2/3	Private Share: 1/3 Connections

Project Title	Improvements to Marina Facility (Falmouth Inner Harbor – Federal Project ACOE)
Goal of the Project	Improve Public Access to Water Front Activities
Description	Design and Construct Improvements to Marina Facility – The Town Expanded its dockage in Falmouth Inner Harbor 3 years ago. This project significantly increased public access to one of the most important working Federal Waterways in our region, The Town is now interested in making continued improvements in the related shore side amenities.
Overall Project Benefits	Sustain Vital Harbor/Waterfront Activities at on of the last working waterfronts on Cape Cod. This marina serves as a regional hub for maritime repair.



Estimated Job Creation	Construction: 100		
	Permanent: 20		
Measures of Success	Quantitative: Modern, safe and sustainable shore side amenity.		
	Qualitative: Improved Perception of Marina and Related Facilities		
Estimated Duration	(start & end dates or on-going)2 years		
Estimated Total Cost (If on-going insert annual cost)	\$4 million	Public Share:	Private Share:

Project Title	Integrated Traffic Signalization		
Goal of the Project	Plan, Design, Construct Integrated Traffic Signals		
Description	The Town will have the fiber necessary to connect several of our main Traffic Signals. This project will provide the remainder of signalization connections and design the appropriate hardware and software configuration.		
Overall Project Benefits	Improve Traffic Flow and Safety - responsive to seasonal demand, enhance tourist economy		
Estimated Job Creation	Construction: 5		
	Permanent: - Unknown		
Measures of Success	Quantitative; Improved LOS at peak times		
	Qualitative: Safer less stressful commute for visitors and employees		
Estimated Duration	1 year – 18 months (start & end dates or on-going)		



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Estimated Total Cost (If on-going insert annual cost)	\$200,000	Public Share:	Private Share:
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Project Title	Main Street – Falmouth Village Infrastructure Improvements		
Goal of the Project	Replace Water Mains, Wastewater improvements as needed and Broadband Internet Expansion		
Description	To make needed improvements in basic infrastructure in historic commercial core		
Overall Project Benefits	Sustain public water supply; reduce disruption due to main breaks, improve telecommunication, enhance local economy		
Estimated Job Creation	Construction: 50		
	Permanent: 20		
Measures of Success	Quantitative: Reduction in the # of Hours businesses closed due to water system repairs., access to high speed broadband, property value increase		
	Qualitative:- Increased confidence in the public infrastructure in the commercial core and access to competitive broadband otherwise unavailable in our region		
Estimated Duration	(start & end dates or on-going) 18 months – 24 months		
Estimated Total Cost (If on-going insert annual cost)	\$6 million	Public Share: \$3.7 million	Private Share: \$200,000 connections

Project Title	Center for Residents 65 and Over
Goal of the Project	Plan, Design, Construct New Center for “Senior” Residents



Description	The Town's Current Center is located in a FEMA Floodplain. This heavily utilized building is undersized and lacks adequate parking		
Overall Project Benefits	Improve Amenity for growing over 65 Population and improve vitality and quality of life for this population center, residents and visitors		
Estimated Job Creation	Construction: 100		
	Permanent: - 3-20		
Measures of Success	Center Constructed		
	Seniors Remain active as employees in our seasonal economy and remain safe in their own home longer, and find rewarding opportunities to remain vital to our community		
Estimated Duration	2 years (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$5 million	Public Share:	Private Share:

Project Title	Resource Protection and Beach Nourishment		
Goal of the Project	To Design and Construct ongoing soft solutions for Chapoquoit and Menahaunt Beach (and others)		
Description	To design a beach nourishment plan to sustain existing and diminished recreational beaches and to protect public assets including major arterial roads, water mains, and pedestrian access		
Overall Project Benefits	Recreational Amenity and Flood control, enhanced tourist economy with beach improvements		
Estimated Job Creation	Construction 20		
	Permanent 10 + unknown:		



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Measures of Success	Quantitative: Shoreline Stability		
	Qualitative: Improve Recreational Asset and Storm Surge Protection		
Estimated Duration	(start & end dates or on-going) 24 months		
Estimated Total Cost (If on-going insert annual cost)	\$1m +	Public Share: \$900,000	Private Share: \$100,000?

Project Title	Renovate Historic Train Depot (Current Bus Depot)		
Goal of the Project	Design, Construct Safety and Historic Restoration Improvements to Depot located in Proposed Cultural District and neighboring Bike Path		
Description	This state owned depot is in poor condition. Falling façade elements are a safety hazard and the interior is in very poor condition as well. A citizens group has been formed to promote its renovation		
Overall Project Benefits	Enhance an intermodal regional gateway to the Town of Falmouth and make improvements to an historic public structure located in a planned Cultural District.		
Estimated Job Creation	Construction: 20+		
	Permanent: unknown		
Measures of Success	Quantitative; Improved safety and restoration and Historic Preservation		
	Qualitative: Important and visible investment and support for intermodal regional transportation.		
Estimated Duration	1 year –24 months (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$2 million	Public Share:	Private Share:



Project Title	Construct Water Quality/ Waste Water Improvements		
Goal of the Project	Design, Construct Little Pond Sewer Service Area and related Waste Water Plant Improvements, Widen Inlet at Bourne's Pond and Promote Aquaculture Program		
Description	The Town has an Approved Comprehensive Wastewater Plan and proposed to implement the strategies beginning with the service area expansion, and inlet widening and aquaculture programs		
Overall Project Benefits	Remediation of Nutrient Enriched embayments and removal of contaminants of emerging concern, return coastal water to active and healthy fishery and recreational asset		
Estimated Job Creation	Construction: 100+		
	Permanent: - 30		
Measures of Success	Targeted Watershed Permits obtained- Project Meets TMDL		
	Eel grass returns to coastal ponds signaling healthy environment		
Estimated Duration	2+ years (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$45 million	Public Share:	Private Share: Betterments within sewer service area

Project Title	Woods Hole Infrastructure, Parking, Beautification and Safety Program		
Goal of the Project	Design, Construct, new parking, traffic (vehicle, bicycle, pedestrian) and parking, water, wastewater and broadband infrastructure plan for Woods Hole a		
Description	The Village of Woos Hole supports, commercial, federal and state governmental an educational facilities including WHOI, MBL and .NOAA and the Steamship Authority. Area infrastructure is aging and in need of replacement and modernization.		



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Overall Project Benefits	Improved Access and Safety and Beautification, enhanced economic opportunities, visitor services		
Estimated Job Creation	Construction: 100+		
	Permanent: - 10+		
Measures of Success	Increased Parking, LOS improvements, increased safety and lighting and increased property values and commercial rents		
	Improved integration of public facilities such as the Steamship Authority and Traffic Flow and safety. Sustainable Infrastructure and Community Confidence and pride		
Estimated Duration	3+ years (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$6 +million	Public Share: \$5 million	Private Share: \$1 million

Project Title	Economic Revitalization and Transportation Interconnection Plan – Falmouth Heights Road, Spring Bars Road. Worcester Court		
Goal of the Project	To Design and Construction vehicular, bike and pedestrian access improvement plans from Davis Straits Area to Falmouth Inner Harbor and improve flood storage capacity and storm water control.		
Description	This area has been identified by the Board of Selectmen and Planning Board as a Priority Planning Area in Falmouth Commercial Core Connectivity plans will propose safety and an amenity improvements to better connect this area to Falmouth Village and Falmouth Inner Harbor		
Overall Project Benefits	Improved Access to area assets, redevelopment opportunities, connections to tourist destinations		
Estimated Job Creation	Construction: 50		
	Permanent: 100		
Measures of Success	Quantitative; Reduced Accident Rating improved LOS on roadways improved bikeway access and pedestrian safety ; flood and storm water control, and increased property values		



	Qualitative: Physical improvements making a connection between Little Pond Open Space, Falmouth Mall and Falmouth Marine District		
Estimated Duration	24 - 26 months (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$4 Million	Public Share: \$3million	Private Share: \$1 million

TOWN OF HARWICH

Project Title	Cold Brook Natural Attenuation Study		
Goal of the Project	To determine if purchase of the Cold Brook area and improvements would improve water quality and lessen the need for sewerage		
Description	Study the brook area to determine if the water flows could be increased and protected to provide natural flushing action for high nitrogen areas		
Overall Project Benefits	Improve water quality and naturally abate increases in nitrogen in surface and ground water		
Estimated Job Creation	Construction: 10		
	Permanent: 0		
Measures of Success	Quantitative: the study is completed and the results determine that we can improve water quality and lessen the need for sewerage in the Cold Brook area		
	Qualitative: taking action on the study recommendations will improve water quality and lessen the need for sewerage in the area		
Estimated Duration	July 2014 ending July 2015		
Estimated Total Cost (If on-going insert annual cost)	\$100,000	Public Share: 100%	Private Share: 0%



annual cost)			
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Project Title	Harwich Community Center Generator Replacement		
Goal of the Project	Install a new generator in the Community Center		
Description	Design, purchase and install a new electric generator in the Harwich Community Center		
Overall Project Benefits	The Community Center is a major shelter for elderly and low income residents in a storm or other disaster where power is not available. A new generator would power the whole Community Center allowing an increase in service and protection to residents during storms or other disasters		
Estimated Job Creation	Construction: 5		
	Permanent: 0		
Measures of Success	Quantitative: installation of a new generator		
	Qualitative: more elderly and low/moderate income people will be served by staying safe and warm during a natural disaster		
Estimated Duration	Purchase and installation would take one year, the benefits would be on-going		
Estimated Total Cost (If on-going insert annual cost)	\$80,000	Public Share: 100%	Private Share: 0%

Project Title	Hinckley's Pond Restoration		
Goal of the Project	Substantially reduce or eliminate the phosphores and other elements from the pond to improve water quality		



Description	Dredge the pond or add safe chemicals to the pond to lower and or eliminate the current pollution in the pond		
Overall Project Benefits	Improve the water quality to allow recreation use of the pond and insure that any pollution will not migrate to other water bodies or into the groundwater in the Town		
Estimated Job Creation	Construction: 15		
	Permanent: 0		
Measures of Success	Quantitative: dredging or adding of chemicals is accomplished		
	Qualitative: levels of pollution are substantially reduced or eliminated		
Estimated Duration	Spring 2015 ending December 31, 2015		
Estimated Total Cost (If on-going insert annual cost)	\$500,000	Public Share: 100%	Private Share: 0%

Project Title	Pleasant Lake Water Tank Rehabilitation		
Goal of the Project	Repaint and upgrade the water tank at Pleasant Lake		
Description	The tank will be repainted inside and outside, some structural changes may be made to improved water availability		
Overall Project Benefits	Improve the water supply in the Town of Harwich to accommodate the increase in population and water usage		
Estimated Job Creation	Construction: 10		
	Permanent: 0		



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Measures of Success	Quantitative: Completion of the painting and any structural improvements to the tank		
	Qualitative: increased water availability to residents		
Estimated Duration	July 2021 to completion Spring 2022		
Estimated Total Cost (If on-going insert annual cost)	\$1.6M	Public Share: 100%	Private Share:

Project Title	Squatucket Harbor Dock Replacement and ADA Compliance Project		
Goal of the Project	Provide handicap access to a major 192 slip recreational facility; home to 65 foot ferry, large passenger boats and charter boats and recreational boaters		
Description	Redesign and replace boat slips which are unsafe and not accessible to all users. Provide new areas on and near the water for residents and visitors		
Overall Project Benefits	Improve access by persons with disabilities to water activities and provide design and construction jobs to complete the project		
Estimated Job Creation	Construction: estimate 20		
	Permanent: 1		
Measures of Success	Quantitative: Design- agreement by the Town, users, and citizens that the design is appropriate and effective. Construction-when the slips are reconstructed, safe, and ADA compliant		
	Qualitative: increased safe use of the waterway facility		
Estimated Duration	July 2014 start design, Fall 2015 start construction and finish last phase spring 2016		
Estimated Total Cost (If on-going insert annual cost)	Design- \$500,000 Construction \$7M	Public Share: 100%	Private Share:



Project Title	Waste Water Management		
Goal of the Project	Improve wastewater processing by construction of shared and Harwich only treatment facilities		
Description	Work with the Town of Chatham to share waste water facilities, construct pipelines in East Harwich to serve that area of Town. Design solutions for the balance of the Town to treat waste water		
Overall Project Benefits	Protect the drinking water and recreation water resources		
Estimated Job Creation	150 Construction:		
	10 Permanent:		
Measures of Success	Quantitative: installation of wastewater pipelines in East Harwich and connection to the Chatham waste water treatment plant. Finalize design of treatment options for the balance of the Town and construct solutions		
	Qualitative: Improvement in water quality by lowering the levels of nitrogen in the water supply and in recreation waters		
Estimated Duration	Start July 2014 and end 2030		
Estimated Total Cost (If on-going insert annual cost)	\$30M	Public Share: 80%	Private Share: 20%

TOWN OF MASHPEE

Project Title	South Cape Village and Industrial Drive Area Infrastructure Improvements
Goal of the Project	To improve infrastructure within a portion of Mashpee's central business corridor that is currently struggling with a greater than 50% vacancy rate. The project is designed to



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	generate development that will create immediate construction related jobs and long term professional, year-round, well paying, non-retail jobs resulting in an improved local and regional economy.		
Description	To improve the roads, sidewalks and street lighting on Commercial Street, Industrial Drive and Mercantile Way which together comprise a large portion of the central business corridor of Mashpee with both commercially and industrially zoned parcels. These improvements will help to generate development of this corridor thereby creating jobs and improving the local and regional economy.		
Overall Project Benefits	Improved infrastructure in an economically vital section of Mashpee that will lead to development, jobs and an improved local and regional economy. Additional benefits include improved access to South Cape Village retail center for members of LIFE Inc., an organization responsible for caring for mentally challenged adults, many of whom work at retail stores in South Cape Village and must walk through the proposed improvement area.		
Estimated Job Creation	Construction: 20		
	Permanent: 200		
Measures of Success	Quantitative: build out of the area within 5 years, creating 200 new jobs.		
	Qualitative: Increased quality of life for all Mashpee residents by increasing the tax base thereby improving services and lowering tax rate for all tax payers. New growth in Town as measured by increased jobs resulting in attraction of new families, increased need for housing generating additional construction jobs.		
Estimated Duration	3 month construction		
Estimated Total Cost (If on-going insert annual cost)	\$500,000	Public Share: 50%	Private Share: 50%

TOWN OF ORLEANS

Project Title	Orleans Industrial District access road
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Goal of the Project	Provide second access to the Town's only industrial area, which provides support for a wide area of trades and service occupations.		
Description	Majority portion of the Town's only Industrial District is served by a single road, terminating at a less-than-ideal intersection at Finlay & Giddiah Hill Roads. Project would construct a secondary access by extending Commerce Drive to Giddiah Hill Road to improve transportation system.		
Overall Project Benefits	Safe and efficient access to the many service businesses in the Industrial District will support business development.		
Estimated Job Creation	Construction: 10		
	Permanent: 2		
Measures of Success	Quantitative: Number of vehicles that utilize the new road. Reduced safety hazard at intersection of Finlay Road and Giddiah Hill Road.		
	Qualitative: Easy access will support businesses in the district.		
Estimated Duration	Spring 2017 construction start, 6 months duration		
Estimated Total Cost (If on-going insert annual cost)	\$200,000	Public Share: \$200,000	Private Share: \$0

Project Title	Orleans Main Street Reconstruction
Goal of the Project	Walkable, bikable Main Street
Description	Full reconstruction of Main Street in the Village Center is needed, including repair of travel lanes, on-street parking, sidewalks, drainage, pedestrian functions and bike lanes.
Overall Project Benefits	Improved function of road for vehicles, bicycles and pedestrians will support Town and regional goals for a vibrant economic center.



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Estimated Job Creation	Construction: 20		
	Permanent: 20		
Measures of Success	Quantitative: Improvement in year-round economy as measured by businesses remaining open, occupancy of on-street parking, and number of community events that attract visitors to the Village Center.		
	Qualitative: Quality of life improves for residents and visitors who have an enhanced experience in the central business district of Orleans.		
Estimated Duration	Project to commence upon completion of intersection improvements by MassDOT in FY16.		
Estimated Total Cost (If on-going insert annual cost)	\$1,800,000	Public Share: \$1,500,000	Private Share: \$300,000

Project Title	Orleans Routes 28 & 39 Roundabout		
Goal of the Project	Improve safety and function of a dangerous, poorly aligned intersection in Rural Business District.		
Description	Replace obsolete and poorly functioning intersection with a modern roundabout.		
Overall Project Benefits	Safe and efficient access to the many service businesses in the Industrial District will support business development.		
Estimated Job Creation	Construction: 10		
	Permanent: 2		
Measures of Success	Quantitative: Number of vehicles that utilize the new road. Reduced safety hazard at intersection of Finlay Road and Giddiah Hill Road.		
	Qualitative: Easy access will support businesses in the district.		



Estimated Duration	Spring 2017 construction start, 6 months duration		
Estimated Total Cost (If on-going insert annual cost)	\$200,000	Public Share: \$200,000	Private Share: \$0

Project Title	Orleans Sidewalk Extension		
Goal of the Project	Connect Orleans Village Center to East Orleans business district by sidewalk.		
Description	Extend existing sidewalk on Main Street from Tonset Road to Meeting House Road and the realignment and reconstruction of the intersection of Meeting House Road and Main Street.		
Overall Project Benefits	Provides safe pedestrian alternative for access between two villages. Supports tourism.		
Estimated Job Creation	Construction: 10		
	Permanent: 2		
Measures of Success	Quantitative: Heavily walked section of Main Street can support more pedestrians in a safe manner		
	Qualitative: East Orleans businesses, including the Academy of Performing Arts, will benefit from sidewalk installation.		
Estimated Duration	Spring 2016 construction start, 120 days.		
Estimated Total Cost (If on-going insert annual cost)	\$600,000	Public Share: \$600,000	Private Share: \$0

Project Title	Orleans Wastewater Management Plan – Phase A		
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Goal of the Project	Implement Phase A of the Comprehensive Wastewater Management Plan.		
Description	Wastewater facility and collection system design and construction, Phase A. This phase includes the Village Center, which is the focus of economic development efforts by the Town and Chamber of Commerce.		
Overall Project Benefits	Supports business vitality by providing sewer infrastructure for area businesses. Begins to meet Nitrogen TMDLs for receiving waters.		
Estimated Job Creation	Construction: 30		
	Permanent: 25		
Measures of Success	Quantitative: Sewer connections will allow for economic development and full utilization of business properties by eliminating need for individual septic systems.		
	Qualitative: Availability of public sewer will allow businesses on smaller parcels to expand. Currently have list of 35 businesses which are impacted by Title 5 limitations.		
Estimated Duration	Orleans CIP lists construction start for Phase A in FY18.		
Estimated Total Cost (If on-going insert annual cost)	\$37,000,000	Public Share: \$35,000,000	Private Share: \$2,000,000

TOWN OF PROVINCETOWN

Project Title	Phase 3- large vessel pump out facility MacMillan Pier
Goal of the Project	Provide a system to handle effluent of excursion (whale watch), large yachts and ferry vessels with a sanitation system connected to the town sewer plant.
Description	This system completes the pumpout facilities for Provincetown Harbor by providing a system that can be used within the turn-around times of these vessels. Currently, these large vessels have no way to discharge effluent other than overboard outside of the no discharge



	area. Considering some of these vessels are taking tourists on eco-tours, this needs to be address. In 2009 the State paid Coastal Engineering to design and cost out the systems. This project waits a funding source for construction.		
Overall Project Benefits	Eliminates effluent discharges in near shore areas due to lack of facilities for the large excursion and ferry boats. Systems are designed to operate within existing timeframes for passenger loading and unloading to ensure compliance..		
Estimated Job Creation	Construction: 6-12		
	Permanent:		
Measures of Success	Quantitative: Do the operators use the system?		
	Qualitative:		
Estimated Duration	Construction would be a few months after funding and permitting. (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$180,000 in 2009	Public Share:	Private Share:

Project Title	Coastal Resource Assessment and Soft Armoring Implementation Plan
Goal of the Project	Comprehensive beach management and nourishment to include planning, permitting and execution of an annual budgeted maintenance program for increasing coastline protection of Provincetown
Description	This project seeks to gather stakeholders, grantors, property owners, government, engineers and scientists, and permitting authorities to create and institute a regular ongoing beach nourishment plan to include increasing barriers to storm surge and sea level rise (SLR) using additional natural resources such as dunes, beaches and vegetation in a regularly funded budget.
Overall Project Benefits	Increase protection from sea level rise while increasing habitat and natural resources.



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COMMISSION

Estimated Job Creation	Construction:		
	Permanent:		
Measures of Success	Increase the amount of beach across the town to 100% soft armor with no bulkheads needed.		
	Qualitative Provide enough material to protect the town from 3 foot surge or SLR		
Estimated Duration	Planning and permitting 2 years, project becomes on going		
Estimated Total Cost (If on-going insert annual cost)	Unknown, the engineering part should quantify cost	Public Share:	Private Share:

Project Title	Expansion and protection of floating docks at MacMillan Pier		
Goal of the Project	Increase available dock space and protect facility from storm damage		
Description	The forty slip commercial marina at MacMillan Pier has suffered damage from repeated storms. It is also does not meet the demand for slip space. This project increases the size and surrounds it with wave attenuators to protect from storms.		
Overall Project Benefits	Directly increases the amount of slips to serve the boating public and mariners with the revenue dedicated to the maintenance of the facility. Protects the facility and surrounding area.		
Estimated Job Creation	Construction: about 12- 20 jobs for fabrication and 6-12 for installation.		
	Permanent: Currently envisioned to increase slips by 28. For commercial boats, 2 persons per boat. Also increases pier staff to accommodate services and maintenance.		
Measures of Success	Quantitative:		
	Qualitative:		



Estimated Duration	(start & end dates or on-going) Projected completion Dec 2015		
Estimated Total Cost (If on-going insert annual cost)		Public Share: \$4.9 million	Private Share:

TOWN OF YARMOUTH

Project Title	Redevelopment of (former) Yarmouth Drive-In Site
Goal of the Project	Public investment in infrastructure to encourage private development at the site of the former Yarmouth Drive-In.
Description	The Town is actively evaluating potential reuse for the former Yarmouth Drive-In site which will require public use including access to the riverfront area of Parkers River. Specific uses have not been identified but prior discussions have focused on a marina and included other concepts such as playing fields, public art, assembly areas, and walking trails. Public investment in the site will make private investment on the balance of the property more attractive and will enable the Town to leverage a large piece of waterfront property for public use and private investment.
Overall Project Benefits	Creation of usable public space and aesthetic improvements to blighted property.
Estimated Job Creation	Construction -- 15-25
	Permanent -- na
Measures of Success	Quantitative: On- and off-site private investment.
	Qualitative: Community pride; attractiveness; and demonstrates public commitment to corridor and business community. Increased "marketability" of Yarmouth as a destination for visitors and residents.



Estimated Duration	3-5 years		
Estimated Total Cost (If on-going insert annual cost)	\$2 million	Public Share: \$2 million	Private Share: \$5-10 million leveraged

Project Title	Parkers River Bridge Improvements		
Goal of the Project	Encourage redevelopment and investment by demonstrating public commitment through the creation of a “gateway” that emphasizes Yarmouth’s seaside character along the densely developed and heavily traveled Route 28 corridor.		
Description	Aesthetic improvements to supplement base plans including: additional decorative lighting and granite curbing, decorative banners, planters and plantings, street trees, concrete sidewalks, and colored and/or textured crosswalk treatments. This project is consistent with Cape Cod Commission recommendations for Route 28.		
Overall Project Benefits	This project will benefit the Town and region with improvements to the environment (via improved flushing on the Parkers River), community character (by creating a gateway that offers residents AND visitors a sense of place) and economic development (through public investment in streetscape improvements that will help to encourage private investment).		
Estimated Job Creation	Construction: 20		
	Permanent: na		
Measures of Success	Quantitative: Private investment in nearby properties.		
	Qualitative: Community pride; attractiveness; and demonstrates public commitment to corridor and business community. Increased “marketability” of Yarmouth as a destination for visitors and residents.		
Estimated Duration	3-5 years		
Estimated Total Cost (If on-going insert	\$500,000	Public Share: \$3.75 Million (\$3.4m has been	Private Share: N/A



annual cost)		funded by US Fish & Wildlife)	
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Project Title	Route 28 Corridor Improvements – Winslow Gray Intersection		
Goal of the Project	Aesthetic improvements to Route 28 Corridor		
Description	The relocation of the Winslow-Gray Road/Route 28 Intersection represents the first phase of comprehensive improvements to Yarmouth’s Route 28 corridor. While funding for road improvements will likely be sought through MassDOT and the TIP, additional funding will be required to make streetscape improvements (i.e. trees, sidewalk treatments, street furniture, and decorative lighting) that are generally not covered through traditional highway funding. This project is consistent with and based upon recommendations made by the Cape Cod Commission.		
Overall Project Benefits	This project will benefit the Town and region with improvements to community character (by creating a complete streetscape design that offers residents AND visitors a sense of place) and economic development (through public investment in streetscape improvements that will help to encourage private investment).		
Estimated Job Creation	Construction: 35		
	Permanent: na		
Measures of Success	Quantitative: Private investment in nearby properties.		
	Qualitative: Community pride; attractiveness; and demonstrates public commitment to corridor and business community. Increased “marketability” of Yarmouth as a destination for visitors and residents.		
Estimated Duration	3-5 years		
Estimated Total Cost (If on-going insert annual cost)	\$3.25 million	Public Share \$3.25 million:	Private Share: n/a





Chapter 5: CEDS Implementation & Evaluation

CEDS IMPLEMENTATION PLAN

Successful implementation of the CEDS will require County leadership; Commission staff must have the resources necessary to inform and coordinate participants and complete projects on an on-going basis. Over the past five years the county, through the Cape Cod Economic Development Council, dedicated over \$1.5 M to the implementation of the 2009 CEDS 5-year plan. The EDC has already allocated \$290,000 for the first implementation year of this five-year plan. The total cost for implementation is estimated at \$1 M per year.

The CEDS implementation approach includes five elements:

- Planning
- Research
- Outreach
- Data Dissemination
- Regional Priority Project Implementation
- RESET – Targeted Technical Assistance to Towns

The following section will outline the activities planned for the first year of implementation in both narrative and table form.

PLANNING

Economic development planning includes coordinating the development and evaluation of the CEDS and supporting the Strategy Committee (the EDC) in the process. It also includes working with towns on the economic development sections of the local comprehensive plans and helping them to establish special economic development incentive districts using Commission tools such as Growth Incentive Zones, Districts of Critical Planning Concern, and Flexible Developments of Regional Impact Review



Thresholds. During the first year of implementation, planning will also involve updating the Regional Policy Plan's planning objectives and regulatory standards as well as working with the Mashpee Wampanoag Tribe to develop their own tribal CEDS.

RESEARCH

Two items have been identified for the year 1 research agenda:

- Resident Survey
- Water Quality Impact on Property Values Assessment

The resident survey is a comprehensive mailed survey that asks residents to share their opinions on development levels, types, and impacts on protected resources. The survey is used to inform the Regional Policy Plan and the sub-plans to that including the CEDS.

As part of the ongoing effort to understand and address the excess nutrient problem on Cape Cod caused by untreated waste and storm water, staff will complete a comprehensive hedonic study of how property values may be impacted by poor water quality in the Cape's estuaries. This will help to understand the economic impacts of poor water quality and the associated tax shifts.

OUTREACH

Outreach is an ongoing challenge for any economic development organization but is essential. The cornerstone of the outreach program is the annual conference focused on economic development in the context of new technologies and opportunities. This conference is planned in collaboration with the SmarterCape Partnership made up of the Cape Cod Commission, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, the Cape Cod Economic Development Council, and the Cape Cod Young Professionals. The partnership developed out of the 2009 CEDS and the Open Cape Broadband middle mile project, a regional priority project included in the 2009 CEDS that was funded and built since that time.

In addition to the conference, staff makes regular presentations of their work to the Cape Cod Commission, the County Commissioners, the CEDS Strategy Committee (EDC), the County Assembly of Delegates, and other stakeholder groups as opportunities arise.



DATA DISSMENTINATION

STATSCapeCod is the Commission's primary vehicle for data dissemination. It was developed over the past five years and includes county and town profiles, regional benchmarks, town tables, and census block maps. Additional content will be designed over this next year using the American Community Survey five-year estimates, other federal data sets and state data sets on property tax. Charts and tables will also be evaluated to determine if there are more dynamic ways of presenting the data.

REGIONAL PRIORITY PROJECTS

Regional Priority Projects are determined by the CEDS public participation process outlined in Chapter 1. Different economic development stakeholder organizations are responsible for different priority projects. The ones included in this implementation plan are only those that are the primary responsibility of the Cape Cod Commission. All priority projects involve multiple stakeholders but must have a lead agency.

The projects included here for the Cape Cod Commission to lead are:

- Wastewater Infrastructure & Planning in Identified Growth Areas
- Strategic Information Office Regional Services

Expedited Permitting, also a regional priority project, is addressed under economic development planning and RESET.

RESET – TARGETED TECHNICAL ASSISTANCE TO TOWNS

An innovative element of the economic development strategy designed in 2009 was the RESET process where the Commission lends its extensive multi-disciplinary staff to a town to tackle specific impediments to economic development identified by the town. RESET projects are designed to be short-term in nature – ideally six months – and involve staff from the Commissions various departments including economic development, planning, transportation, water resources, housing, and legal/regulatory. One to two RESET projects are generally underway each year.



The following table outlines the elements of the CEDS year-one implementation plan explained above.

Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
Economic Development Planning	Update the economic development planning and regulatory sections of the Regional Policy Plan (RPP)	Ongoing	Includes revising the Land Use Vision Map and related thresholds
	Review Developments of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern	Ongoing	Bring ED angle to use of special CCC land use planning and regulatory tools
	Coordinate EDC/CEDS Strategy Committee	Ongoing	Monthly Meetings; Grant Administration
	Miscellaneous Town Technical Assistance	Ongoing	Planning or transportation projects requested by towns that have an economic development component
	Complete CEDS Annual Report	Ongoing	For continued EDA certification
	EDA Short-term Planning Grant	Ongoing	Manage current grant; complete proposal for new grant
	Assist Mashpee Wampanoag Tribe with development of a tribal CEDS	New	



Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
Research	Resident Survey	New	
	Water Quality Impacts on Property Values and Distribution of Tax Burden	New	
Outreach	Conference	Ongoing	Done in collaboration with the SmarterCape Partners
	Reporting on CEDS activities	Ongoing	EDC, CCC, County Commissioners, and AOD, etc.
Data Dissemination	STATSCapeCod	Ongoing	Regular maintenance and improvements to existing content
	Design Additional Content	New	American Community Survey, State Data, Property Tax data, etc.
Regional Priority Projects – Lead	Wastewater in Economic Centers	Ongoing	Economic modeling of action scenarios and no action
	Strategic Information Office	Ongoing	Development of regional database and regional services
		New	Update of Interile Inventory of Local Telecommunications Facilities and Needs that lend themselves to regional solutions



Cape Cod Commission Economic Development Work Plan FY2015			
Action	Activities	Status: New or Ongoing	Comments
RESET	Intensive Multi-disciplinary Town Technical Assistance	Ongoing	Identify development and redevelopment impediments and opportunities in areas designated for growth

CEDS EVALUATION PLAN

Implementation is the greatest challenge in planning. A well designed review process helps to move implementation forward and make necessary adjustments along the way. CEDS implementation is evaluated on an annual basis culminating in an Annual Report delivered to the US Economic Development Administration on June 30th of each year.

Evaluation of CEDS implementation happens at four levels:

1. Evaluating the Region's Progress
2. Evaluating the CEDS Planning Process
3. Evaluating the CEDS Implementation Plan
4. Evaluating progress on the CEDS Regional Priority Projects

Each aspect of the evaluation process involves the Strategy Committee and often other stakeholders involved in both CEDS planning and implementation. Quantitative and qualitative measures are used to gauge progress towards the CEDS goals overall or towards the goals of specific projects.

EVALUATING THE REGION

The Cape Cod Commission has developed a series of benchmarks housed on STATSCapeCod.org that are unique to Cape Cod while comparing the region to the state and nation. Most benchmarks track trends over time



and all use comparisons to place the data in context. The benchmarks are listed and described in the following table.

Benchmark Name	Description	Data Source
Arts, Leisure Sector	Looks at the employment number in Barnstable County and compares it with Massachusetts and the United States for the following industries: Performing Arts, Spectator Sports, and Related Industries; Museums, Historical Sites, and Similar Institutions; Amusement, Gambling and Recreation Industries.	U.S. Bureau of Labor Statistics, Covered Employment & Wages
Business Diversity	Looks at the number of employees for establishments in Barnstable County from 1977 to 2008.	U.S. Census Bureau, County Business Patterns
Demographic Diversity	Looks at the age of the population in Barnstable County and compares it with Massachusetts and the United States.	Census Bureau, 2010 Census
Employment Trends	Looks at employment numbers in Barnstable County and compares them with Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Covered Employment & Wages
Income Diversity	Looks at income levels in Barnstable County and compares them with those in Massachusetts.	U.S. Census Bureau, Decennial Census
Industry Diversity	Splits industries into three sectors: 'Core', 'Emerging' and 'Other' and compares the employment numbers from Barnstable County with Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Covered Employment & Wages
Industry Wages	Splits industries into three sectors: 'Core', 'Emerging' and 'Other' and compares the average wages in Barnstable County with Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Covered Employment & Wages
Migration Data	Looks at the number of individuals and households that migrate in and out of Barnstable County.	Internal Revenue Service, Statistics of Income
Non-employer	Looks at economic data for businesses that	U.S. Census



Benchmark Name	Description	Data Source
Series	have no paid employees in Barnstable County and compares them with Massachusetts and the United States.	Bureau, Non-employer Statistics
Occupational Employment	Looks at Occupational Employment data for Barnstable County and compares them with Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Occupational Employment Statistics
Population Trends	Looks at the population growth in Barnstable County and compares it with Massachusetts and the United States.	U.S. Census Bureau, Decennial Census
Seasonal Employment	Looks at the unemployment rates in January and July in Barnstable County and compares them with Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Local Area Unemployment Survey
Commuter Income	Looks at the earnings from off Cape for Barnstable County residents.	Bureau of Economic Analysis, Regional Economic Information System
Economic Census	Looks at the gross receipts for each major sector of the economy for Barnstable County and compares them over time.	U.S. Census Bureau, Economic Census
Real Wages	Looks at the total wages adjusted for inflation in Barnstable County and compares to those in Massachusetts.	U.S. Bureau of Labor Statistics, Local Area Unemployment Survey (LAUS)
Real Ave Wages	Looks at the growth of average weekly wages in Barnstable County and then compares it to the growth of average weekly wages adjusted for inflation in Barnstable County, Massachusetts and the United States.	U.S. Bureau of Labor Statistics, Local Area Unemployment Survey (LAUS)
Regional Income	Looks at the Gross Regional Product for all of the Metro Areas in Massachusetts.	Bureau of Economic Analysis
Resident	Looks at net earnings by place of income in	Bureau of



Benchmark Name	Description	Data Source
Earning	Barnstable County and compares it to Massachusetts and the United States.	Economic Analysis, Regional Economic Information System
Sources of Income	Look at the three sources of income for Barnstable County: Net earnings by place of residence; Dividends, interest, and rental income; Transfer payments (social security and welfare payments).	Bureau of Economic Analysis, Regional Economic Information System
Visitor Revenue	Looks at room occupancy excise tax, which is imposed on any room in a bed and breakfast establishment, hotel, lodging, house, or motel at the rate of 5.7%.	Massachusetts Department of Revenue

EVALUATING THE CEDS PROCESS

Evaluating the CEDS process focuses specifically on how well we have achieved the CEDS Process goal:

<i>Goal – CEDS1: Regional Collaboration & Joint Commitment</i>
To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.

The measures of success in implementing this goal are both process measures and outcome measures. They track the work put into the process and wherever possible the results of that work. Often, the outcome measures are the hardest to quantify and to track but every effort is made to do so.



CEDS Process – Measures of Success		
Objective	Process/In-put Measures	Outcome Measures
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	\$\$ of Private Investment Leveraged
Understanding of ED	# of Presentations given # of Reports published # of Articles written	
Strong Partnerships	# of Partnerships # of new Partnerships	Formal Partnerships
Easy Access to Information	# new dynamic features on STATSCapeCod # new datasets available on STATSCapeCod # new resources posted on STATSCapeCod	STATSCapeCod user statistics

EVALUATING THE IMPLEMENTATION PLAN

Each year the implementation plan presented earlier in this chapter is fully vetted by the Strategy Committee both in terms of what is included for a given year and how much progress was made on the previous year’s workplan.

EVALUATING THE REGIONAL PRIORITY PROJECTS

When nominating a project to be a regional priority, stakeholders must identify both quantitative and qualitative measures of success based on the goals and benefits of the project. The following set of questions are also posed to gauge the success of the project relative to EDA investment goals.

Priority Project Evaluation Questions	
Priority Area	Question
Funding Leveraged	How much PRIVATE investment has been dedicated to this project?
	How much TOWN funding has been dedicated to this project?
	How much COUNTY funding has been dedicated to this project?



Priority Project Evaluation Questions	
Priority Area	Question
	How much STATE funding has been dedicated to this project?
	How much FEDERAL funding has been dedicated to this project?
Higher-wage and higher-skilled jobs	How has this project helped to improve the living standards of distressed populations?
	Has this project enabled mid-wage and/or young professionals remain on the Cape?
	How has this project supported traditional resource-based industries? (fishing, agriculture...)
	How many permanent full-time jobs did this project create? More than 20?
	What are the wages paid for the jobs created by this project?
Partnership & collaboration	Who were the public and private partners involved in this project?
	Did the project create new partnerships or expand existing partnerships?
	Did the project bring together people or organizations not typically working together?
Integrated into global market	What new products/services not previously provided on Cape resulted from this project?
	How did this project decrease regional dependence on fossil fuels?
	How did this project increase the viability and use of renewable fuels?
	How did this project increase the export of products and/or services?
Entrepreneurship and innovation	Did this project result in or facilitate technology transfer?
	How did this project support and strengthen small businesses and sole proprietors?
	How did this project serve or encourage locally-owned businesses?
	Did this project facilitate research and development of new concepts or technologies?



Priority Project Evaluation Questions	
Priority Area	Question
Development quality	Did this project help shift development to Economic Center (EC) or Industrial Trade Area (ITA)?
	How did this project allow/result in commercial and/or residential growth in EC or ITA?
	How did this project reduce commercial sprawl along roadways?
	How did this project help preserve or rehabilitate our natural resources?

- END -



CAPE COD
COMMISSION

Appendices
2014 5-Year Update



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COMMISSION



Appendix 1: Economic Development District Designation Letter



UNITED STATES DEPARTMENT OF COMMERCE
Economic Development Administration
Washington, D.C. 20230

December 19, 2013

Mr. Paul Niedzwiecki
Executive Director
Cape Cod Commission
3225 Main Street
Post Office Box 226
Barnstable, MA 02630

Dear Mr. Niedzwiecki:

I am pleased to inform you that the U.S. Economic Development Administration (EDA) has approved the Cape Cod Economic Development District's request for designation as an Economic Development District (EDD). The EDD is comprised of the 15 towns located within Barnstable County.

President Obama is committed to ensuring that no community or demographic group is excluded from the opportunity to achieve the American Dream. To that end, this EDA designation will serve as a foundation for future economic successes that will benefit both families and businesses in your region. EDA is committed to providing financial assistance to meet the economic development needs of distressed communities throughout the United States. Our mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

I trust that this designation will strengthen the economies of the Cape Cod region, and wish you every success in carrying out your economic development activities. Bill Good, of EDA's Philadelphia regional office, will remain your primary point of contact regarding this designation and may be contacted by telephone at (215) 597-0505, or email at www.wgood@eda.gov.

Your ongoing efforts to stimulate growth and business expansion through local economic development programs are greatly appreciated.

Sincerely,

Matthew S. Erskine
Deputy Assistant Secretary of Commerce
for Economic Development
and Chief Operating Officer

Enclosure



UNITED STATES DEPARTMENT OF COMMERCE
Economic Development Administration
Washington, D.C. 20230

MEMORANDUM OF DESIGNATION OF
AN ECONOMIC DEVELOPMENT DISTRICT

In accordance with Section 401 of the Public Works and Economic Development Act of 1965, as amended (42 U.S.C. 3171 et seq.), I hereby designate the region identified below as an Economic Development District:

Name of District Organization Cape Cod Economic Development District

State Massachusetts

Regional Definition Barnstable County, consisting of the towns of Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet, and Yarmouth.

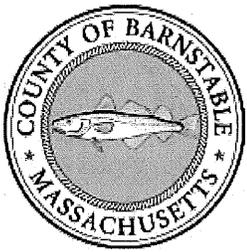
Matthew S. Erskine
Deputy Assistant Secretary of Commerce
for Economic Development
and Chief Operating Officer

Date: December 19, 2013



CAPE COD
COMMISSION

Appendix 2: CEDS Strategy Committee Agendas & Minutes



Cape Cod Economic Development Council

Monthly Meeting Agenda

The Cape Cod Economic Development Council Meeting

Scheduled

Thursday, July 4, 2013, 5:00 pm

at the

Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

Is Cancelled

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council

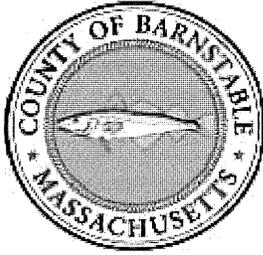
Monthly Meeting Agenda

Meeting Date: August 1, 2013
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
2. Council Chair's Report
3. Finance Committee
 - Review 2013 Budget
 - Revise 2014 Budget
4. Nominating Committee
 - Review Term Expirations and Council Member Vacancy
5. CEDS Advisory Committee Update
6. Other

Attachments:

- Minutes from 06/06/2013 meeting



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, August 1, 2013

Present:

John Harris, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard, Dan Wolf, Jay Zavala

Absent:

Ken Cirillo, M. Pat Flynn, Brian Mannal, Rick Presbrey,

Also Attending:

CCC Staff: Paul Niedzwiecki, Leslie Richardson

Felicia Penn called the meeting to order at 5:15PM in the conference room of the Cape Cod Commission.

Paul Rumul presented the revised budget for the current fiscal year and the committee discussed the amount and method of putting funds in reserve in order to move towards having all the necessary funds for the year at the beginning of each year. The committee also discussed the need to determine how they would like to expend grant funds for the current fiscal year and for the next fiscal year.

Paul Rumul then reported news from the Nominating Committee. He stated that John Kilroy, Alan White, and David Willard are nearing the end of their membership terms. He also reported that Jack McCormack, the new Chair of the Cape Cod Commission, would be representing the Commission on the EDC in the future. The members discussed the value of having term limits for membership or for officer positions but no decisions were made.

Leslie Richardson presented ideas for public participation in the 5-Year Update of the CEDS to the Council. The members discussed the need to be more directive about the regional priority projects rather than just asking broadly for ideas. The members agreed that the EDC could work on defining regional priority projects that would then be vetted by town and regional stakeholders as well as the public.

Felicia Penn asked the committee if they would like to invite Bridgewater State College in to discuss their plans for building a campus on Cape Cod. The committee discussed how Bridgewater's curriculum should complement the work of the Cape Cod Community College. David Willard offered to facilitate this discussion with Bridgewater.

Minutes from the prior meeting and this meeting must be approved by the committee at the September meeting.

The meeting adjourned at 6:10pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: September 5, 2013
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of June 6, 2013 minutes
 - Approval of August 1, 2013 minutes
2. Council Chair's Report
3. Grant Committee
 - Review of the Spring, 2011 grant to the Cape Cod Commission for the SmarterCape Initiative Strategic Information Office (SIO)/Water Quality Center of Excellence (WQCoE) with a vote on an extension
4. Comprehensive Economic Development Strategy Implementation (CEDS)
 - Update presentation on the CEDS 5-year Public Participation Plan
5. Other

Attachments:

- Minutes from previous meetings
- Background information on the CCC grant



Cape Cod Economic Development Council

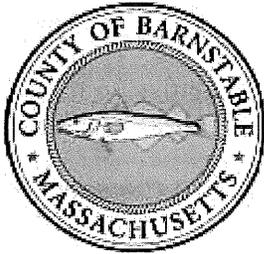
Monthly Meeting Agenda

Meeting Date: October 3, 2013
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of June 6, 2013 minutes
 - Approval of August 1, 2013 minutes
2. Council Chair's Report
 - Nominating Committee Update
3. SmarterCape Initiative Update – Felicia Penn
4. Grant Committee
 - Review of the Spring, 2011 grant to the Cape Cod Commission for the SmarterCape Initiative Strategic Information Office/Water Quality Center of Excellence – Felicia Penn
5. CEDS Advisory Committee Update – John Kilroy
6. CEDS Implementation Update
 - Revised 5 Year Public Participation Plan – Leslie Richardson
7. Other
 - Summary of visit to Bridgewater State University – Felicia Penn

Attachments:

Minutes from meetings June 6, 2013 and August 1, 2013



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, October 3, 2013

Present:

Ken Cirillo, M. Pat Flynn, John Harris, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, David Willard

Absent:

Paul Rumul, Allen White, Dan Wolf

Also Attending:

CCC Staff: Paul Niedzwiecki, Leslie Richardson, Taree McIntyre, Gail Coyne

David Willard called the meeting to order at 5:00 PM in the conference room of the Cape Cod Commission. Upon a motion by Felicia Penn, second by Ken Cirillo, the minutes of the June 6, 2013 and August 1, 2013 meetings were approved.

Council Chair's Report:

Mr. Willard noted that Jay Zavala submitted his resignation from the CCEDC on September 19, 2013. Felicia Penn motioned to accept the resignation, seconded by Rick Presbrey and approved by the majority with Brian Mannal opposing. Mr. Willard stated that Ms. Penn agreed to replace Mr. Zavala on the Nominating Committee. Rick Presbrey motioned to place Ms. Penn on the Nominating Committee, seconded by Brian Mannal and approved by all.

Nominating Committee:

Paul Rumul noted that the terms of David Willard, Allen White, and John Kilroy were expiring December 31, 2013 and he would be checking the intention of each to remain on the CCEDC. Mr. Rumul asked that members consider nominations for Chair and Vice Chair for 2014 in order to vote by the end of the year. Mr. Rumul plans to meet with the Nominating Committee in the coming weeks to consider potential replacements for the two vacant seats. Members discussed the qualifications necessary for a seat on the CCEDC along with the importance of representation of all areas of Cape Cod.

SmarterCape Initiative Update:

Ms. Penn stated that the SmarterCape Partnership was reviewing their Memorandum of Understanding based on questions posed by the Cape Cod Young Professionals as to the Partnership's mission, goals, and strategic plan. The Partners are in the early stages of preparation for the fourth annual SmarterCape Summit.

Grant Committee: Review of the Spring, 2011 grant to the Cape Cod Commission (CCC) for the SmarterCape Initiative Strategic Information Office/Water Quality Center of Excellence

Ms. Penn gave a brief history of the grant and the one year extension. Gail Coyne, CCC Financial Manager, requested an additional extension to December 31, 2013. Ms. Coyne explained that there were multiple funding sources for the project with earlier deadlines that she expended first and that she expected to use the CCEDC funds by the end of the year. After a brief discussion regarding the value of the project to the current 208 Water Quality Plan, Rick Presbrey motioned to extend the grant to December 31, 2013, seconded by Felicia Penn and approved unanimously.

CEDS Advisory Committee Update:

John Kilroy reported that the CEDS Committee needed input from Council Members to select Priority Projects for the next CEDS Five Year Plan. Mr. Kilroy requested that each Council Member email Taree McIntyre by Friday, October 11, with three issues on Cape Cod that need to be addressed and an advocate for each.

Summary of Visit to Bridgewater State University – Felicia Penn:

Ms. Penn reported that she met with BSU officials regarding the proposed satellite location in Yarmouth. BSU chose the Yarmouth location based on their budget and the decision to not purchase land or buildings. The school expects to open fall of 2015, remain in Yarmouth for five years, and then relocate to a larger campus.

The meeting was adjourned at 6:00 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Thursday, November 7, 2013, 5:00 PM
Rescheduled to
Friday, November 8, 2013, 8:00 AM

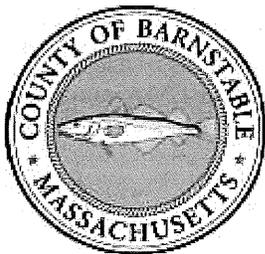
Cape Cod Commission
3225 Main Street
Barnstable, MA 02630

1. Council Chair's Report
2. SmarterCape Initiative
 - Partnership Memorandum of Understanding (MOU)
3. Finance Committee
 - License Plate Revenue Update
4. Nominating Committee Update
5. CEDS Implementation Update
 - Economic Development Work Plan for FY2015
6. Other

Attachments:

SmarterCape MOU

Economic Development Work Plan for FY2015



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, November 8, 2013

Present:

Ken Cirillo, John Harris, Felicia Penn, Paul Rumul, Allen White, David Willard,

Absent:

M. Pat Flynn, John Kilroy, Brian Mannal, Rick Presbrey, Dan Wolf

Also Attending:

CCC Staff: Kristy Senatori, Leslie Richardson, Taree McIntyre

David Willard called the meeting to order at 8:00 am in the conference room of the Cape Cod Commission.

SmarterCape Initiative:

Felicia Penn presented a draft version of a Memorandum of Understanding (MOU) that the SmarterCape Partnership members are considering for execution. After a brief discussion, Allen White motioned that the CCEDC sign the document as presented, seconded by Paul Rumul and approved by all.

Finance Committee:

Paul Rumul provided an update through September, 2013 on the Cape & Islands License Plate revenue. Overall, the revenue is down for 2013 probably due to the economy and multiple competing license plates. The Cape & Islands License Plate Marketing Committee expects to hold an auction for low numbered IC license plates in 2014.

Nominating Committee:

Paul Rumul reminded members that nominees for Chair and Vice Chair would be considered at the December 5, 2013 meeting. Currently, there are two vacant seats on the Council and terms for David Willard, Allen White, and John Kilroy will be up for renewal on December 31, 2013. Council members should contact Mr. Rumul with any recommendations for new members.

CEDS Implementation Update: Economic Development Work Plan FY2015

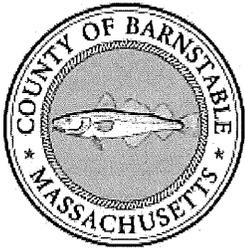
Leslie Richardson submitted a proposed budget from the Cape Cod Commission for the FY2015 work plan. Council members were asked to review the budget for discussion and vote at the December 5, 2013 meeting. Ms. Penn suggested that the projects marked "to be determined" be removed from the budget and be considered by the Council on a case by case basis. Mr. Rumul stated that the budget should be revised and finalized now. Ken Cirillo requested that projects be labeled ongoing or new. Ms. Richardson agreed to add that information and send it out before the December meeting.

Other:

Mr. Cirillo asked if the Cape Cod Commission has taken a stance on the new FEMA maps and what economic impact they have to Cape Cod. Ms. Senatori replied that the CCC has not taken a stance on these maps.

Mr. Willard advised that he would be sending out a survey to consider different days and times for the monthly meeting to then be determined at the December meeting.

The meeting was adjourned at 9:12 am.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: December 5, 2013
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - October 3, 2013
 - November 7, 2013
2. Council Chair's Report
 - CCEDC Update to Barnstable County Commissioners 12/4/13
3. Nominating Committee
 - 2014 Officers
 - Term Renewals
4. CEDS Implementation Update
 - Economic Development Work Plan for FY2015
5. Other

Attachments:

Minutes from October 3, 2013 and November 7, 2013 meetings



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, December 5, 2013

Present:

Ken Cirillo, M. Pat Flynn, John Harris, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, Dan Wolf

Absent:

David Willard

Also Attending:

CCC Staff: Paul Niedzwiecki, Leslie Richardson, Taree McIntyre

David Willard, Chair, requested that Paul Rumul chair the meeting in his absence. Mr. Rumul called the meeting to order at 5:02 PM in the conference room of the Cape Cod Commission. Upon a motion by Felicia Penn, second by Allen White, the minutes of the October 13, 2013 meeting were approved. Upon a motion by Ken Cirillo, second by Felicia Penn, the minutes of the November 7, 2013 meeting were approved.

Council Chair's Report

Mr. Rumul reported that he and Felicia Penn attended the Barnstable County Commissioner's meeting on Wednesday, December 4, 2014, to update the Commissioners on CCEDC activities. Ms. Penn stated that the Commissioners were very receptive to the increased communication that the quarterly updates will provide. Commissioner M. Pat Flynn commented that the update was very beneficial for the new County Administrator, Michael Brillhart, to learn of the CCEDC. Ms. Flynn shared that Mr. Brillhart and the Commissioners have been planning his work projects for the next year and that he has some great plans that will benefit the county. Ms. Penn suggested that Mr. Brillhart be invited to the next CCEDC meeting for an introduction and to hear of his projects. Ms. McIntyre will handle the invitation. John Kilroy and Ken Cirillo will report to the Commissioners in March for the 1st quarter, 2014, update.

Nominating Committee:

Mr. Rumul announced that the terms for Allen White, David Willard, and Dan Wolf were expiring December 31, 2013. Each member was contacted and wished to remain on the Council. Richard Presbrey motioned to recommend to the County Commissioners that all three members be appointed for another term, seconded by Felicia Penn, and approved by all. Mr. Rumul informed the Council that David Willard did not wish to continue as Chair and that Felicia Penn was willing to accept that position; Ken Cirillo was willing to accept the position of Vice Chair if vacated by Ms. Penn. Dan Wolf motioned to recommend to the County Commissioners that Felicia Penn be appointed Chair and Ken Cirillo be appointed Vice Chair, seconded by Allen White, and approved by all. Dan Wolf commented that the Council should address term limits for the future.

CEDS Implementation Update:

Ms. Penn reviewed discussion from the previous Council meeting pertaining to the Cape Cod Commission FY15 Work Plan. Ms. Penn stated that the Grant Committee met prior to the Council meeting to discuss the work plan and after much discussion the committee voted to recommend that the CCEDC recommend to the County Commissioners that License Plate Revenue fund the proposed work plan for FY2015 with revisions in the amount of \$276,200.00. The revisions recommended were that the Research Action to be determined in the amount of \$50,000 and the Regional Priority Project to be determined in the amount of \$20,800 should be combined under the Regional Priority Projects for \$70,800 to cover two projects:

- An update of the Barnstable County Information Technology Survey of all 15 towns, ideally through an on-line survey that can be sent annually to towns
- A project selected from the BCIT Survey where two or more towns can regionalize services electronically to increase efficiency and reduce costs.

Ken Cirillo motioned to make the recommendation to the County Commissioners as presented, seconded by Felicia Penn, and approved by all.

Other:

Ms. Penn noted that she would like to discuss starting a grant round at the February CCEDC meeting.

The members briefly discussed the state's proposed minimum wage hike.

The meeting was adjourned at 6:19 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

J

The Cape Cod Economic Development Council Meeting

Scheduled

Thursday, January 2, 2014, 5:00 pm

at the

Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

Is Cancelled due to Snow

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council

Monthly Meeting Agenda

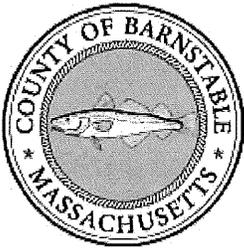
Meeting Date: February 6, 2014
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Council Chair's Report
 - Guest Speaker, Michael Brillhart, County Administrator
 - SmarterCape Partnership
2. Council Vice Chair's Report
3. Grant Committee
 - Grant Round Discussion
4. CEDS Advisory Committee Update
5. CEDS Implementation Update
 - Vote revision on the Economic Development Work Plan for FY2015
 - Cape Cod Regional Marketing Analysis Presentation
 - EDD Designation Update
6. Other

Attachments:

Draft minutes 12/5/2013

Amended motion from 12/5/2013



Cape Cod Economic Development Council

Minutes, February 6, 2014

Present:

M. Pat Flynn, John Harris, Felicia Penn, Rick Presbrey, David Willard

Absent:

Ken Cirillo, John Kilroy, Brian Mannal, Paul Rumul, Allen White, Dan Wolf

Also Attending:

Leslie Richardson, Taree McIntyre, Michael Brillhart, Barnstable County Administrator

Felicia Penn called the meeting to order at 5:02 PM in the conference room of the Cape Cod Commission. The December minutes were not voted for lack of a quorum.

Council Chair's Report:

Michael Brillhart, County Administrator –

Ms. Penn turned the meeting over to County Commissioner, Pat Flynn, who in turn, introduced the new County Administrator, Michael Brillhart. Mr. Brillhart's background was characterized as a public administrative professional. Mr. Brillhart presented a mission statement for Barnstable County and an outline of activities and projects that he will undertake during his one year contract with Barnstable County (attached). Ms. Flynn stated that the list of projects consisted of 70% ideas from Mr. Brillhart and 30% from the Commissioners. When asked if his one year limitation was a drawback, Mr. Brillhart expressed that he will have to rely on established relationships to move the projects forward. Ms. Flynn stated that progress was tracked monthly for the first quarter of the contract but will now be tracked quarterly.

SmarterCape Partnership –

Ms. Penn stated that the SmarterCape Partnership is now meeting every two weeks rather than every week. The event previously known as the SmarterCape Summit will, this year, be the Smarter Economy Summit to be held May 12, 2014 at the Wequassett Resort, Harwich. More details will follow.

Announcements –

Ms. Penn shared that Ken Cirillo is planning to bring in each of the Cape EDICs for updates. He is also working on a format for a CCEDC annual report.

Grant Committee:

Ms. Penn presented a draft Request for Letters of Intent and a timeline by which she would like to proceed with a grant round of \$70,000 - \$80,000. Mr. Presbrey noted that he would like the whole Council to discuss and narrow down funding categories. He also requested that, after the Grant Committee weeds out the best of the requests, the whole Council should decide which projects to fund. Further discussion was tabled for lack of a quorum.

CEDS Implementation Update:

The CEDS vote revision on the Economic Development Work Plan for FY2015, the Cape Cod Regional Marketing Analysis Presentation, and EDD Designation Update were continued to the next meeting.

Other:

Discussion of the CCEDC Remote Participation Policy was tabled until the next meeting.

The meeting was adjourned at 6:05 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

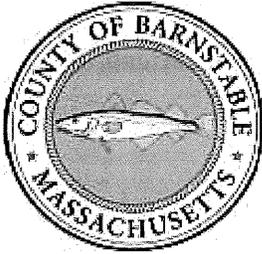
Meeting Date: March 6, 2014
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Council Chair's Report
 - Remote Participation/Policy Discussion with possible vote
 - International Oyster Symposium Report
2. Council Vice Chair's Report
3. Grant Committee
 - Grant Round Discussion with possible vote
4. CEDS Advisory Committee Update
5. CEDS Implementation Update
 - Vote revision on the Economic Development Work Plan for FY2015
 - Cape Cod Regional Marketing Analysis Presentation
 - EDD Designation Update
6. Other

Attachments:

Draft minutes from 12/5/2013 & 2/6/2014

Amended motion from 12/5/2013



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, March 3, 2014

Present:

John Harris, John Kilroy, Felicia Penn, Rick Presbrey, Allen White, David Willard,

Absent:

Ken Cirillo, M. Pat Flynn, Brian Mannal, Paul Rumul, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:01 PM in the conference room of the Cape Cod Commission.

Council Chair Report

Remote Participation

Ms. Penn reviewed the *Procedures for Remote Participation* from the Massachusetts Attorney General and asked for discussion. Council members discussed the frequency of calling in, distance from the meeting location, and reasons for allowing a member to call in. Upon a motion by John Kilroy, second by Allen White, members approved remote participation with the following stipulations:

- Three days' notice must be given to the Council Chair (currently, making the deadline Monday, 5:00)
- Maximum allowance of three remote participations within a one year period
- Validity of reason for not attending and sufficient distance from the meeting will be determined by the Chair

International Oyster Symposium

Ms. Penn reported that she recently met with representatives of the International Oyster Symposium which will be hosted by Cape Cod, October, 2015 during the week of the Wellfleet Oyster Festival. The representatives are seeking sponsors and Ms. Penn has arranged for them to meet with the Barnstable County Commissioners at their next meeting on March 19.

Grant Committee

Spring, 2014 Grant Round

Ms. Penn reviewed a draft *Call for Letters of Intent* which included the areas of interest for funding, the method to apply, and the timeline for the full grant round. After a brief discussion, the only revision was to change the 5th area of interest from a white paper to an RFP regarding the effect of an increased minimum wage on Barnstable County. Upon a motion by David Willard, second by Rick Presbrey, the members voted to recommend to the Barnstable County Commissioners that they approve the grant round and the release of the *Call for Letters of Intent* with the revision (it was later determined that the funds were already budgeted for grants which constituted Commissioner approval).

CEDS Advisory Committee

John Kilroy turned the CEDS Advisory Committee Update over to Leslie Richardson to be reviewed in conjunction with the CEDS Implementation Update.

CEDS Implementation Update

Leslie Richardson summarized the *CEDS Workshop to Identify Regional Priority Projects*, held February 20th in Chatham. After a brief review of the process for creating the CEDS 5-Year Plan and the expected results from the workshop, Attendees met in small groups to list issues on Cape Cod that should be considered for Regional Priority Projects. To meet her timeline for the 5-Year Plan, Ms. Richardson intends to have the list prioritized by May 2 and a draft of the CEDS 5-Year Plan completed by May 5 in order to complete the approval process in June. There was a brief discussion regarding the difficulty of finding and keeping a leader for each of the priority projects.

Vote Revision on the Economic Development Work Plan for FY2015

Upon a motion by David Willard, second by John Kilroy, and approval by all, the December 5, 2013 vote was amended to read *that the CCEDC recommends to the County Commissioners that License Plate revenue fund the proposed economic development work plan of the Cape Cod Commission in an amount up to \$290,000 for programming and administrative expenses. This amount equals level funding with last year.*

Cape Cod Regional Marketing Analysis Presentation

Ms. Richardson summarized the results of the February Stakeholder Survey through a power point presentation. The survey, which was completed by 397 respondents, was a convenient means to maximize public participation in the creation of the 5-year plan. Council members were interested in studying the full version of the final report and it will be distributed by Ms. McIntyre.

Board Minutes

Upon a motion by David Willard, second by Allen White, the minutes of the December 5, 2013 and February 6, 2014 meetings were approved.

Other

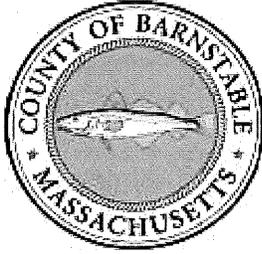
CCEDC Website Review

Ms. Penn introduced the newly rebuilt CCEDC website and demonstrated the ease of navigating the updated information. Council members approved immediate activation of the new website.

Cape Cod Commission Withdrawal Petitions

Rick Presbrey stated that Paul Niedzwiecki, Executive Director of the Cape Cod Commission, could use some increased support in dealing with the *Withdraw from the Cape Cod Commission* petitions that have been presented to nine of the fifteen Cape towns. All agreed that the CCEDC members needed to take a proactive stand. Ms. McIntyre will distribute informational reports on each of the towns detailing services provided by the Cape Cod Commission.

The meeting was adjourned at 6:42 pm.



Cape Cod Economic Development Council

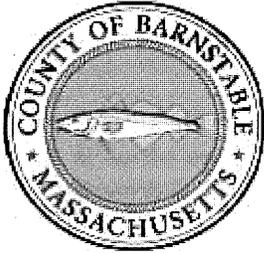
3225 Main Street, PO Box 226, Barnstable, MA 02630

Meeting Date: April 3, 2014
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of March 6, 2014 minutes
2. Council Chair's Report
 - Guest Speaker – Jay Coburn, Community Development Partnership
 - Discussion of *Founding Document* postings
3. Council Vice Chair's Report
4. Finance Committee
 - License Plate Revenue Update – Paul Rumul
5. Grant Committee
 - Progress of Current Grant Round – Taree McIntyre
6. Nominating Committee
 - New Member Update – Paul Rumul
7. CEDS Implementation Update
8. Public Outreach
 - Sponsorship of World Oyster Symposium, October, 2015
9. Other

Attachments:

Minutes of March 6, 2014 meeting



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, April 3, 2014

Present:

Ken Cirillo, M. Pat Flynn, John Harris, Felicia Penn, Paul Rumul, Allen White, David Willard,

Absent:

John Kilroy, Brian Mannal, Rick Presbrey, Dan Wolf

Also Attending:

CCC Staff: Taree McIntyre

Felicia Penn called the meeting to order at 5:05 pm in the Cape Cod Commission conference room.

Board Minutes

Upon a motion by Allen White, second by David Willard, the minutes of the March 3, 2014 meeting were approved.

Council Chair's Report

Ms. Penn announced that Jay Coburn, guest speaker, was ill and unable to attend the meeting. Ms. McIntyre will extend the invitation for the May meeting. Ken Cirillo suggested having a guest speaker each month from a local economic development organization and then sponsoring a joint meeting with all of them later in the year. Members decided on Sandwich Economic Initiative Corporation to begin and Ms. McIntyre will invite Dick Johnson, President to attend the June meeting.

Due to the frequency of quorum issues at the monthly meeting, Ms. Penn stated that, beginning in June and continuing through September, the meetings will be changed to the second Friday of the month, 7:30 am, in the Open Cape building, Innovation Room.

Ms. Penn produced a file of CCEDC documents from 1998 detailing the restructuring of the organization. Ms. Penn suggested that the documents should be scanned and uploaded to the website as a history of the organization to which all agreed. Ms. Penn will handle the process over the next few months.

Finance Committee Update

Paul Rumul presented an updated C&I License Plate Revenue report for FY2014. The report details the fluctuating 2014 monthly earnings compared to FY2013 monthly earnings with an overall, slightly downward trend for the fiscal year due to the popularity of the Red Sox plate benefiting the Jimmy Fund. Mr. Rumul also discussed a new plate design featuring the Cape Cod Baseball League that will be available in the near future.*

*Mr. Rumul revised the statement regarding the Cape Cod Baseball League License Plate at the May 1, 2014 meeting.

Grant Committee Update

Taree McIntyre reported that only two *Letters of Intent* were submitted for the current grant round as most of the submissions are received within 24 hours of the deadline which is April 10. Ms. McIntyre stated that most of the telephone inquiries were from organizations interested in applying for funds although their projects did not conform to the criteria requirements listed on the *Call for Letters of Intent* notice. Other general questions related to the number of grants to be funded, the maximum fund limit for a single grant, the timeline for dispensing funds, available funding for multiple year grants, and the identity of the EDC members making the decisions. Ms. Penn reviewed the timeline for the complete grant round.

Nominating Committee Update

Mr. Rumul reported that the Nominating Committee met March 13, 2014 to review a list of potential candidates as suggested by CCEDC Members. Committee Members shared any known information on candidates including work experience, economic development experience, involvement with outside organizations, sub-region of Cape Cod to be represented, availability, etc. Mr. Rumul will contact the top five candidates to determine their interest and schedule interviews. The Committee will meet again on April 7th to select the candidates to recommend to the Council for filling the vacant seats.

Other

Ms. Penn stated that Cape Cod was chosen to host the 6th Annual International Oyster Symposium for 8 days in October, 2015. The event will begin in Provincetown, piggy-back with the Wellfleet Oyster Festival, and end at the Sea Crest Resort in Falmouth. The EDC will consider contributing as a sponsor from the contingency fund.

The Smarter Cape Economic Development Conference will be held May 12, 2014, 8:00 – 3:00, at the Wequassett Resort in Harwich. The agenda has been posted on the Smarter Cape website at www.smartercapcod.com.

Members briefly discussed the possibility of a third bridge being constructed to ease traffic congestion on and off Cape Cod.

The meeting was adjourned at 6:05 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: May 1, 2014
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of April 3, 2014 draft minutes
2. Council Chair's Report
 - Guest Speaker-Jay Coburn, Community Development Partnership
 - CC Commission Chapter H Hearing, May 8, 2011
3. Council Vice Chair's Report
4. Finance Committee
 - FY15 Draft Budget Discussion – Paul Rumul
5. Grant Committee
 - Update on Current Grant Round – Felicia Penn
6. Nominating Committee
 - Recommendation/Potential Vote on New Council Members – Paul Rumul
7. CEDS Implementation Update
 - CEDS Regional Priority Projects – results of workshop, focus groups, and EDC survey – Leslie Richardson
8. Other
 - Reminder – Smarter Cape Economic Development Conference
 - BC Commissioners 2nd Quarter EDC Update
 - Reminder – EDC meeting: date, time, location change

Attachments

Draft Minutes from the April 3, 2014 meeting

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, May 1, 2014

Present:

Ken Cirillo, John Harris, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard

Absent:

M. Pat Flynn, Brian Mannel, Rick Presbrey, Dan Wolf

Also Attending:

CCC Staff: Paul Niedzwiecki, Leslie Richardson, Taree McIntyre

Guest Speaker: Jay Coburn, Community Development Partnership

Felicia Penn called the meeting to order at 4:58 pm in the conference room of the Cape Cod Commission. Upon a motion by Allen White, second by John Kilroy, the minutes of the April 3, 2014, meeting were approved. Paul Rumul corrected a statement that he made at the April 3, 2014 meeting regarding the C&I License Plate. There will not be a new plate design representing the Cape Cod Baseball League.

Council Chair's Report:

Ms. Penn introduced guest speaker, Jay Coburn, Executive Director of Community Development Partnership (CDP), for an update on the organization (presentation attached). Mr. Coburn explained that the CDP represents the 8 towns of the Lower and Outer Cape. The CDP works to expand opportunities in many areas such as affordable housing, energy efficiency, and entrepreneurial support including education and counseling. Mr. Coburn also addressed the many challenges involved with budgeting for their programs and seeking funding. Mr. Harris asked if the CDP could be a model for a similar program for the Upper and Mid Cape. Mr. White replied that Coastal Community Capital aids businesses with small loans and some entrepreneurial support but does not offer the variety of services offered by the CDP.

Ms. Penn asked for and received approval from Council members to write a letter of support on behalf of the Council to the Cape Cod Commission for the Chapter H – Revised Mandatory DRI Threshold. This revision increases the threshold to 40,000 square feet for proposed Research and Development and Light Manufacturing Uses in designated areas of Bourne, Falmouth, and Sandwich.

Ms. Penn reminded everyone that Richard Johnson, Chair, Sandwich Economic Initiative Corporation, will be the guest speaker at the June 13, 2014 meeting.

Finance Committee:

Paul Rumul reviewed the FY14 budget (attached) and noted expense areas that were estimated high and will be lowered for FY2015.

Grant Committee:

Ms. Penn reported that 14 organizations submitted letters of intent for the Spring, 2014 Grant Round. The Grant Committee met April 18, 2014 and selected 7 applicants to submit full grant proposals including budgets. The deadline for submitting the proposals is May 22, 2014 and the Grant Committee will meet May 30, 2014 for the final selection. Ms. Penn noted that, for the first time, applicants will individually appear before the committee for 15-20 minutes to discuss their project and answer questions before deliberations begin.

Nominating Committee:

Mr. Rumul announced that the committee has selected Barbara Milligan, previous Executive Director of Highfield Hall, Falmouth and new Executive Director of the C&I United Way, and Sheryl Walsh, Senior Vice President of the Cooperative Bank of Cape Cod, to fill the vacant seats on the Council. Mr. Rumul motioned to recommend to the County Commissioners that Barbara Milligan and Sheryl Walsh be appointed to fill the vacant seats on the Council, seconded by Allen White, and approved by all. Ken Cirillo noted that Jay Coburn, Executive Director of Community Development Partnership, should be considered for a future vacancy.

CEDS Implementation Update:

Leslie Richardson distributed a list (attached) of the top 12 Regional Priority Projects being considered for the new CEDS 5-Year Plan as determined through various workshops, surveys, and focus groups as part of the Public Participation Plan. Ms. Richardson requested that the Council assist her in shortening the list to 10 projects. Ms. Penn suggested that the Incubator/testing and training center feasibility study and the Regional conference and art center feasibility study should be removed. Past experience with feasibility studies have not produced a great return on the funds spent and the Arts project is a duplication of a recent effort. Council members agreed and the list was narrowed to 10 projects.

Other:

Ms. Penn reminded everyone of the Smarter Cape Economic Conference May 12th at the Wequassett Resort, Harwich, MA.

Ms. Penn stated that the EDC should update the County Commissioners in June. Mr. Cirillo requested possible dates to check his availability. Ms. McIntyre will check on meeting dates.

Ms. Penn reminded everyone that the next meeting will be June 13, 2014, 7:30 am, in the Innovation Room of the Open Cape Building. Ms. McIntyre will include directions with the next meeting packet. Ms. Penn stated that John Kilroy has taken a leave of absence through September as the new meeting time being considered does not fit his schedule.

Ms. Penn adjourned the meeting at 6:08 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: Friday, June 13, 2014

Time: 7:30 am

Location: Open Cape Building, Barnstable County Complex
3195 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of May, 2014 minutes
2. Council Chair's Report
 - New Member Introductions
 - Guest Speaker – Richard Johnson, President, Sandwich Economic Initiative Corporation
3. Council Vice Chair's Report
4. Finance Committee
 - Discussion of FY15 Budget
5. Grant Committee
 - Vote to recommend to the BC Commissioners the funding of the following grants:
 1. Cape Cod Community College: \$13,197 for Smarter Education Project using Open Cape RAN
 2. Community Development Ptp: \$5,000 to create Winter Farmer's Market with Tech Support
 3. Federated Church: \$1,000 to renovate an existing commercial kitchen for a Community Kitchen use.
 4. Coonamessett Farm Fdn: \$8,000 to formulate new aquaculture regulations/mgt. system for MA.
 5. Town of Falmouth: \$28,000 to fund Year 2 of Little Pond aquaculture project.
 6. Town of Yarmouth/with Dennis: \$7,500 for aquaculture project in Bass River.Total to be funded: \$ \$62,697.00
 - Discussion/Possible Recommendation to BC Commissioners on County Oversight through the CC Cooperative Extension on Municipal Aquaculture Projects
6. CEDS Implementation
 - CEDS endorsement of draft 5-Year Plan
7. Smarter Cape Partnership
 - Summary of 2014 Smarter Economy Conference
8. Other
 - Discussion of Fall Plenary Session with local Economic Development Entities
 - Discussion with vote on \$5,000 sponsorship of 6th Annual Intl. Oyster Symposium

Attachments:

Minutes of 5/1/2014 meeting; Grant Committee Report; IOS Letter & Budget; County Complex Map

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, June 13, 2014

Present:

Ken Cirillo, Brian Mannal, Barbara Milligan, Felicia Penn, Paul Rumul, Sheryl Walsh, David Willard

Absent:

M. Pat Flynn, John Harris, Rick Presbrey, Allen White, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 7:58 am in the Innovation Room of the County Strategic Information Office. Upon a motion by Paul Rumul, second by David Willard, the minutes of the May 1, 2014 meeting were approved with Barbara Milligan and Sheryl Walsh abstaining.

Council Chair's Report:

Ms. Penn introduced new members, Barbara Milligan from Cape and Islands United Way and Sheryl Walsh from Cooperative Bank of Cape Cod, followed by Council members identifying themselves.

Ms. Penn introduced Richard Johnson, President of the Sandwich Economic Initiative Corp, to update the Council on current events in Sandwich. Mr. Johnson announced that the town approved the addition of an assistant planner at town meeting in order to put more focus on economic planning. The resignation of Nate Jones, Town Planner, has temporarily stalled the initiative as Sandwich now has two positions to fill. Mr. Johnson stated that the immediate goal is to improve on tax and job expansion. The focal areas for development include the marina, the "golden triangle," and the Sandwich Industrial Park. He noted that through *Chapter H* of the Cape Cod Commission Enabling Regulations, the Commission has raised thresholds for *Developments of Regional Impact* in the industrial park for a limited number of uses. Ms. Penn informed Mr. Johnson that the CCEDC will be scheduling a plenary session with town economic development entities focusing on the 208 Water Quality Plan, the Regional Transportation Plan, the Regional Policy Plan, and the CEDS 5-Year Update. This session will be scheduled for early November.

Finance Committee:

Paul Rumul circulated proofs (attached) of the new ad campaign for the C&I License Plate featuring a "What's on your Plate" theme. Mr. Rumul presented a draft FY15 budget (attached) representing the line-item changes from FY14 to FY15. The budget will not be finalized until the revenue figures for the last three months of FY14 are received.

Grant Committee:

Ms. Penn presented a list of 6 responsive grant applicants (attached), funds requested, and project descriptions chosen by the grant committee to recommend for funding with C&I License Plate revenue. The online submission issues carried over from the first round and County IT will rectify by changing the host vendor. Ms. Penn explained that this was the first round where applicants were invited to discuss their projects before the committee selection. All committee members thought this process was instrumental in understanding the scope of the projects along with the benefits, budgets, and timelines. Ken Cirillo motioned to recommend to the County Commissioners that C&I License Plate revenue be used to fund the grant proposals as listed, seconded by Paul Rumul and approved by all.

CEDS Implementation:

The draft final 2014 CEDS 5-Year Update was distributed to CCEDC members for review prior to the meeting. Leslie Richardson presented a power point (attached) summarizing the CEDS update process, the results of the public participation plan, and the final 2014 CEDS 5-Year Update. After a brief discussion of survey results, Paul Rumul motioned to approve the final 2014 CEDS 5-Year Update, seconded by David Willard and approved by all.

Smarter Cape Partnership:

Because of time constraints, Ms. Penn tabled the Summary of the 2014 Smarter Cape to a future date.

Other:

Plenary Session:

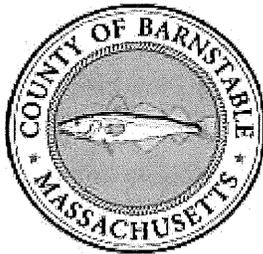
Ms. Penn appointed Ken Cirillo and Taree McIntyre to organize the November Plenary Session for Economic Development as previously noted. Sheryl Walsh volunteered to assist with planning the event. Ms. Penn stated that only economic development organizations will be invited to this initial meeting.

6th Annual International Oyster Symposium (IOS6) Sponsorship:

Ms. Penn presented a request for funds and budget from Kahren Dowcett, Director of IOS6. Ms. Penn stated that CCEDC funds would be used to support the scientific portion of the symposium only. The funds are needed now in order to leverage funds from other organizations. Paul Rumul motioned to support the IOS6 with \$5,000 of C&I License Plate funds, second by Brian Mannal and approved with opposing votes from Ken Cirillo and David Willard.



Appendix 3: CEDS Subcommittee Agendas & Minutes



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

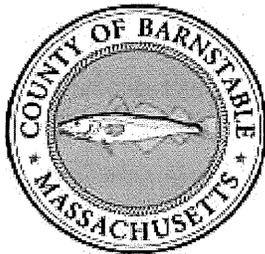
Meeting Date: March 6, 2014
Time: 4:00 – 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of October 3, 2013 minutes
2. Committee Chair's Report
3. Review of CEDS Regional Priority Projects
4. Other

Attachments:

- Minutes from previous meeting

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

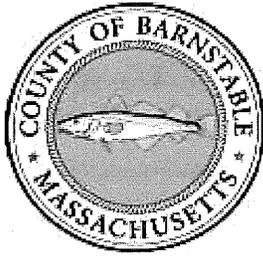
Meeting Date: January 2, 2014
Time: 4:00 – 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of October 3, 2013 minutes
2. Committee Chair's Report
3. Review of CEDS Regional Priority Projects
4. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

Meeting Date: October 3, 2013
Time: 4:00 – 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Approval of June 6, 2013 minutes
 - Approval of August 1, 2013 minutes
2. Committee Chair's Report
3. Review of CEDS Regional Priority Projects
4. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Comprehensive Economic Development Strategy (CEDS) Advisory Committee Minutes, October 3, 2013

Present:

John Harris, John Kilroy

Absent:

Ken Cirillo

Also Attending:

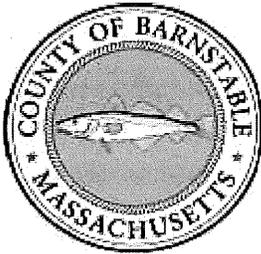
CCC Staff: Leslie Richardson, Taree McIntyre

John Kilroy called the meeting to order at 4:10 pm in the small conference room of the Cape Cod Commission. The topic for the meeting was to discuss the public process needed for the 5-year update of the CEDS. Ms. Richardson gave a brief review of the previous meeting and a review of the priority project selection process five years ago. Ms. Richardson stated that a decision needed to be made on choosing projects that would satisfy the Federal Economic Development Administration (EDA) or projects that would satisfy the CCEDC members.

The committee discussed the previous CEDS five year plan, noting the overwhelming number of priority projects and the lack of interest of the many stakeholders in implementation. Ms. Richardson suggested that the process could begin with CCEDC suggesting the projects and then public participation could be requested to review and critique the selection. It was decided that Mr. Kilroy would request each CCEDC member to submit three priority projects for the new five year plan along with an advocate for each. This information should be submitted to Ms. McIntyre by Friday, October 11, 2013.

Upon a motion by John Harris, second by John Kilroy, the minutes of the June 6, 2013 and August 1, 2013 meetings were approved.

The meeting was adjourned at 5:50 pm.



Cape Cod Economic Development Council

3225 Main Street, PO Box 226, Barnstable, MA 02630

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

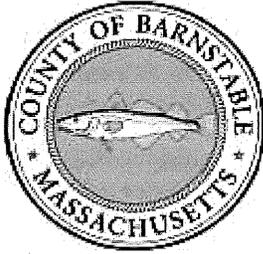
Meeting Date: August 1, 2013
Time: 4:00 – 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
2. Committee Chair's Report
3. Review of CEDS Regional Priority Projects
4. Other

Attachments:

- Minutes from previous meetings

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.



Cape Cod Economic Development Council
3225 Main Street, PO Box 226, Barnstable, MA 02630

**Comprehensive Economic Development Strategy (CEDS)
Advisory Committee
Minutes, August 1, 2013**

Present:

John Harris, John Kilroy

Absent:

Ken Cirillo, David Willard

Also Attending:

CCC Staff: Leslie Richardson

John Kilroy called the meeting to order at 4:10pm in the small conference room of the Cape Cod Commission. The topic for the meeting was to discuss the public process needed for the 5-year update of the CEDS. Leslie Richardson distributed a draft plan and outlined the series of events proposed therein on the white board. The Committee asked numerous questions about the required elements of the CEDS and what events would be responsible for which elements. The members generally agreed with the process as outlined and agreed to bring it to the full CCEDC at their meeting that same evening.

Ms. Richardson was asked to draft a letter to members of the state and federal delegations to accompany the fact sheet she prepared on the Economic Development District (EDD) designation currently being sought from the US Economic Development Administration (EDA). The committee agreed that the letter should be signed by the Executive Director of the Cape Cod Commission, the Chair of the CCEDC, and the Chair of the County Commissioners.

The committee also requested that Ms. Richardson bring descriptions of previously funded EDA projects to provide a better understanding of what the EDA chooses to fund.

Minutes from the prior meeting and this meeting must be approved by the committee at the September meeting.



CAPE COD
COMMISSION

Appendix 4: CEDS Survey Instrument

Thank you for your interest in Cape Cod's economic future! This survey will assist planners and policy makers update the region's 5-year Comprehensive Economic Development Strategy (CEDS). Cape Cod was recently designated an Economic Development District by the US Economic Development Administration in recognition of both the areas potential and challenges. This survey will ask your opinion on a number of general development issues and on specific projects being discussed presently as potential engines of economic development. Hopefully, this will be an easy first step in your participation to improve the Cape's regional economy so our residents may prosper while protecting that which makes the region unique and valuable.

ECONOMIC DEVELOPMENT PLANNING

THE VISION FOR ECONOMIC DEVELOPMENT ON CAPE COD

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.

1. How would you prioritize the following elements of this vision

	Not Important	Somewhat Important	Very Important
Building dynamic economic centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting the historic character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating employment and business opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attracting income to the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building reliable infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. What do you feel is missing from this vision?

3. What do you believe is Cape Cod's best economic asset?

4. Do you believe it is important to have a regional economic development plan?

- Yes
- No

5. How involved would you like to be in the development of the CEDS?

- Very Involved
- Somewhat Involved
- Not Involved

ECONOMIC DEVELOPMENT ISSUES / CHALLENGES

6. How much of a problem do you feel following challenges are to the long-term economic success of the region?

	Not a Problem	A Moderate Problem	A Significant Problem
An older than average population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vulnerability to natural disasters and sea-level rise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disconnect between educational attainment, job skill training and job opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High cost of housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seasonality of the economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bridge and road capacity/traffic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low wages relative to state averages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Need for waste-water treatment infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crime and substance abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aging Canal bridges require frequent lane closure for maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How do you feel about the current level of residential development?

- Too Much
- Too Little
- Just Right
- Not the Right Kind

8. How do you feel about the current level of commercial development?

- Too Much
- Too Little
- Just Right
- Not the Right Kind

9. Do you feel we need more of any type of housing?

- Single family homes
- 2 family homes
- Rental apartments
- Condominiums
- Auxiliary dwellings
- Top-of-the-shop housing
- Deed restricted low-income OWNERSHIP housing
- Deed restricted low-income RENTAL housing

10. Do you feel we need more of any type of commercial structures

- Professional Offices
- Medical Offices
- Retail – Large
- Retail – Small
- Light Manufacturing Structures
- Laboratory/R&D Space
- Warehouses

11. Do you support additional big-box retail on Cape Cod?

- Yes – anywhere on the Cape
- Yes – West of Bass River
- Yes - In Hyannis only
- No

12. What do you believe are Cape Cod's greatest economic advantages?

REGIONAL PROJECT IDEAS / OPPORTUNITIES

13. Do you think it is important to the regional economy to have the following?

	Not Important	Somewhat Important	Very Important
Regional Performing Arts Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conference Center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Large Sporting Fields Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship Training & Business Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Third Bridge Across the Canal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Redevelopment Authority to Aggregate Commercial Land for Redevelopment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commuter Rail Service to Boston	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seasonal Passenger Rail Service from Boston	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What other projects do you feel are important to regional economic development?

15. How would you advocate for using the Joint Base Cape Cod (formerly: Massachusetts Military Reservation) in the future?

	Strongly Support	Support	Neutral	Oppose	Strongly Oppose
Military Training	<input type="radio"/>				
Environmental protection and management	<input type="radio"/>				
Waste-water and effluent treatment site	<input type="radio"/>				
Renewable Energy	<input type="radio"/>				
Solid Waste & Recycling	<input type="radio"/>				
Education	<input type="radio"/>				
Research & Development	<input type="radio"/>				
Retail Commercial Development	<input type="radio"/>				
Non-retail Commercial Development	<input type="radio"/>				
Industrial Development	<input type="radio"/>				
Commercial Aviation	<input type="radio"/>				
Housing	<input type="radio"/>				
Outdoor recreation	<input type="radio"/>				

NEXT STEPS

16. Would you be interested in participating in a Focus Group to review regional economic development project ideas?

Yes

No

17. If yes, what is your email address?

18. Would you attend a regional economic development conference in the spring?

Yes

No

19. What subjects would you be most interested in learning more about?

	Not Interested	Somewhat Interested	Very Interested
Demographic and Economic Trends on Cape Cod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issues and Research in Environmental & Regional Economics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship Training Programs and Success Stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Vision for Land Use on Cape Cod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Waste-water Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Transportation Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative Placemaking effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Performing Arts Center feasibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Conference Center feasibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Sports facility feasibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing Cape Cod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Status of young adults on Cape Cod	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Are there other subjects not mentioned here that you would like to see covered in an economic development conference this spring?

RESPONDENT DEMOGRAPHICS

21. How would you describe your place of work?

- Business
- Non-profit
- Government
- Unemployed
- Retired

22. What is your gender?

- Female
- Male

23. In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 00544 or 94305)

24. How old are you?

- | | |
|--------------------------------|-----------------------------|
| <input type="radio"/> Under 20 | <input type="radio"/> 50-54 |
| <input type="radio"/> 20-24 | <input type="radio"/> 55-59 |
| <input type="radio"/> 25-29 | <input type="radio"/> 60-64 |
| <input type="radio"/> 30-34 | <input type="radio"/> 65-69 |
| <input type="radio"/> 35-39 | <input type="radio"/> 70-74 |
| <input type="radio"/> 40-44 | <input type="radio"/> 75+ |
| <input type="radio"/> 45-49 | |

25. How long have you lived on Cape Cod?

- Just moved here
- 1-4 years
- 5-9 years
- 10-19 years
- 20+ years

26. What is your approximate average household income?

- \$0-\$24,999
- \$25,000-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- \$100,000-\$124,999
- \$125,000-\$149,999
- \$150,000-\$174,999
- \$175,000-\$199,999
- \$200,000 and up

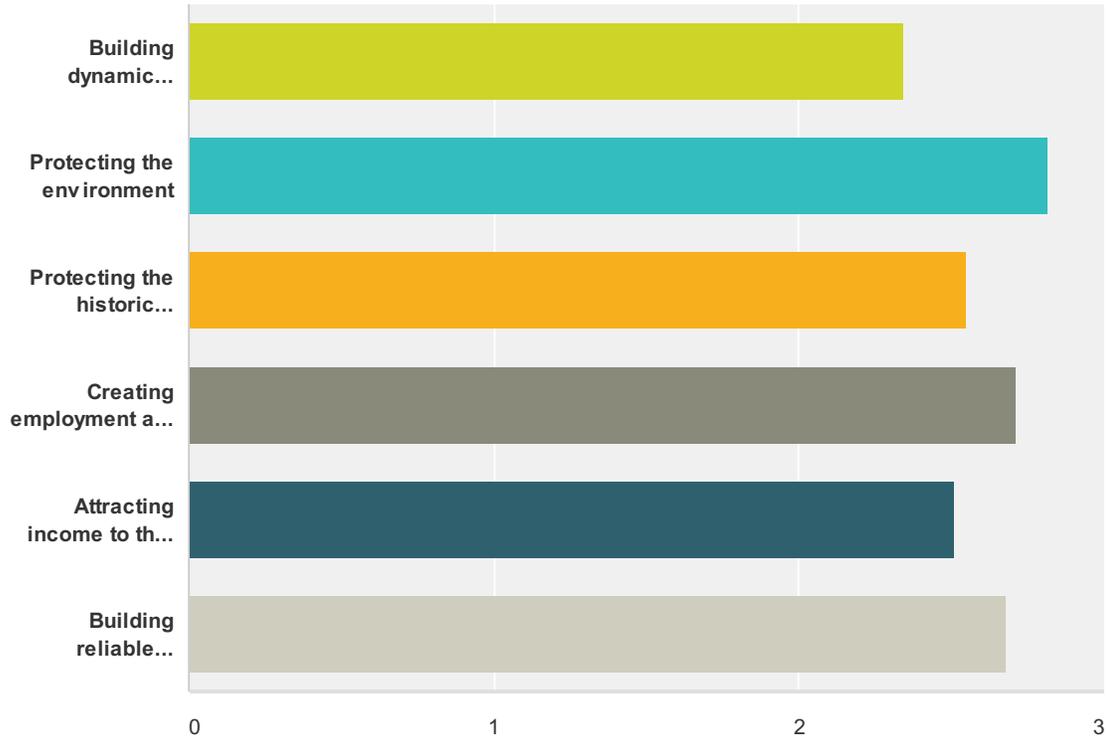
Thank you very much for completing our survey!



Appendix 5: CEDS Survey Results

Q1 How would you prioritize the following elements of this vision

Answered: 397 Skipped: 0



	Not Important	Somewhat Important	Very Important	Total	Average Rating
Building dynamic economic centers	13.92% 54	38.66% 150	47.42% 184	388	2.34
Protecting the environment	1.53% 6	15.01% 59	83.46% 328	393	2.82
Protecting the historic character	5.58% 22	33.76% 133	60.66% 239	394	2.55
Creating employment and business opportunities	2.81% 11	22.96% 90	74.23% 291	392	2.71
Attracting income to the region	6.70% 26	35.57% 138	57.73% 224	388	2.51
Building reliable infrastructure	3.35% 13	25.26% 98	71.39% 277	388	2.68

CEDS Opinion Survey

Q2 What do you feel is missing from this vision?

Answered: 280 Skipped: 117

#	Responses	Date
1	provides a high quality of life to its residents.i.e. medical, fire police and schools.	2/24/2014 9:50 AM
2	It seems that a robust economy and a protected environment are always viewed in parallel. I think the biggest challenge is in dealing with the intertwined and paradoxical nature of the two.	2/24/2014 7:40 AM
3	It looks very concise	2/21/2014 3:56 PM
4	The word: "sustainable."	2/21/2014 3:41 PM
5	Striking a balance of the above items	2/21/2014 2:48 PM
6	Creating events and activities for families with children as well as offering more professional training options at Cape Cod Community College that will enhance the job market and attract families who are middle income and higher to stay on the Cape.	2/21/2014 1:36 PM
7	I think you got it all	2/21/2014 12:23 PM
8	Coordinating with other areas in the region- Boston, Plymouth, the Islands.	2/21/2014 11:45 AM
9	Nothing.	2/21/2014 9:28 AM
10	Encouraging industries outside retail sales	2/20/2014 9:40 PM
11	Promotion of scientific studies ie, WHOI' Center for Coastal Studies	2/20/2014 6:24 PM
12	Keeping overdevelopment at bay	2/20/2014 4:33 PM
13	1. A business friendly environment: Unfriendly state regulations are exacerbated by regional organizations such as the Cape Cod Commission. 2. Lack of physical infrastructure 3. Lack of economic infrastructure	2/20/2014 4:20 PM
14	We need to attract businesses that create wealth first, then service sector (retail, tourism), and then government.	2/20/2014 3:14 PM
15	Affordability	2/20/2014 12:34 PM
16	Not just attracting new income, but strengthening existing income (like tourism and fisheries) is important enough not to be neglected	2/20/2014 12:10 PM
17	Bringing more diversity to the region such as different shopping outlets/restaurants etc.	2/20/2014 10:27 AM
18	protecting our waters and providing sewerage on the Cape	2/19/2014 8:12 PM
19	Education of business and community leaders to help drive growth.	2/19/2014 7:04 PM
20	over-regionalisation	2/19/2014 3:03 PM
21	looks OK as is	2/19/2014 2:04 PM
22	Attracting Knowledge institutions to the cape	2/19/2014 1:32 PM
23	Expand broadband opportunities which will attract businesses and perhaps, create jobs.	2/19/2014 1:21 PM
24	Focus on year round vs summer only. Focus on keeping under 55 and under 35 on cape year round.	2/19/2014 1:07 PM
25	It needs to be articulated in a way that recognizes that all of these elements are interconnected and interdependent.	2/19/2014 1:06 PM
26	Protecting the drinking water supply. Shifting to environmentally benign energy sources. Health.	2/19/2014 12:16 PM
27	There are many empty buildings/mini malls throughout the Cape. The first priority should be filling the empty buildings before building new infrastructure.	2/19/2014 11:56 AM

CEDS Opinion Survey

28	recreational opportunities; variety of housing choices	2/19/2014 11:43 AM
29	Not just reliable infrastructure, but modern and expanded infrastructure. Also need an update in building codes. The quality of housing construction leaves something to be desired.	2/19/2014 11:40 AM
30	The need for a healthy and safe environment for families.	2/19/2014 11:13 AM
31	jobs that support individual and families	2/19/2014 11:11 AM
32	Attracting investors, high tech companies and young people.	2/19/2014 10:31 AM
33	Regional sustainability built around distributed power. If the the peninsula could become power self reliant, perhaps through wind resources at the town level as the starting point, then there would be possible incentives given to prospective businesses requiring stable energy resources.	2/19/2014 10:15 AM
34	Reference to the new digital network that recently opened for business and may become THE key economic development factor in true future.	2/19/2014 9:54 AM
35	Attracting and retaining a younger population.	2/19/2014 9:51 AM
36	Promoting quality of life for residents.	2/19/2014 8:46 AM
37	1. Strategy for affordable housing to attract younger workers and keep young people on the Cape. 2. Year round recreational and cultural activities targeted for young people to help encourage them to stay.	2/19/2014 8:45 AM
38	As referenced, reliable infrastructure is critical to economic success	2/19/2014 8:43 AM
39	In balancing economic development vs. community character issues like historic preservation, the balance needs to be tipped toward economic development. Too often, the community character card gets precedence.	2/19/2014 8:38 AM
40	leveraging second career individuals to expand economy	2/19/2014 8:37 AM
41	This is another program to get the publics focus off of the important issues we face here on Cape Cod.	2/19/2014 8:28 AM
42	Combining all of question 1 with green energy, green infrastructures and green products.	2/19/2014 8:11 AM
43	Making sure that over-regulation is limiting the economic opportunities for emerging businesses.	2/19/2014 7:15 AM
44	4 year college	2/19/2014 6:56 AM
45	Make it simpler, so the CCCC can use it to promote ourselves. We don't need to attract 'income' to the region as much as we need to attract people to the region, whether they live or visit. And they should be 'self sustaining' people, not those who depend on government programs to live.	2/19/2014 5:40 AM
46	Leadership	2/18/2014 10:12 PM
47	Affordable housing.	2/18/2014 9:45 PM
48	Affordable housing for families who grew up here.	2/18/2014 9:32 PM
49	Location, location, location. Its simply hard to do it all surrounded by limited land and a lot of water.	2/18/2014 9:19 PM
50	Efficient and effective government	2/18/2014 8:39 PM
51	Distinct evidence of concern for retaining young families and work force and stopping slide toward gated communities of largely second homes, though this may be implicit in some aspects of the stated vision. Concern also for affordable senior housing, including that of a continuing care kind.	2/18/2014 8:18 PM
52	Attracting and retaining young professionals!	2/18/2014 7:30 PM
53	Promoting the fact that all 15 Cape towns tax commercial real estate at the same rate as residential thus having some of the lowest commercial tax rates in the state. Also "Open Cape" broad band availability has not been promoted strongly enough.	2/18/2014 7:26 PM
54	Clean water	2/18/2014 7:03 PM
55	Sustaining a viable economy for young families as well as fixed income residents.	2/18/2014 6:51 PM
56	education	2/18/2014 6:18 PM

CEDS Opinion Survey

57	Creating a Cape-wide environmental plan relating to water resource protection, limiting pollution from fertilizers and outdated septic systems (why not require all homeowners to have their septic systems inspected every five years), protecting our beaches and dunes as a Cape-wide endeavour rather than town by town.	2/18/2014 5:57 PM
58	People, attracting new and keeping indigenous	2/18/2014 5:46 PM
59	Housing for the working class	2/18/2014 5:36 PM
60	Focus on improving the town centers that are the lifeblood of the Cape both to its residents and visitors.	2/18/2014 5:03 PM
61	Provide incentives to private sector property owners to upgrade/modernize existing commercial buildings, especially those in town centers, Mainstreet, and on other high traffic roads to and from the Cape.	2/18/2014 5:02 PM
62	Opportunities specific to young professionals and retention of young families	2/18/2014 5:00 PM
63	By allowing the private sector to have the largest voice in private business. Move over CCC Rover and let the people vote on the DRI projects. A government of the people and by the people and for the people of the Cape. Not for a Agenda 21 UN protocol. I want Local control. All politics are local "Tip O'Neil"	2/18/2014 4:59 PM
64	a collaborative approach by the towns.	2/18/2014 4:57 PM
65	Providing affordable housing!	2/18/2014 4:54 PM
66	Fixing the inadequate transportation infrastructure. Countless bottlenecks on Route 28 and highly inefficient access from to Route 6 from the Upper Cape, especially on the sound side and Mashpee/Falmouth. Have any of you ever tried getting to exits 2, 4, or 5 in a timely manner? It's not possible.	2/18/2014 4:39 PM
67	Building community with (in-person) social groups.	2/18/2014 4:36 PM
68	Punctuation. Seriously, it's an enormous run-on sentence that is practically incomprehensible because of it. Try this instead... Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas. Within are a diverse array of viable employment and business opportunities that retain and attract income to the region. These are supported by a reliable infrastructure designed to serve a modern economy while simultaneously protecting the natural assets and historic character of the region.	2/18/2014 4:29 PM
69	any notion of how we might balance competing positive goals. It's the method of political working out that's most important, we know how to meet most of the goals you mention, but not how to balance them with an overall goal of sustainable, properly scaled living. There are also missing elements - water and its uses - commercial and sport fishing, boating, swimming, etc.	2/18/2014 4:20 PM
70	Importance of tourism - need for yearround businesses	2/18/2014 4:18 PM
71	The above are outstanding. if we do not move beyond tourism and seasonal seasonal celebrations we are doomed to become a coastal cemetery where haves come to die.	2/18/2014 4:17 PM
72	keep out your social engineering, no planned communities, no complete streets. Energizing and sustaining the rich assets that are the Cape already.	2/18/2014 4:13 PM
73	The fact that Cape Cod can not use the talents of many who do not call this place home.	2/18/2014 4:07 PM
74	Education & job training, especially in information technologies	2/18/2014 4:04 PM
75	Encouraging a youthful population that can settle in the area without having to live with their parents or parcel off land from relatives as the only affordable option.	2/18/2014 3:58 PM
76	workforce housing	2/18/2014 3:42 PM
77	Abolishing the Cape Cod Commission	2/18/2014 3:38 PM
78	nothing	2/18/2014 3:32 PM
79	None of this is mutually exclusive. Historic zones need protection as do our natural resources, vistas. Thoughtful zoning, encouraging intensive economic development with less sprawl, can be accommodated. That may imply some reconsideration of plans which allow sprawl to encroach on historic, residential, or natural resources, or which create/ encourage traffic or other quality of life problems.	2/18/2014 3:31 PM

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80	nothing	2/18/2014 3:26 PM
81	diversity of citizens	2/18/2014 3:24 PM
82	Focus on Technology	2/18/2014 3:21 PM
83	Diversity of population	2/18/2014 3:19 PM
84	More resource centers for drug abuse and for the mentally ill as well as homeless / less fortunate. There is a BIG drug problem on the Cape, which needs to stop being "swept under the rug" in regards to economic growth.	2/18/2014 3:18 PM
85	Educating the voting base to understand the need of reliable infrastructure for example.	2/18/2014 3:18 PM
86	Building economic and residential centers away from the wrath of nature and climate change. Building low impact development - carbon footprint, waste	2/18/2014 3:17 PM
87	Creating areas on the Cape where year round residents - especially young adults (25 - 40) can live, work and play within a reasonable distance.	2/18/2014 3:17 PM
88	keeping young folks here on Cape in an affordable way	2/18/2014 3:17 PM
89	Affordable housing for workers Social service programs	2/18/2014 3:13 PM
90	We need to identify and make changes that will allow us to adapt to climate change. For example, we need a comprehensive plan for dealing with sea-level rise. We also face serious problems with our drinking water supply.	2/18/2014 2:34 PM
91	No Liating of present atmm No listing of current aSsets	2/18/2014 2:28 PM
92	Aging	2/18/2014 2:12 PM
93	a good recycling program! even metro detroit has a great one!	2/18/2014 12:34 PM
94	Housing our work force. Reliable year round rental options. (not low income housing or habitat)	2/18/2014 12:21 PM
95	Education/Training Opportunities	2/18/2014 11:41 AM
96	A process to streamline permitting	2/18/2014 10:28 AM
97	Supporting existing businesses.	2/18/2014 8:26 AM
98	Good education for young children and college age students.	2/17/2014 9:17 PM
99	It's not a vision. It speaks to what we try to be now but doesn't cast a vision to empower.	2/17/2014 8:18 PM
100	Quality schools Upgrading CCCC to a state university campus	2/17/2014 4:34 PM
101	Balancing the power distribution between money interests and quality of life interests.	2/16/2014 9:07 AM
102	Education- how do our schools stack up when it comes to college entrance Business opps that are not minimum wage	2/15/2014 5:08 PM
103	attracting adults to relocate to the cape	2/15/2014 4:52 PM
104	nothing as of yet.	2/15/2014 4:06 PM
105	Education	2/15/2014 3:56 PM
106	What vision? The economic vision is not well thought.	2/15/2014 9:46 AM
107	I want to see any kind of dev. that does not drive young people off the Cape.	2/14/2014 4:04 PM
108	Comitment	2/14/2014 2:40 PM
109	Affordable housing.	2/14/2014 12:37 PM
110	Maintaining good PUBLIC (not charter) schools and the community college. Keeping large chain stores to an absolute minimum.	2/14/2014 10:41 AM
111	nada	2/14/2014 10:22 AM

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112	Community capacity building - community programs and community space, i.e. parks, trails, and conservation land; free or donation based fitness classes, continuing education classes, etc. If people can save money in these areas, they will spend money else where. Provide ample opportunity for year-round resident school age children to get involved in the community to fuel the desire to make improvements and contributions in their early adult life - not just after retirement. Affordable, reliable public transportation.	2/14/2014 9:34 AM
113	Comprehensive planning to maintain and respect the long standing community all development in keeping with the character of the community, utilizing and refurbishing existing structures, etc.	2/14/2014 9:12 AM
114	connecting education (CCCC) with the building of economic centers and innovation.	2/14/2014 9:10 AM
115	The exodus of young people !	2/14/2014 8:46 AM
116	safety concerns- emergency management. Retaining residents and reducing transient populations.	2/14/2014 7:33 AM
117	Big business that coulda produce a large tax base	2/14/2014 4:28 AM
118	Need another lane for traffic from Dennis to Orleans	2/13/2014 10:36 PM
119	Preserving the non-commercialized comfortable small town charachter that "most" of us come to enjoy, and live here for. It's WHY Cape Cod is unique.	2/13/2014 10:01 PM
120	Appeal to young families	2/13/2014 9:22 PM
121	Need to fight the new FEMA Flood water maps. The Commision should fight for Cape Cod as an entire unit	2/13/2014 9:05 PM
122	Strong schools	2/13/2014 8:47 PM
123	Keeping our young people here	2/13/2014 8:20 PM
124	Waste water treatment facility	2/13/2014 8:10 PM
125	Sound, sensible permitting unincumbered by special interest and greedy county and town prejudicial politics.	2/13/2014 5:47 PM
126	An emphasis under creating employment opportunities that emphasizes young adults, particularly Cape Codders.	2/13/2014 4:56 PM
127	Affordable housing	2/13/2014 4:13 PM
128	realistic acknowledgement of the Cape's current demographic makeup.	2/13/2014 4:08 PM
129	Expanding post secondary education opportunities to provide a more highly skilled workforce...the rest will follow.	2/13/2014 3:59 PM
130	Lack of affordable housing for Cape Cod US Citizens/ workers	2/13/2014 3:11 PM
131	Encouraging citizen involvement in thoughtful dynamic politicians	2/13/2014 3:09 PM
132	affordable housing, creating sense of working together cooperation, not overdeveloping the Cape visitor facilities, welcome centers	2/13/2014 2:52 PM
133	Work force retention issues: housing, childcare, transportation. Our work force is leaving.	2/13/2014 2:43 PM
134	Higher Education	2/13/2014 1:42 PM
135	Options for reducing taxes	2/13/2014 1:39 PM
136	Education	2/13/2014 1:38 PM
137	Youth opportunities and education Culture and Arts	2/13/2014 1:03 PM
138	Clearly formulated goals that integrate the above elements. Public funds are allocated a bit haphazardly (as in CPC moneys), and there is no meaningful public transportation.	2/13/2014 12:51 PM
139	All of these areas need work.	2/13/2014 12:34 PM
140	Providing 21st century educational opportunities at both high school and college level that will support the economic goals.	2/13/2014 12:04 PM
141	Process. " People and their systems" need to be at the top of the list. This is the corollary to natural system. understanding that makes community building work to empower individuals and so create a strong society	2/13/2014 11:45 AM

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142	Support for those whose income is such that buying a house is nearly impossible. Planning for support for the aging population when the younger generation is moving away.	2/13/2014 11:24 AM
143	Protecting the scenic/historic viewsapes and water driven attractions (beaches, boating, fishing)	2/13/2014 11:09 AM
144	Centralized permitting process. Making it simpler to open a business, where departments work in conjunction with other. So an applicant isn't told one thing at one office and a contrary thing at another	2/13/2014 11:01 AM
145	Realistic delineations of actual historic areas and pre existing typical commercial areas.	2/13/2014 10:54 AM
146	Cooperation from town officials and committees.	2/13/2014 10:20 AM
147	Infrastructure MUST include "last mile" broadband fiber.	2/13/2014 9:50 AM
148	Affordable housing	2/13/2014 8:55 AM
149	The emphasis on more affordable housing to support economic development	2/13/2014 8:26 AM
150	na	2/13/2014 7:39 AM
151	Not really sure about diverse array- I wish!	2/12/2014 6:05 PM
152	Thinking locally and developing economic opportunities from the talent and resources that are present and original to the Cape	2/12/2014 5:58 PM
153	Technology support, i.e., broadband, start-up for technology etc.	2/12/2014 4:53 PM
154	A plan to attract and retain ages 25 - 45 by providing affordable housing and reasonable employment opportunities.	2/12/2014 3:22 PM
155	A visible link between econ development, environment and social benefits, e.g., affordable housing. Should avoid idea that these are mutually exclusive.	2/12/2014 2:54 PM
156	Increasing income to shell fishermen by increasing volume available to be harvested and prices paid to them.	2/12/2014 2:09 PM
157	I'm not exactly sure what "Building Reliable Infrastructure" means, so I marked it in the middle.	2/12/2014 1:38 PM
158	21st c. educational opportunities in high technology fields esp software, communications, and security	2/12/2014 1:36 PM
159	Addressing the impending (and present) impacts of climate change	2/12/2014 1:09 PM
160	Lowe's	2/12/2014 12:54 PM
161	It's presumptuous. It presumes that "viable" employment and business opportunities already exist. If this is true, then why the "brain drain"?	2/12/2014 11:55 AM
162	cape as residential suburb	2/12/2014 11:50 AM
163	affordable housing, post secondary education, day care	2/12/2014 11:44 AM
164	Building sustainable, small economic centers. (What the hell is a dynamic economic center anyway?)	2/12/2014 11:32 AM
165	transportation issues using air, rail, and ferries to get people off the bridges	2/12/2014 11:07 AM
166	Educating and enlisting the support of RESIDENTS.	2/12/2014 10:48 AM
167	Targeting businesses that encourage telecommuting for their employees and highlight the benefits of living on Cape Cod....Lifestyle, education, environment, safety, etc.	2/12/2014 10:35 AM
168	what type of business do we wish to attract? Maybe we should focus on being a tourist destination and becoming a medical center.	2/12/2014 10:11 AM
169	an educational system that supports the success of the above.	2/12/2014 9:59 AM
170	More specifics on the areas to be developed as dynamic economic centers. It should be centralized as much as possible	2/12/2014 9:40 AM
171	Finding and attracting the talent to make this vision happen.	2/12/2014 9:06 AM
172	Cape Cod character is unique and should be cultivated	2/12/2014 9:05 AM

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173	Recognizing and incorporating into the planning that there are significant differences, economic, cultural, and demographic, existing from upper Cape to lower Cape.	2/12/2014 8:57 AM
174	Marine and ocean technology needs to be singled out as a vision for the future	2/12/2014 7:34 AM
175	the cape is a very special place! Let; not try to make it something else	2/11/2014 10:51 PM
176	sense of community, sustainable for younger generations	2/11/2014 9:39 PM
177	Economic justice. How do we make Cape Cod an "affordable place" for working families? Nantucket is an attractive place, with a nice environment and lots of historic preservation, but the cost of living on Nantucket is much too high for police officers, nurses, teachers, and other working people.	2/11/2014 8:58 PM
178	What does building dynamic economic centers entail?	2/11/2014 8:57 PM
179	Define at a more detailed level what are appropriate when "Creating employment and business opportunities", specifically more support for our small business home/office workplaces	2/11/2014 8:49 PM
180	MY concern is that what I interpret to fit the statement may not be what you meant. eg, reliable infrastructure means what—roads? open cape? sufficient landings for fishermen and for tourists? Each has different implications for the future of the Cape.	2/11/2014 8:45 PM
181	attraction companies for employment to cape.	2/11/2014 8:03 PM
182	Creating an place that is affordable and safe for it's workers and their families.	2/11/2014 7:12 PM
183	sounds good	2/11/2014 6:48 PM
184	Effective and consistent regional governance, supported by town government, that understands that economic development is a regional issue – can't be done town by town!	2/11/2014 6:45 PM
185	A mechanism that prevents the plan from picking winners. It should not protect existing businesses just because they are existing.	2/11/2014 6:29 PM
186	The concept of limits.	2/11/2014 6:27 PM
187	Looks good	2/11/2014 6:12 PM
188	Coordination of the various efforts toward these goals: Simultaneous, like efforts by different groups can waste valuable resources like money and labo.	2/11/2014 5:35 PM
189	Preparing for climate change impacts on Cape communities	2/11/2014 5:29 PM
190	Recreational planning.	2/11/2014 5:28 PM
191	The plan should address the importance synergy between environmental restoration and job creation on Cape Cod. To clean up Cape Cod, we need lots of "cleaners"!	2/11/2014 5:28 PM
192	Making the Cape more resilient to disaster - natural and economic	2/11/2014 5:20 PM
193	Preservation	2/11/2014 5:06 PM
194	How are you going to do this? Entrepreneurship fits, but the region lacks high risk capital. I also have concerns about labor force quality and specific skill sets.	2/11/2014 4:50 PM
195	Building innovative educational institutions Building high speed cyber optic internet system	2/11/2014 4:41 PM
196	I think the vision is missing recognition and preservation of "cultural" character. Protecting "historic" character implies protection/preservation of built environment. Your work needs to recognize that economic development on the Outer Cape, for example, means something different than it does elsewhere. Lifestyle on the Outer Cape reflects a "cultural" character and is considerably different from that in the mid and upper Cape. Our quality of life is high because of our traditional ties to the land, the sea, nature, and the arts. Outer Cape residents may choose to give up some "amenities" of the suburbanized because we value our special way of life.	2/11/2014 4:40 PM
197	Lack of building a better infrastructure for teck and sofr businesses that bring above minimum wage jobs.	2/11/2014 4:40 PM
198	1) Leveraging our unique economic engines like commercial fishing, performing arts, and fine arts. 2) increasing opportunities in education & training beyond high school to build technical skills that offer sustainable incomes from good jobs.	2/11/2014 4:32 PM
199	Supporting young adults	2/11/2014 4:25 PM

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200	The over building on the Cape. The lack of sewerage in most of the towns. The ever shrinking water table	2/11/2014 3:57 PM
201	All are important elements. I could express myself better with a 5 point scale. What is covered by reliable infrastructure. We need a better bus transportation network oncape and to and from cape.	2/11/2014 3:55 PM
202	Public Transportation	2/11/2014 3:55 PM
203	The virtuous circle concept...we need affordable community housing in order to protector balance within our communities and employment which in turn diversifies our economy and improves income and business viability.	2/11/2014 3:46 PM
204	Improved internet service and, therefore, access to employment and business opportunities off of the Cape when needed.	2/11/2014 3:42 PM
205	A healthy and vibrant workforce is missing?? The vision seems to be too much but say too little. Why not create a strategy outline instead of a vision? Then you wouldn't need a sentence with 6 'and's. Here is my rendition. Cape Cod's mix of historic villages, dynamic economy, and natural beauty creates a desirable location for businesses and will continue to require a more reliable infrastructure to keep up with the modern economy while keeping with its historic character.	2/11/2014 3:37 PM
206	Building a more educational, tech oriented business opportunity.	2/11/2014 3:33 PM
207	Wind Power!	2/11/2014 3:29 PM
208	Creating business opportunities in manufacturing, IT, businesses other than tourism	2/11/2014 3:26 PM
209	Attracting investment to the region	2/11/2014 3:20 PM
210	Opportunity through reduced government interference, taxes and union control	2/11/2014 3:17 PM
211	True efforts to create Cape-wide improvement campaigns rarely work because all of the nonprofits, including Cape Cod Commission, want grant dollars and credit. What they don't see is they would get more of both if they worked on broader, more inclusive endeavors.	2/11/2014 3:17 PM
212	Possibly the issue will come up later but we need to realistically with buy-backs on shore properties so we allow our dunes/wetlands to help mitigate the exorbitant costs of rebuilding in high risk storm areas - global warming is a reality!	2/11/2014 3:10 PM
213	Affordable housing for young families	2/11/2014 3:10 PM
214	Mid-level jobs with upward mobility that will keep younger citizens on the Cape.	2/11/2014 3:09 PM
215	Advocating for legislation support. Creating better understanding for regional public policy.	2/11/2014 3:06 PM
216	I wish that we could get rid of the tourist industry, once and for all.	2/11/2014 2:56 PM
217	Input on the cultural life of the Cape	2/11/2014 2:53 PM
218	The necessary funding for environmental protection. WiFi nodes to provide the "last mile" of internet access. A campaign to attract internet-based employers.	2/11/2014 2:47 PM
219	Full out Economic Development could destroy the carrying capacity of the Cape's natural resources and physical infrastructure – hospital, health care, municipal services and highways.	2/11/2014 2:46 PM
220	The creation of a tax structure (permanent)that is conducive to manufacturing.	2/11/2014 2:44 PM
221	A livable income for workers. Economic Justice.	2/11/2014 2:40 PM
222	Fairness toward tax paying residents...business is over represented.	2/11/2014 2:31 PM
223	creating "year round" employment - not just related to tourism	2/11/2014 2:27 PM
224	Coordinating the needs and desires of the year-round population with those of the seasonal population.	2/11/2014 2:27 PM
225	Transportation and impact of tourism	2/11/2014 2:25 PM
226	Environment	2/11/2014 2:24 PM
227	I believe that the Cape has more full time residents than it can support. Infrastructure that makes the Cape more accessible to those who are not here for the ocean and the environment that surrounds the water. The Cape is too small to accommodate everyone who wants to be here. Significantly improved infrastructure will only make the limited area more valuable and thus unaffordable to most of those who give the Cape the character that we all love.	2/11/2014 2:22 PM

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228	Creating a year round economy	2/11/2014 2:19 PM
229	Cultural development	2/11/2014 2:16 PM
230	transportation	2/11/2014 2:10 PM
231	recognition of the importance of tourism and need to support an eco-based economy	2/11/2014 2:07 PM
232	-	2/11/2014 2:06 PM
233	Concern for demographic balance	2/11/2014 2:05 PM
234	It's probably in "Protecting the Environment," but water quality has to play a role.	2/11/2014 2:04 PM
235	Transportation and traffic control	2/11/2014 1:59 PM
236	1. Supporting the cultural economy - arts, culture, recreation - critically important to our regional economy both in terms of attracting visitors and also quality businesses whose employees will want this quality of life 2. Depends on definition of "infrastructure" - but should include healthcare, schools, social service organizations - all necessary to attract the types of businesses desired and provide necessary services	2/11/2014 1:58 PM
237	Attracting year-round professional business, (i.e. non-retail), not just more tourism based, seasonal retail. We need to stress our relative proximity to Boston and other large economic centers off-cape...we can not continue to promote an isolationist mentality...the bridges are just parts of a highway...not barriers.	2/11/2014 1:58 PM
238	Creating "smart" neighborhoods to reduce travel between work, home, and errands.	2/11/2014 1:58 PM
239	more emphasis on bringing larger corporations with white collar jobs	2/11/2014 1:52 PM
240	an environmental and conservational focus plus year-round employment which is not tied to tourism	2/11/2014 1:50 PM
241	A realistic compromise between economic growth and the historical character of the Cape.	2/11/2014 1:49 PM
242	We need to examine the effects of climate change on our marine/terrestrial natural capital and ecological services and its impacts on our socioeconomic system (from Community Rating System to community resilience/climate adaptation)	2/11/2014 1:49 PM
243	Creating entry level positions for young people to stay. Housing that is affordable for singles and new families.	2/11/2014 1:48 PM
244	Siting how we do this by connecting ecotourism and the creative economy together, even if it is seasonal to start.	2/11/2014 1:46 PM
245	Keeping young people here - attracting new young professionals	2/11/2014 1:39 PM
246	Creating an entrepreneur-attractive business landscape	2/11/2014 1:36 PM
247	Economic justice for the low and fixed income residents.	2/11/2014 1:35 PM
248	Adding cultural - ie protecting historic and cultural character	2/11/2014 1:34 PM
249	education	2/11/2014 1:30 PM
250	Not gentrifying people out of their neighborhoods.	2/11/2014 1:28 PM
251	preserving the sense of community	2/11/2014 1:28 PM
252	Native Cape Codders	2/11/2014 1:22 PM
253	I don't think anything is missing in general. I guess it is trying to get to the specifics that is the question.	2/11/2014 1:21 PM
254	improving water quality both fresh and salt and protecting our one aquifer	2/11/2014 1:20 PM
255	It is very broad and hence everything is a priority It could also be shortened to something like economic , environmental and socially sustainable	2/11/2014 1:15 PM
256	Attracting young families to move to the Cape as a primary residence.	2/11/2014 1:14 PM

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257	It's a little hard to interpret the definitions of the above categories. Without a clear commitment to environmental quality, smart growth, public transportation/bicycling routes, and creating professional opportunities for younger Cape Codders, any of the above could be detrimental to sustainable economic development.	2/11/2014 1:10 PM
258	viable employment, HOUSING and business opportunities; reliable, SUSTAINABLE AND SUITABLY SITED infrastructure AND SAFE TRANSPORTATION OPTIONS; serve a modern economy, OUR LOCAL BUSINESSES, INDUSTRIES, AND YOUNG PEOPLE,	2/11/2014 1:09 PM
259	effects of over-development	2/11/2014 1:09 PM
260	fostering a year round economy.	2/11/2014 1:08 PM
261	Need more mult family housing - apartments	2/11/2014 1:08 PM
262	To build economic development it will be imperative to attract and maintain younger professionals in the region. This means we need more market rate housing, more culture and nightlife, and more professional rate jobs.	2/11/2014 1:05 PM
263	Educational infrastructure. Afordable housing	2/11/2014 1:02 PM
264	Clarity of purpose, what are we after tourism or residences?	2/11/2014 1:01 PM
265	Location: e.g. historic character more important on outer cape (eastham - Provincetown) than Hyannis	2/11/2014 1:01 PM
266	Issue of small towns which do not have land/resources to create incentive zones. Use of internet as tool for entrepreneurs	2/11/2014 1:01 PM
267	Possible to break it up into two sentences?	2/11/2014 12:59 PM
268	Education and training.	2/11/2014 12:59 PM
269	What sort of "income"? what is "modern" economy?	2/11/2014 12:59 PM
270	Waste water treatment. This is such a hugely important issue it should (IMO) be an element on its own, not subsumed under environment.	2/11/2014 12:58 PM
271	I feel that vision could cover all elements that I believe to be important. Affordable housing and professional job prospects both seem to be in short supply and, as a result, I believe we lose a lot of young talent.	2/11/2014 12:55 PM
272	regional oversight with the budget and power to implement policy beyond town boundaries	2/11/2014 12:55 PM
273	The role of government regulations and taxes which are strangling the businesses of our state.	2/11/2014 12:55 PM
274	Demographic diversity and strong schools	2/11/2014 12:55 PM
275	improving recreation	2/11/2014 12:55 PM
276	Fostering educational opportunity at all grade levels	2/11/2014 12:54 PM
277	Focus on small business	2/11/2014 12:51 PM
278	Maintaining the Cape as a prime destination	2/11/2014 12:51 PM
279	Energy independence	2/11/2014 12:50 PM
280	Brevity	2/11/2014 11:41 AM

Q3 What do you believe is Cape Cod's best economic asset?

Answered: 359 Skipped: 38

#	Responses	Date
1	Beaches and vacation location	2/24/2014 9:50 AM
2	The sea	2/24/2014 7:40 AM
3	Educated workforce, good quality of life	2/21/2014 3:56 PM
4	It's language and amenity resources.	2/21/2014 3:41 PM
5	Tourism	2/21/2014 2:56 PM
6	Its natural environment	2/21/2014 2:48 PM
7	I don't want to speak in something that I am not familiar with, but small business and tourist attractions. Also, keeping the Cape culture reminiscent of past. Change is good, but some aspects of change don't bring people back who want to remember the cape as it was 25 years ago.	2/21/2014 1:36 PM
8	Beaches. It's why people come here.	2/21/2014 12:23 PM
9	It's beaches and waterways	2/21/2014 11:47 AM
10	Environment	2/21/2014 11:45 AM
11	Summer economy	2/21/2014 11:32 AM
12	It's natural resources- beaches, water, National Seashore, open space. Also historic character of towns.	2/21/2014 9:28 AM
13	Natural resources	2/20/2014 9:40 PM
14	Tourism	2/20/2014 6:24 PM
15	Tourism created by ocean, beaches, historic character, proximity to two major populations (NYC and Boston).	2/20/2014 4:33 PM
16	Our retail industry. Retail is keeping the area "afloat" economically and strengthening of this sector will provide the base for professional jobs that everyone wants.	2/20/2014 4:20 PM
17	The wealth of knowledge and experience that our retirees bring. We can look at our demographics as a challenge or as an opportunity.	2/20/2014 3:24 PM
18	It has the potential for a reasonable, lower cost workforce in the people who have retired there and would like to work 20-30 hours a week. There is also a large three season population that needs work.	2/20/2014 3:14 PM
19	Beaches, protected lands, parks, anything and everything related to outdoor activities.	2/20/2014 12:34 PM
20	The dichotomy of rich natural resources combined with proximity to major metropolitan areas.	2/20/2014 12:10 PM
21	Preservation of historical residential character	2/20/2014 11:48 AM
22	environment	2/20/2014 11:12 AM
23	healthcare	2/20/2014 10:27 AM
24	The ponds and ocean beaches	2/20/2014 9:51 AM
25	General environment ... would be nice to siphon Boston educated talent here ...	2/19/2014 9:41 PM
26	Natural Environment	2/19/2014 9:25 PM
27	It's our waters and the quaint development of our town centers. If we screw this up by failing to provide sewerage on the Cape, we are toast.	2/19/2014 8:12 PM
28	Natural settings	2/19/2014 7:32 PM

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29	tourism	2/19/2014 7:04 PM
30	The natural environment. The "quiet". The relative lack of "light pollution" (i.e. it's dark at night). This makes the Cape attractive.	2/19/2014 6:56 PM
31	It's natural wonders and beauty Near to a large population center	2/19/2014 6:45 PM
32	Our beaches and waters (ocean, bay and ponds).	2/19/2014 5:39 PM
33	Preserving its natural beauty and protecting the environment	2/19/2014 4:11 PM
34	tourism	2/19/2014 3:03 PM
35	Quality of Life	2/19/2014 2:23 PM
36	educated workforce -- if we can keep them here	2/19/2014 2:04 PM
37	Skilled educated work force	2/19/2014 1:32 PM
38	Unsure	2/19/2014 1:21 PM
39	The ocean and beach escape. People can leave work and still be at the beach in a short period of time. Also great to go out at lunch and unwind.	2/19/2014 1:07 PM
40	The physical place, not just for tourism but for the quality of life that's possible if there is economic opportunity.	2/19/2014 1:06 PM
41	Environment	2/19/2014 12:56 PM
42	Its population.	2/19/2014 12:16 PM
43	The beaches, golf courses and the Cape's unique home based business economy including the arts, local restaurants.	2/19/2014 11:56 AM
44	Lifestyle choice	2/19/2014 11:43 AM
45	In comparison to the area, it doesn't have one. Even the beaches are second rate, though convenient for access from Boston.	2/19/2014 11:40 AM
46	its unique character and long coastline	2/19/2014 11:38 AM
47	The beaches!	2/19/2014 11:13 AM
48	Natural environment. Artists and Artisans	2/19/2014 11:13 AM
49	It's conservation and environmentalists	2/19/2014 11:11 AM
50	Environment.	2/19/2014 10:31 AM
51	Best is still the environment. What ever can be done to free up the coast for enjoyment will continue to attract people to the Cape. Its association with the coast should allow for continued development of marine technologys, whether in the form of nautical design and construction, or scientific and technology based development.	2/19/2014 10:15 AM
52	Its proximity to the nation's most densely populated region and its maritime environment.	2/19/2014 9:54 AM
53	Location, landscape and access to the ocean.	2/19/2014 9:51 AM
54	Its location near technological and financial centers	2/19/2014 9:14 AM
55	the marine environment	2/19/2014 8:46 AM
56	Currently tourism; however, the Cape should focus on attracting appropriate professional employers who can provide good jobs with minimal impact to the environment.	2/19/2014 8:45 AM
57	its appeal to tourism must continue as a component of local economic growth	2/19/2014 8:43 AM
58	It's people.	2/19/2014 8:38 AM
59	People	2/19/2014 8:37 AM
60	Cranberry bogs, the people who grow up here and have to leave due to real job incomes.	2/19/2014 8:28 AM
61	The people and the enviroment.	2/19/2014 8:11 AM
62	The environment, associated recreational opportunities and quality of life	2/19/2014 7:15 AM

CEDS Opinion Survey

63	Location the beaches, water, and outdoor activities.	2/19/2014 6:56 AM
64	Natural beauty, beaches.	2/19/2014 6:52 AM
65	Beaches, Beauty, Brains	2/19/2014 5:40 AM
66	Life Style	2/18/2014 10:12 PM
67	Its environment.	2/18/2014 9:45 PM
68	Its environmental beauty.	2/18/2014 9:32 PM
69	Toursim	2/18/2014 9:19 PM
70	The new fiber optic ring that can benefit all communities ,businesses and households!	2/18/2014 9:14 PM
71	Our location and environment	2/18/2014 8:39 PM
72	Where it is with respect to natural environment, including climate, and at the same time to Boston metropolitan area.	2/18/2014 8:18 PM
73	Entrepreneurs and small businesses.	2/18/2014 7:30 PM
74	Educated work force, excellent schools and great residential neighborhoods	2/18/2014 7:26 PM
75	Clean water	2/18/2014 7:03 PM
76	The natural beauty	2/18/2014 6:51 PM
77	natural beauty	2/18/2014 6:18 PM
78	The environment, beaches, ocean, bay, lakes, ponds	2/18/2014 6:01 PM
79	It's natural beauty which is it's main tourist attraction, and since tourism is so important to the local economy protecting the natural environment should always be the first priority.	2/18/2014 5:57 PM
80	The environment!	2/18/2014 5:46 PM
81	Physical beauty and opportunities for active and passive recreation	2/18/2014 5:36 PM
82	The people who are the main resource for the Cape.	2/18/2014 5:03 PM
83	The environment...beaches, natural areas, trails, etc.	2/18/2014 5:02 PM
84	Better broadband infrastructure would mean people could telecommute. As a desirable place to live, people would choose to be here year round.	2/18/2014 5:01 PM
85	Beaches	2/18/2014 5:00 PM
86	Shutting its doors. I am a 23 family direct descendant of the Plimoth colony . They left this garbage that England had over the people there. Thats why we had Of July 4,1776. Overthrow Tyranny. Tea Tax Stamp act. oppressive controlling government. Just like today. In my view government in that form with excessive power needs to be removed by the people. Our 1st amendment gives us that power in civil form. You should be defunded first. That would help the cause of the people. Next remove the structure. And return the power back to the people to town meeting. Go back to the former form of selectmen to administrate bring back the God given town charters. Why? For our Liberty of tyrants	2/18/2014 4:59 PM
87	the environment	2/18/2014 4:57 PM
88	Our seashore!	2/18/2014 4:54 PM
89	It's natural environment.	2/18/2014 4:44 PM
90	Tourism	2/18/2014 4:42 PM
91	The quality of life, access to beach and nature. Attractive lifestyle.	2/18/2014 4:39 PM
92	The beaches	2/18/2014 4:36 PM
93	The environment - beaches, ocean, bay, outdoor recreation and leisure activities. Cape Cod National Seashore.	2/18/2014 4:29 PM
94	Beaches and waterfront	2/18/2014 4:29 PM
95	environmental preservation	2/18/2014 4:22 PM

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96	Its people	2/18/2014 4:20 PM
97	Tourism - Beaches - Waterways. Golf	2/18/2014 4:18 PM
98	Tourism.that is the problem.	2/18/2014 4:17 PM
99	Fishing, cranberry, tourism and retirement industries	2/18/2014 4:13 PM
100	The natural and environmental assets	2/18/2014 4:07 PM
101	The people contributing to The Silicon Sandbar	2/18/2014 4:04 PM
102	environment	2/18/2014 4:02 PM
103	Shoreline.	2/18/2014 3:58 PM
104	shoreline-beaches	2/18/2014 3:55 PM
105	natural environment	2/18/2014 3:42 PM
106	Abolishing the Cape Cod Commission	2/18/2014 3:38 PM
107	The people who live here love the Cape for what is has to offer.	2/18/2014 3:33 PM
108	the ocean	2/18/2014 3:32 PM
109	It's always people. Nothing happens without creative thoughtful people. We have the assets, not always the political will, clarity.	2/18/2014 3:31 PM
110	it's relationship to the natural environment and the related tourism industry.	2/18/2014 3:26 PM
111	the mental image of what life is like here	2/18/2014 3:24 PM
112	people's ability to eam enough to pay their bills	2/18/2014 3:24 PM
113	Its environment and its people	2/18/2014 3:22 PM
114	Tourism	2/18/2014 3:21 PM
115	Tourism	2/18/2014 3:19 PM
116	It's tourism and beaches	2/18/2014 3:18 PM
117	Natural resources and ecosystems.	2/18/2014 3:17 PM
118	The oceans, beaches, environment.	2/18/2014 3:17 PM
119	Tourist and beaches along with unique natural beauty	2/18/2014 3:17 PM
120	The waters of the Cape and beaches	2/18/2014 3:15 PM
121	The environment.	2/18/2014 3:15 PM
122	available work force	2/18/2014 3:13 PM
123	I don't know for sure.	2/18/2014 2:34 PM
124	Cranberry fishing tourism industries. Retirement location with vibrant rwtirees	2/18/2014 2:28 PM
125	National Seashore	2/18/2014 2:12 PM
126	beaches and history	2/18/2014 12:34 PM
127	Waterfront	2/18/2014 12:21 PM
128	CCCC/Bridgewater State University/Vocational Schools/Youth & Senior entry-level workers	2/18/2014 11:41 AM
129	Town and Village Economic/Historic centers	2/18/2014 10:28 AM
130	Its coastline beauty and rural character.	2/18/2014 8:26 AM
131	Natural resources	2/17/2014 9:17 PM
132	Geography, JBCC	2/17/2014 8:18 PM
133	tourism	2/17/2014 4:34 PM
134	People come to Cape Cod for the beaches and environment	2/17/2014 6:25 AM

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135	The beaches and family fun opportunities.	2/16/2014 6:09 PM
136	What's left of its natural environment (and those who make their living from it), and the remaining charm of historic village centers.	2/16/2014 9:07 AM
137	the natural environment and a place where small is inviting for tourists- we cannot become a "long island"	2/15/2014 5:08 PM
138	its beaches, open spaces, marshlands and other recreation areas	2/15/2014 4:52 PM
139	the environment. I bet if you asked everyone who moved here to those born and stayed here what kept/attracted them it would be the beauty of the Cape and close to the water which is a never ending source of beauty.	2/15/2014 4:06 PM
140	Educated work force that is under-used.	2/15/2014 3:56 PM
141	tourism	2/15/2014 12:38 PM
142	Retirement and vacation	2/15/2014 9:46 AM
143	beaches and the environment. Nice place to visit. Family oriented.	2/14/2014 11:39 PM
144	Tourism, beaches	2/14/2014 4:04 PM
145	Human resources and relevant skill set that desire to live here and contribute to and build a thriving community that supply its reasonable needs and expectations.	2/14/2014 2:40 PM
146	It's young people.	2/14/2014 12:37 PM
147	Its environment and history.	2/14/2014 10:41 AM
148	our natural resources	2/14/2014 10:22 AM
149	Youth. Attract more young professionals. The environment, tourism, and local production of goods and services.	2/14/2014 9:34 AM
150	Toursim--without the enviroment and maintaining its tradional character we threaten that economy.	2/14/2014 9:12 AM
151	CCCC - educational opportunity and workforce development are key	2/14/2014 9:10 AM
152	Tourism	2/14/2014 8:46 AM
153	geographical uniqueness	2/14/2014 7:33 AM
154	The beaches	2/14/2014 4:28 AM
155	Beaches	2/13/2014 10:36 PM
156	It's an unbelievable relaxing getaway from so many areas throughout the country that are over-commercialized. The quaint and comfortable towns, the comfortable pace of relaxing days. THAT is what makes Cape Cod what it is.	2/13/2014 10:01 PM
157	Natural beauty and sense of community	2/13/2014 9:22 PM
158	Its beaches	2/13/2014 9:05 PM
159	Tourism	2/13/2014 9:04 PM
160	??	2/13/2014 8:47 PM
161	Naturalness	2/13/2014 8:20 PM
162	The ocean, coastal, and historic elements	2/13/2014 8:10 PM
163	Destination Tourism	2/13/2014 5:47 PM
164	The land and seascapes.	2/13/2014 4:56 PM
165	Tourism	2/13/2014 4:13 PM
166	Tourism and attendant industries.	2/13/2014 4:08 PM
167	Size and culture. Not too big, not too small. Just right.	2/13/2014 3:59 PM
168	Natural environment	2/13/2014 3:11 PM

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169	The scientific laboratories in Woods Hole	2/13/2014 3:09 PM
170	Its history, its beauty	2/13/2014 2:52 PM
171	Natural environment.	2/13/2014 2:43 PM
172	natural resources - ponds, ocean, conservation land	2/13/2014 2:38 PM
173	beaches	2/13/2014 1:50 PM
174	Marine/Water technologies	2/13/2014 1:42 PM
175	Outdoor recreation, which environment-dependant.	2/13/2014 1:40 PM
176	beaches - tourism	2/13/2014 1:39 PM
177	Our beaches	2/13/2014 1:38 PM
178	Growing buisness	2/13/2014 1:25 PM
179	Young adults with growing families	2/13/2014 1:03 PM
180	Its beaches, harbors and shore-line assets. In the Harwich harbors, the hoods of the parked cars in the parking lots are having the best views. What a waste!!!! There aren't many locations like this in the North-East. Make it people-friendly to the highest degree possible!	2/13/2014 12:51 PM
181	it's environment	2/13/2014 12:34 PM
182	It's fragile environment. It's geographic position near economic centers like Boston	2/13/2014 12:04 PM
183	We have two economies man's and natures. Cape Cod has the advantage of being able to portray the interaction between the two in striking and unique ways that can be models for other locals.	2/13/2014 11:45 AM
184	The environment and way of life.	2/13/2014 11:24 AM
185	CCNS and preserved open space.	2/13/2014 11:09 AM
186	We currently don't have one! Too expensive to live her for entry level workers. Poor transportation options. Permitting process is oppressive.	2/13/2014 11:01 AM
187	Underemployed population under age 44.	2/13/2014 10:54 AM
188	Our natural resources - scenic views and beaches.	2/13/2014 10:52 AM
189	Its natural resources.	2/13/2014 10:47 AM
190	tourism	2/13/2014 10:20 AM
191	Environment near ocean and ponds	2/13/2014 9:50 AM
192	Natural resources	2/13/2014 9:50 AM
193	Tourism	2/13/2014 9:47 AM
194	Tourism	2/13/2014 8:55 AM
195	Our proximity to Boston and Cape Cod Community College	2/13/2014 8:26 AM
196	tourism	2/13/2014 7:39 AM
197	Tourism	2/13/2014 12:03 AM
198	Ecosystem, small town feel, and safe/local community	2/12/2014 6:40 PM
199	educated and talented people -the whole Cape is underemployed!	2/12/2014 6:05 PM
200	Art, seafood, nature	2/12/2014 5:58 PM
201	Location Location Location, we have very bright minds on Cape Cod and we need to keep the younger generation here so we can continue to be a desired destination.	2/12/2014 4:53 PM
202	It's natural beauty and proximity to Northeast population centers.	2/12/2014 3:22 PM
203	life-style	2/12/2014 2:54 PM
204	Its people, history, waters and beaches.	2/12/2014 2:09 PM

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205	I think that the environment and character of the Cape are the regions best assets. If those aspects are protected, then the income will follow as people come to vacation and live.	2/12/2014 1:38 PM
206	Rural lifestyle and exceptional physical beauty on the edge of urbanized Bos-Wash corridor	2/12/2014 1:36 PM
207	Its environment	2/12/2014 1:28 PM
208	we don't have one	2/12/2014 1:15 PM
209	It's environment to attract well educated people. Second, is its retirement population and the skills that they can provide. Since people are retiring earlier many will need income to supplement their saving just to live here. Part time as well as full time jobs will be needed for this group.	2/12/2014 1:13 PM
210	Its environment and workforce of retirees	2/12/2014 1:09 PM
211	It's robust year round population, underserved by retail options.	2/12/2014 12:54 PM
212	Beaches shopping history	2/12/2014 12:31 PM
213	Its coastal appeal. For the future however, there should be greater emphasis on re-defining the economic base and career opportunities, i.e., soft industry vs. hard, technological fields as well as trying to attract corporate hqs. These types of businesses have small footprints and create good paying career opportunities.	2/12/2014 11:55 AM
214	natural resources	2/12/2014 11:50 AM
215	the Bay, the ocean, the sound, the ponds	2/12/2014 11:44 AM
216	Its environment - if its not totally ruined	2/12/2014 11:39 AM
217	It's people, small businesses, and environment.	2/12/2014 11:32 AM
218	Beaches and estuaries	2/12/2014 11:07 AM
219	Perhaps I'm biased since I work for CapeNet, but reliable infrastructure (in all its forms) is the Cape's biggest asset because it is critical for building dynamic econ centers, creating biz and employment opportunities and attracting income to the region.	2/12/2014 10:58 AM
220	Our geology, and our reputation as a clean, safe, somewhat "old-timey" place to live. That this reputation persists into the 21st century is in large part due to the care we have taken with our zoning bylaws and the regional vision we have managed to foster. I believe we must add well-paying non-tourism-based economic activity in order to retain our young families and not become solely a high-priced tourist/retirement destination. The open source network being set up for towns and businesses is a hopeful development that promises to get us technologically connected with off-Cape organizations/clients/customers, creating opportunities for new ventures and beneficial political connections.	2/12/2014 10:48 AM
221	Lifestyle	2/12/2014 10:35 AM
222	Location	2/12/2014 10:11 AM
223	our educated workforce	2/12/2014 9:59 AM
224	Environment, including water quality and open space; also traffic management	2/12/2014 9:48 AM
225	The beaches, ponds and ocean	2/12/2014 9:40 AM
226	The Cape's natural beauty.	2/12/2014 9:06 AM
227	Environment	2/12/2014 9:05 AM
228	Natural resources	2/12/2014 8:57 AM
229	Beaches, Quality of life	2/12/2014 7:34 AM
230	Desirable, non urban location with access to major metro areas	2/12/2014 1:18 AM
231	tourism	2/11/2014 10:51 PM
232	nature	2/11/2014 9:39 PM
233	Our attractive and historic environment. If we destroy our area's natural beauty, our economy will be ruined.	2/11/2014 8:58 PM
234	Natural assets and historical element	2/11/2014 8:57 PM

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235	The Cape Cod National Seashore is our best economic asset. In addition, the expertise of our growing semi-retired population is also an incredible economic asset in many ways (e.g., small businesses, leaders on civic and public/government agencies).	2/11/2014 8:49 PM
236	Water access and Historic vistas	2/11/2014 8:45 PM
237	It's environment - natural beauty and opportunities for ideal recreation and education.	2/11/2014 8:33 PM
238	open cape, need a 40b process for businesses like affordable housing, we have NO economic asset.	2/11/2014 8:03 PM
239	Creative economy and our natural resources	2/11/2014 7:12 PM
240	the Cape's environment	2/11/2014 6:48 PM
241	Eco-tourism	2/11/2014 6:45 PM
242	Cape Cod. But that has to be tempered by the need to have a liveable economic environment.	2/11/2014 6:29 PM
243	The environment.	2/11/2014 6:27 PM
244	Geography	2/11/2014 6:12 PM
245	quality of life.	2/11/2014 5:35 PM
246	Its tourism assets	2/11/2014 5:29 PM
247	Surface water (fresh and salt) resources, for recreational uses.	2/11/2014 5:28 PM
248	Its environment and its "traditional, village based" communities. Beaches, ponds, hiking trails, fishing, the bike trail and just plain character	2/11/2014 5:28 PM
249	Its natural systems	2/11/2014 5:20 PM
250	Location,	2/11/2014 5:17 PM
251	Proximity to Boston.	2/11/2014 5:15 PM
252	Waterfront	2/11/2014 5:06 PM
253	Seashore	2/11/2014 5:00 PM
254	Natural beauty.	2/11/2014 4:50 PM
255	Quality of local food, farmers' markets, restaurants Water activities and changing weather conditions	2/11/2014 4:41 PM
256	Cape Cod National Seashore	2/11/2014 4:40 PM
257	Health care and Hospitality	2/11/2014 4:40 PM
258	Natural beauty at a pristine seashore	2/11/2014 4:32 PM
259	The CCNSS	2/11/2014 4:28 PM
260	Water	2/11/2014 4:25 PM
261	Tourism, fishing and protection of undeveloped land	2/11/2014 3:57 PM
262	The environment and historic character: beaches, small shops, old town centers, etc. If you preserve them the income and employment will remain.	2/11/2014 3:55 PM
263	Sun, surf and sand	2/11/2014 3:55 PM
264	its environment	2/11/2014 3:46 PM
265	Access to natural beauty, the ocean, a quieter lifestyle and our desire to keep it that way.	2/11/2014 3:42 PM
266	The beaches, water & environment	2/11/2014 3:38 PM
267	Cape Cod's best economic asset- is the perceived charm of its beaches and the draw that that has on visitors.	2/11/2014 3:37 PM
268	The ocean, bay and environment.	2/11/2014 3:33 PM
269	The diversity of its people.	2/11/2014 3:29 PM

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270	people - we need to create industry beyond tourism to attract educated families to the Cape	2/11/2014 3:26 PM
271	good question and right now I'm not sure there really is one, aside from the tourist-beach trade. Defining an asset set, developing it, and marketing it (beyond low paying tourism segment) is part of the need.	2/11/2014 3:20 PM
272	School choice, economic choice and cultural choice.	2/11/2014 3:17 PM
273	The shoreline and the Cape's unique look and natural assets. To its credit, big box stores and other such elements have been kept to a reasonable number.	2/11/2014 3:17 PM
274	The environment and villages - a place to find a balance to ones life.	2/11/2014 3:10 PM
275	The natural beauty..we need to preserve it	2/11/2014 3:10 PM
276	Its environment.	2/11/2014 3:09 PM
277	The environment and natural beauty.	2/11/2014 3:06 PM
278	Underutilized workforce	2/11/2014 2:56 PM
279	The beauty of the place	2/11/2014 2:53 PM
280	our natural environment	2/11/2014 2:48 PM
281	The attractiveness of its casual, outdoor lifestyle and excellent K-12 schools for employees of internet-based employers.	2/11/2014 2:47 PM
282	Its natural resources: small towns, marshes, ponds, shorelines, open spaces.	2/11/2014 2:46 PM
283	Tourism as in beaches and resort operations.	2/11/2014 2:44 PM
284	Ocean and bay	2/11/2014 2:43 PM
285	Environment, beaches, Woods Hole's scientific community, Industrial Park and tourists	2/11/2014 2:40 PM
286	the environment	2/11/2014 2:36 PM
287	It's character and natural resources.	2/11/2014 2:31 PM
288	The feeling people always speak of when "crossing the bridge"	2/11/2014 2:27 PM
289	The environmental beauty and heritage of the Cape.	2/11/2014 2:27 PM
290	Our environment	2/11/2014 2:26 PM
291	Its natural resources and beauty	2/11/2014 2:25 PM
292	Environement	2/11/2014 2:24 PM
293	The ocean and the environment	2/11/2014 2:22 PM
294	Water, beaches	2/11/2014 2:19 PM
295	The environment, beaches, etc.	2/11/2014 2:16 PM
296	It's environment.	2/11/2014 2:14 PM
297	unsullied environment	2/11/2014 2:10 PM
298	Its natural areas, ponds, wetlands, embayments and beaches	2/11/2014 2:07 PM
299	it's geography and proximity to ocean and waterways creates opporunities for business and residents	2/11/2014 2:06 PM
300	Environment	2/11/2014 2:05 PM
301	It's natural beauty and slightly slower paced quality of life.	2/11/2014 2:04 PM
302	Beaches	2/11/2014 1:59 PM
303	Natural beauty, its brand name, and fact that it is an island (difficult to leave / captive audience)	2/11/2014 1:58 PM
304	In today's evermore decentralized marketplace, the ability to attract small businesses to beautiful Cape Cod is important and should be capitalized on.	2/11/2014 1:58 PM
305	The water based environment	2/11/2014 1:58 PM

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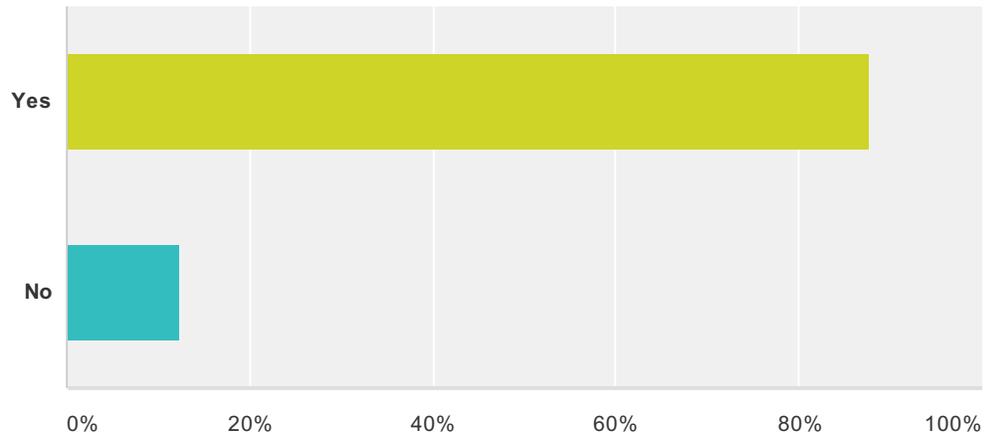
306	Its location, this is what makes the place unique and attracts talented people.	2/11/2014 1:55 PM
307	the ocean, and the tourism it brings	2/11/2014 1:52 PM
308	the diversity of its population.	2/11/2014 1:50 PM
309	An eroding way of life.	2/11/2014 1:49 PM
310	Our trained workers and well educated/experienced senior volunteers	2/11/2014 1:49 PM
311	Natural resources, history, unique towns.	2/11/2014 1:48 PM
312	The environment/water.	2/11/2014 1:46 PM
313	The beaches. Keep them open - deal with the birds in some sensible manner	2/11/2014 1:39 PM
314	Its people followed by its environment and its history.	2/11/2014 1:37 PM
315	The town of Barnstable	2/11/2014 1:36 PM
316	Water quality including waste water.	2/11/2014 1:35 PM
317	Clean environmental beauty	2/11/2014 1:34 PM
318	marine science based endeavors	2/11/2014 1:30 PM
319	Diversified downtowns populated with local businesses.	2/11/2014 1:28 PM
320	preserving the environment - Our environment is our economy!	2/11/2014 1:28 PM
321	Shoreline	2/11/2014 1:22 PM
322	The arts and the environment.	2/11/2014 1:21 PM
323	Beaches, scenic environment	2/11/2014 1:20 PM
324	Tourism	2/11/2014 1:15 PM
325	Its natural resources	2/11/2014 1:14 PM
326	It's waterways (beaches, seafood, tranquility)	2/11/2014 1:14 PM
327	nature/seashore	2/11/2014 1:11 PM
328	Obviously, the environment. Making beaches, docks, trails, etc more accessible will increase its attraction to more people.	2/11/2014 1:10 PM
329	its connection to the land and sea	2/11/2014 1:09 PM
330	beaches, water, lack of over-development.	2/11/2014 1:09 PM
331	public access to beaches, waterways, open space lands	2/11/2014 1:09 PM
332	Marine trades & oceanographic studies.	2/11/2014 1:08 PM
333	Small town character & quality of life balanced with its accessibility to major regional economic centers	2/11/2014 1:08 PM
334	Beaches	2/11/2014 1:08 PM
335	Environment	2/11/2014 1:07 PM
336	WHOI/MBL, Otis.	2/11/2014 1:05 PM
337	environment - beaches, walks, National seashore	2/11/2014 1:05 PM
338	Its beauty and its relatively low crime rates	2/11/2014 1:05 PM
339	Accessibility from two major metropolitan areas.	2/11/2014 1:02 PM
340	Ocean	2/11/2014 1:01 PM
341	Tourism, environment	2/11/2014 1:01 PM
342	Lifestyle...environment....small town atmosphere and ambience	2/11/2014 1:01 PM
343	Environment/Culture as a tourist engine.	2/11/2014 12:59 PM
344	It's natural beauty and environmental resources.	2/11/2014 12:59 PM

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345	Natural resources	2/11/2014 12:59 PM
346	National Seashore	2/11/2014 12:58 PM
347	I believe there is a lot of room to develop Cape Cod's existing assets.	2/11/2014 12:55 PM
348	the environmnet	2/11/2014 12:55 PM
349	small businesses	2/11/2014 12:55 PM
350	Environment and historic assets	2/11/2014 12:55 PM
351	clean water	2/11/2014 12:55 PM
352	Its defined borders and compact size. Its greatest challenge is the failure of towns to work together for the greater good.	2/11/2014 12:54 PM
353	our natural environment and historic villages	2/11/2014 12:52 PM
354	Its natural and cultural environment, its small businesses.	2/11/2014 12:51 PM
355	The Environment	2/11/2014 12:51 PM
356	History and beauty	2/11/2014 12:51 PM
357	Natural resources	2/11/2014 12:50 PM
358	environement; quality/ pace of life	2/11/2014 12:50 PM
359	environment	2/11/2014 11:41 AM

Q4 Do you believe it is important to have a regional economic development plan?

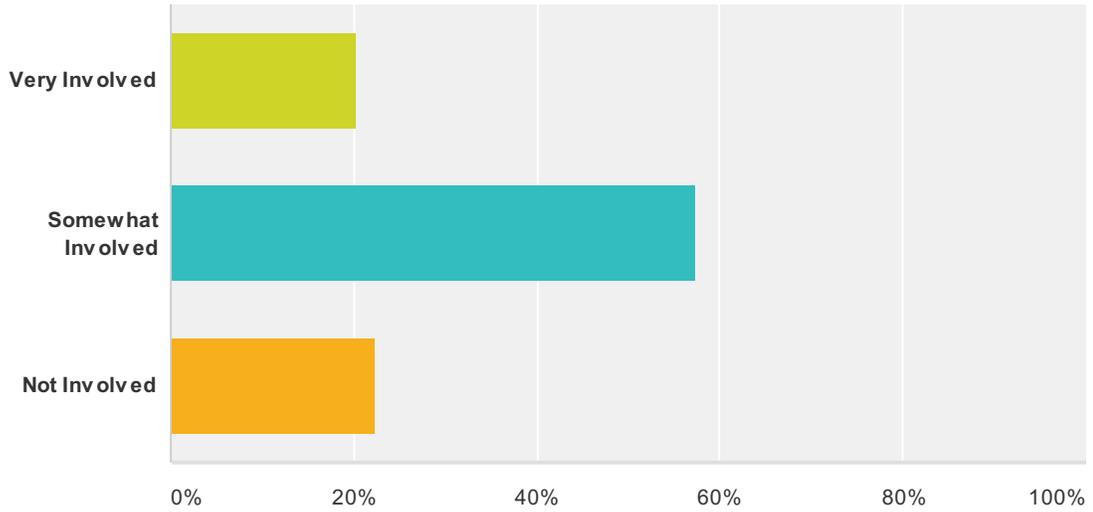
Answered: 384 Skipped: 13



Answer Choices	Responses	
Yes	87.76%	337
No	12.24%	47
Total		384

Q5 How involved would you like to be in the development of the CEDS?

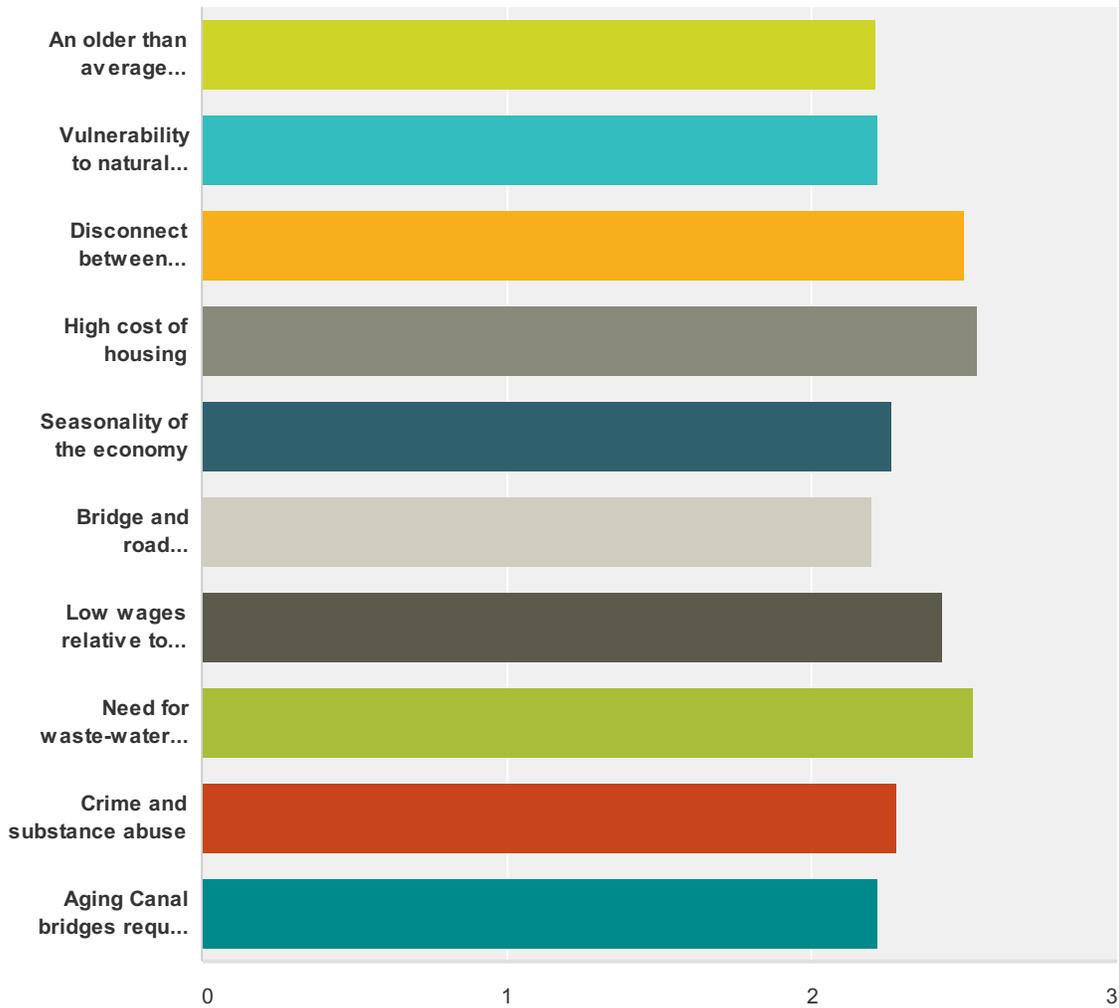
Answered: 385 Skipped: 12



Answer Choices	Responses	
Very Involved	20.26%	78
Somewhat Involved	57.40%	221
Not Involved	22.34%	86
Total		385

Q6 How much of a problem do you feel following challenges are to the long-term economic success of the region?

Answered: 384 Skipped: 13



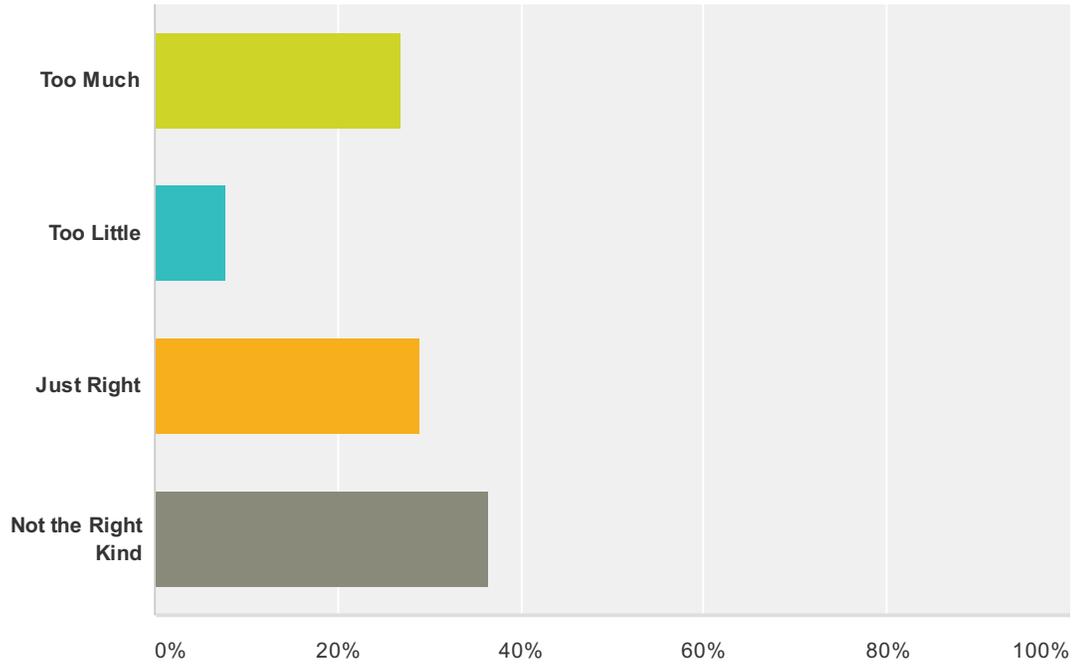
	Not a Problem	A Moderate Problem	A Significant Problem	Total	Average Rating
An older than average population	17.23% 66	44.13% 169	38.64% 148	383	2.21
Vulnerability to natural disasters and sea-level rise	16.45% 63	45.17% 173	38.38% 147	383	2.22
Disconnect between educational attainment, job skill training and job opportunities	6.01% 23	37.86% 145	56.14% 215	383	2.50
High cost of housing	6.28% 24	33.51% 128	60.21% 230	382	2.54
Seasonality of the economy	11.08% 42	51.98% 197	36.94% 140	379	2.26
Bridge and road capacity/traffic	13.84% 53	52.74% 202	33.42% 128	383	2.20
Low wages relative to state averages	8.87% 34	39.52% 151	51.61% 199	384	2.25

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Low wages relative to state averages	5.87% 33	33.92% 147	51.91% 192	372	2.43
Need for waste-water treatment infrastructure	7.61% 29	31.50% 120	60.89% 232	381	2.53
Crime and substance abuse	11.81% 45	48.29% 184	39.90% 152	381	2.28
Aging Canal bridges require frequent lane closure for maintenance	11.64% 44	54.76% 207	33.60% 127	378	2.22

Q7 How do you feel about the current level of residential development?

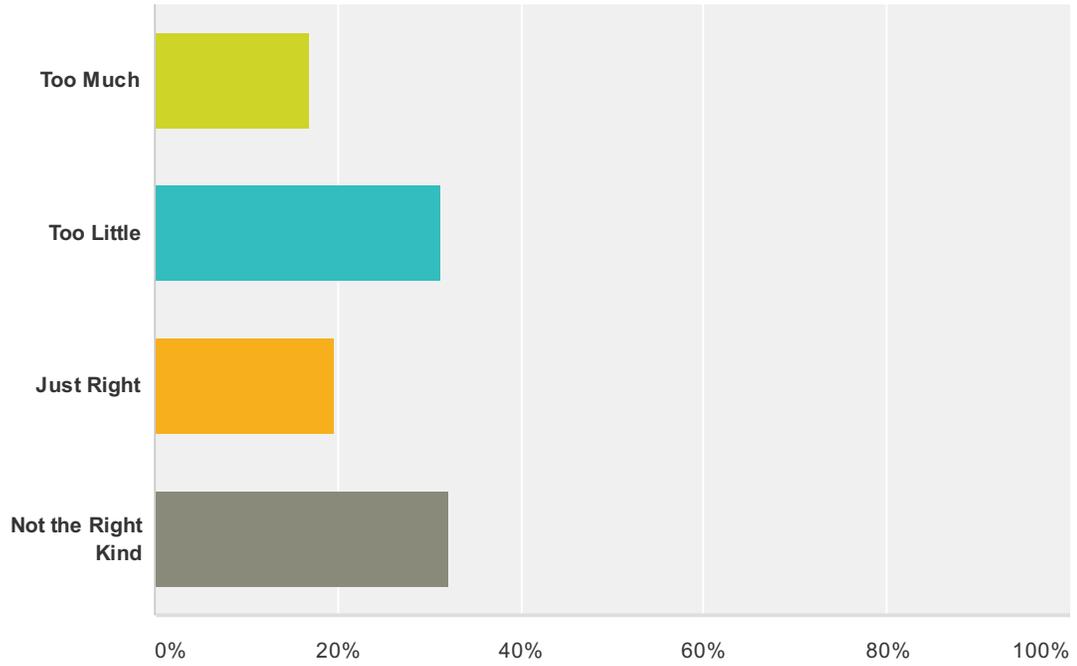
Answered: 380 Skipped: 17



Answer Choices	Responses
Too Much	26.84% 102
Too Little	7.63% 29
Just Right	28.95% 110
Not the Right Kind	36.58% 139
Total	380

Q8 How do you feel about the current level of commercial development?

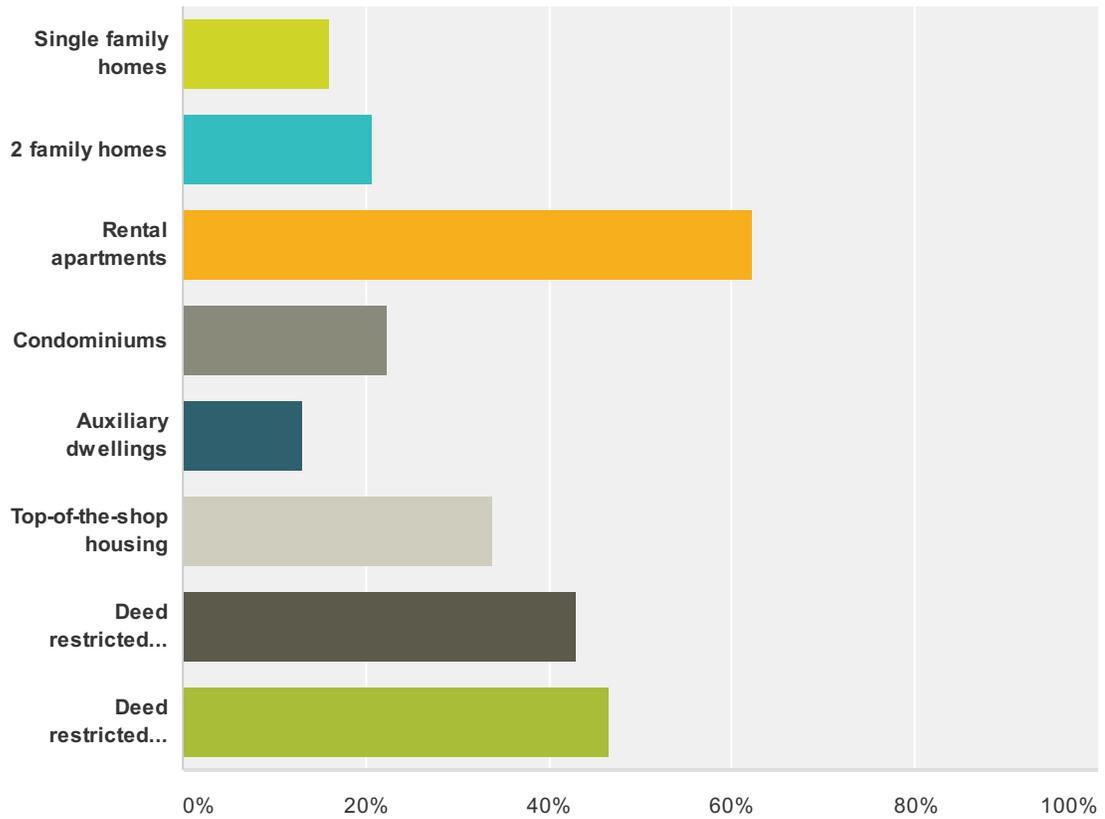
Answered: 377 Skipped: 20



Answer Choices	Responses
Too Much	16.98% 64
Too Little	31.30% 118
Just Right	19.63% 74
Not the Right Kind	32.10% 121
Total	377

Q9 Do you feel we need more of any type of housing?

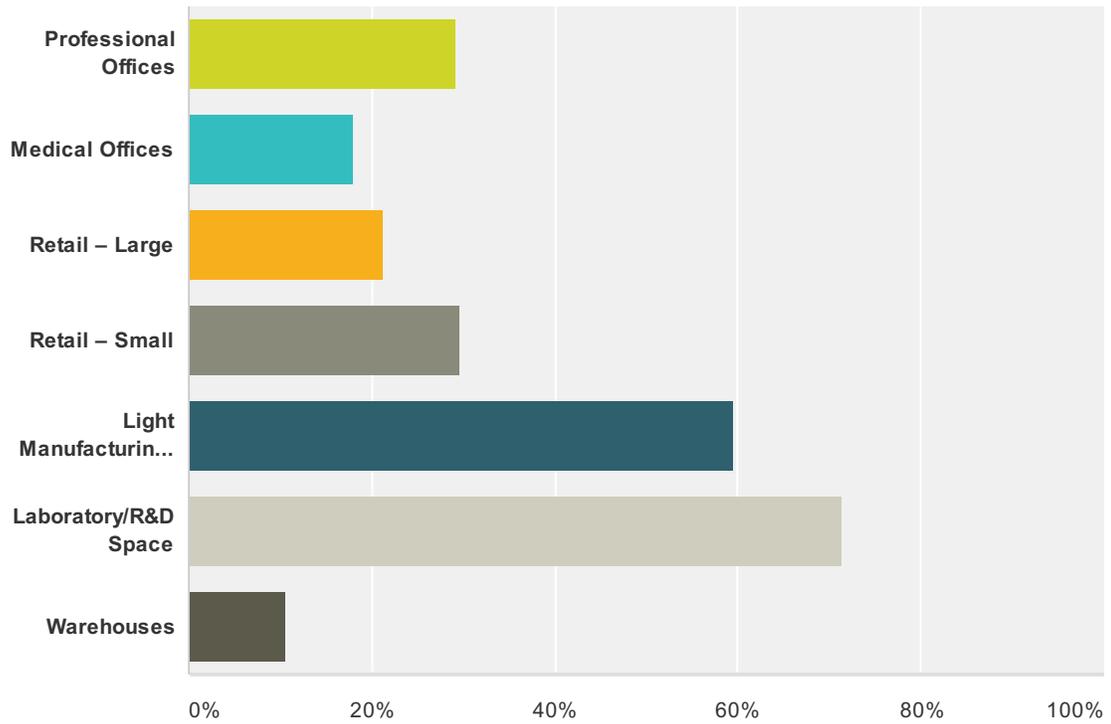
Answered: 344 Skipped: 53



Answer Choices	Responses
Single family homes	15.99% 55
2 family homes	20.64% 71
Rental apartments	62.21% 214
Condominiums	22.38% 77
Auxiliary dwellings	13.08% 45
Top-of-the-shop housing	33.72% 116
Deed restricted low-income OWNERSHIP housing	43.02% 148
Deed restricted low-income RENTAL housing	46.51% 160
Total Respondents: 344	

Q10 Do you feel we need more of any type of commercial structures

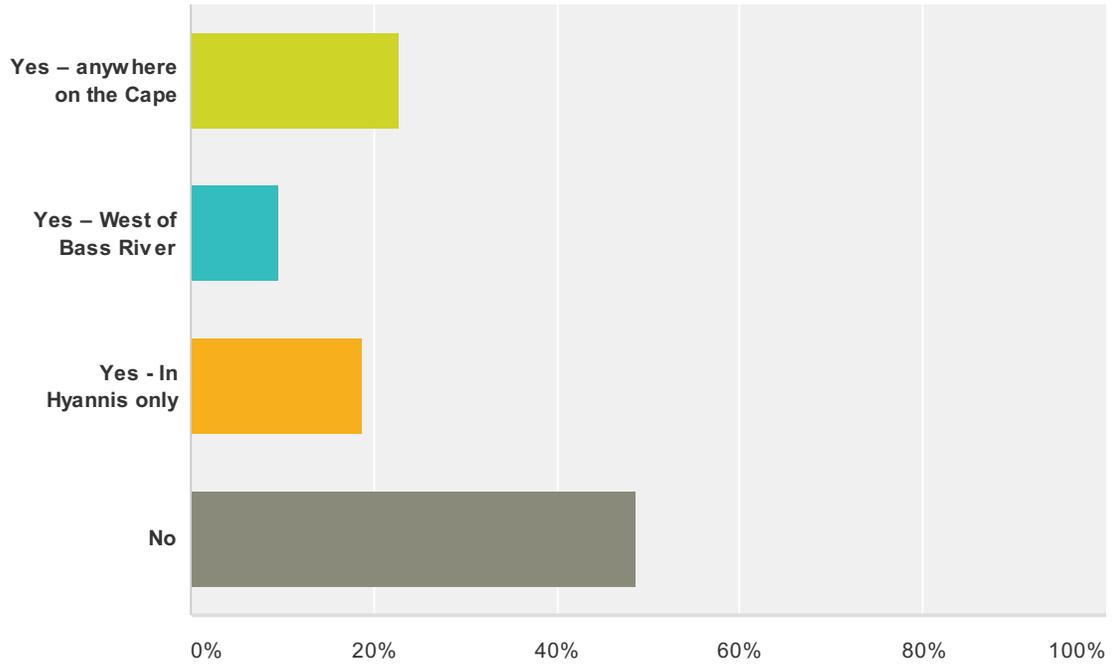
Answered: 301 Skipped: 96



Answer Choices	Responses	Count
Professional Offices	29.24%	88
Medical Offices	17.94%	54
Retail - Large	21.26%	64
Retail - Small	29.57%	89
Light Manufacturing Structures	59.47%	179
Laboratory/R&D Space	71.43%	215
Warehouses	10.63%	32
Total Respondents: 301		

Q11 Do you support additional big-box retail on Cape Cod?

Answered: 372 Skipped: 25



Answer Choices	Responses
Yes – anywhere on the Cape	22.85% 85
Yes – West of Bass River	9.68% 36
Yes - In Hyannis only	18.82% 70
No	48.66% 181
Total	372

Q12 What do you believe are Cape Cod's greatest economic advantages?

Answered: 296 Skipped: 101

#	Responses	Date
1	tourist center	2/24/2014 9:53 AM
2	Tourism, but only because we rely too heavily on that. We have tremendous potential to make the area attractive to early stage technology companies. THAT will attract young, professional people to Cape Cod, and start shifting the demographic in a positive way.	2/24/2014 7:46 AM
3	It's language and amenity resources.	2/21/2014 3:45 PM
4	Natural environment and historic context	2/21/2014 2:52 PM
5	Summer trade and tourist industries	2/21/2014 1:41 PM
6	We have an established destination location, people want to come visit and spend money when here. Relatively small, safe communities to attract a growing number of younger remote location/telecommute workforce.	2/21/2014 12:29 PM
7	Environment, culture, proximity to Boston	2/21/2014 11:49 AM
8	a strong tourism market	2/21/2014 11:49 AM
9	Summer economy and convenience to Boston and New York	2/21/2014 11:35 AM
10	It's quality of life.	2/21/2014 9:32 AM
11	We have a growing aquaculture industry and potential Eco tourism	2/20/2014 9:44 PM
12	Commercialism	2/20/2014 6:28 PM
13	Artisan industry, small businesses	2/20/2014 4:38 PM
14	Retail, competition amongst the towns, summer, location, natural beauty	2/20/2014 4:25 PM
15	Older workforce with a desire to work 20-30 hours/week. Seasonal workforce can be utilized full time.	2/20/2014 3:17 PM
16	Fisheries, tourism, telecommuting,	2/20/2014 12:13 PM
17	Its small seaside town laid back character	2/20/2014 11:54 AM
18	environment	2/20/2014 11:18 AM
19	location.	2/20/2014 10:29 AM
20	It is a lovely place to live.	2/20/2014 9:55 AM
21	NIMBY	2/19/2014 9:43 PM
22	Small Local Stores being able to compete	2/19/2014 9:27 PM
23	Our environment, our lack of "big development", our excellent schools, our relatively high income level.	2/19/2014 8:28 PM
24	Nature	2/19/2014 7:35 PM
25	Influx of vacationers in the Summer, many of whom are eager to spend money.	2/19/2014 7:09 PM
26	Small town atmosphere. Rich "local" business culture vs major chains.	2/19/2014 6:59 PM
27	visitors and tourists are drawn to Cape Cod's beauty and opportunity to relax and enjoy	2/19/2014 6:50 PM
28	Tourism -- which depends on keeping our beaches and waters from further pollution.	2/19/2014 5:42 PM
29	Ethos and summer activities	2/19/2014 3:04 PM

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30	Quality of Life and although expensive- lower cost of living than within 128. Ability to function as a satellite region to Boston...	2/19/2014 2:28 PM
31	educated workforce	2/19/2014 2:04 PM
32	Our character, both the built and natural environment - not being just some random suburban sprawl appendage of Boston	2/19/2014 1:37 PM
33	Our natural resources (people come from all over to SEE Cape Cod)	2/19/2014 1:28 PM
34	A workforce that would like to stay (under 40) but have no where to work and no where to be entertained after work.	2/19/2014 1:11 PM
35	The physical place, which attracts tourists and, if there were more and better employment opportunities, would be a big draw for talented people.	2/19/2014 1:10 PM
36	Educated population.	2/19/2014 12:19 PM
37	The huge seasonal increase in customers. The retirement industries.	2/19/2014 12:00 PM
38	desirability of location; growing demand for health care services	2/19/2014 11:44 AM
39	Proximity to Boston. Get some of the other features of the area resolved (transportation, shopping, ...) and then it could have an advantage.	2/19/2014 11:43 AM
40	the growth of the Cape Cod Health Care and its availability	2/19/2014 11:16 AM
41	Brand Identity - "the Cape" is a desirable brand.	2/19/2014 11:14 AM
42	Tourism	2/19/2014 10:39 AM
43	The Atlantic Ocean. Research and Development due to proximity to major academic resources.	2/19/2014 10:20 AM
44	Its environment	2/19/2014 9:58 AM
45	Location near financial and technology centers Tourism base	2/19/2014 9:16 AM
46	Unique, proprietor-owned businesses. Strong second-home market. Fishing industry.	2/19/2014 8:51 AM
47	Still maintains a good reputation for a tourist destination.	2/19/2014 8:49 AM
48	Quality of life to attract employees. I wonder with the advances in technology, could some "back office" facilities be created, especially on the Upper Cape, to allow Cape employees to work for their off-Cape employers from the back office location.	2/19/2014 8:45 AM
49	Proximity to ocean,	2/19/2014 8:41 AM
50	The people who live here year round who want to work full time and support their families.	2/19/2014 8:33 AM
51	The people	2/19/2014 8:16 AM
52	Still an outstanding vacation destination that will support small businesses. Real Estate sales as long as the environment is presented not the picture perfect ad you see in magazines.	2/19/2014 7:19 AM
53	Close to Boston and providence but still has a quaint setting.	2/19/2014 6:59 AM
54	Captive audience - tourists Uniqueness	2/19/2014 6:55 AM
55	Beaches, Beauty, and Brains	2/19/2014 5:43 AM
56	Location and life style	2/18/2014 10:15 PM
57	Its environment.	2/18/2014 9:47 PM
58	Its environmental beauty	2/18/2014 9:35 PM
59	People want to live here. They need to be able to do so. Its people that will make it work	2/18/2014 9:22 PM
60	It's location.	2/18/2014 8:42 PM
61	Its natural beauty, making it an attractive area to live and, hopefully, work. Its proximity to Boston for professional, educational, cultural offerings.	2/18/2014 8:20 PM
62	Location, location, location	2/18/2014 7:34 PM
63	see answers to question 2 and 3	2/18/2014 7:28 PM

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64	An educated older work force that is not used and the presence of a large group of illegal aliens who need to be integrated	2/18/2014 7:07 PM
65	I'm not sure I can answer that.	2/18/2014 6:54 PM
66	well-educated population	2/18/2014 6:20 PM
67	Low wages, many have to have 2-3 jobs to live here Seasonal	2/18/2014 6:04 PM
68	Independent retailers and restaurants as opposed to chains, tourists willing to spend while on vacation.	2/18/2014 6:00 PM
69	Nature	2/18/2014 5:50 PM
70	People young and old!	2/18/2014 5:48 PM
71	If we became our own state apart from Massachusetts We would be fiscally prosperous. Patrick has taken our money and blown it in Boston and his re Election base and given us the shaft. Time for A new Leader. The MWRA its Sewer pipe is wiping out Cape Cods Fishing. Poisoning Mass Bay with endocrine disruptive chemicals all . Sewerage infastructure has caused more problems than it has solved. We need to trully be good stewards of our waste water in prevention rather than cleaning up polluted water. If we could think that way the Cape would Thrive with help from small local government.Godly values would be a excellent step to a Blessed community.Kicking God out of Government and public Discourse Is a fatal mistake for the current Government form we are in. Godlessness leads us to this Cape Cod Commission mentality . Commission rhymes with communism Go figure. Remember the Iron curtain. North Korea, Soviet union, Red China who has most our Jobs	2/18/2014 5:23 PM
72	Highly motivated and skilled workforce that is under employed. Excellent high school creative, technical and mainstream high schools and excellant community college.	2/18/2014 5:19 PM
73	Climate and environment	2/18/2014 5:18 PM
74	I think of any at this time.	2/18/2014 5:07 PM
75	Affluent seasonal residents and visitors	2/18/2014 5:04 PM
76	Access to nature. Being part of Mass.	2/18/2014 5:04 PM
77	environment and natural resources	2/18/2014 5:01 PM
78	We offer a unique product - the charm and beautfy of Cape Cod is the major selling point for the tourist economy. The untouched, low-key escape from the city and suburbs.	2/18/2014 4:58 PM
79	Highly educated workers, relatively easy access to major economic areas, lifestyle, access to beaches and other aspects of nature.	2/18/2014 4:41 PM
80	Many of the residents are wealthy	2/18/2014 4:39 PM
81	That it is an established, well known and popular tourist destination.	2/18/2014 4:31 PM
82	We are a small enough political entity to be able, if we work together, to resolve most of these questions pretty well.	2/18/2014 4:24 PM
83	environmental preservation	2/18/2014 4:23 PM
84	I do not see any.maybe with a high speed train to boston and providence would help.	2/18/2014 4:22 PM
85	It is a beautiful place = please keep what is left of a rural existence	2/18/2014 4:22 PM
86	I did not move here as a retired person to be bothered by a fast growing and developing metro area. However, after learning about Barnstable County's poor performance as an economic center, there are many strategies and assets that can be better put to work that would benefit me as a homeowner paying progressively higher taxes. Sandwich could be home to a destination resort on the Bay.	2/18/2014 4:15 PM
87	It is an isolated strip of land with great natural resources. It will never be a major business center	2/18/2014 4:14 PM
88	ecotourism	2/18/2014 4:14 PM
89	beaches, arts, culture	2/18/2014 4:06 PM
90	The people contributing to The Silicon Sandbar	2/18/2014 4:04 PM
91	Tourism.	2/18/2014 4:00 PM

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92	human resources - its a very attractive place to live	2/18/2014 3:48 PM
93	Abolish the Cape Cod Commission	2/18/2014 3:41 PM
94	there is opportunity for entrepreneurial growth - but economic policy needs to be geared to helping young entrepreneurs and small business startups succeed	2/18/2014 3:39 PM
95	A vibrant vacation/recreation based economy. Around the country, this strength is accompanied by economic weakness "off season" and lack of a focused effort to attract high income, year around jobs. Both issues can be addressed but require focused, energetic, creative strategies that are "worked" by purpose dedicated staff. If that staff is also involved in development of prime season activities they will spend their time on the easy issues, not the the challenging ones.	2/18/2014 3:39 PM
96	biggest asset and biggest liability is the return of the summer season. Need to build year round businesses for year round jobs.	2/18/2014 3:37 PM
97	We built a giant suburbia without the business or higher ed infrastructure to support it.	2/18/2014 3:28 PM
98	it's entrepreneurial spirit	2/18/2014 3:28 PM
99	Internet Infrastructure Environment	2/18/2014 3:25 PM
100	Recreation	2/18/2014 3:21 PM
101	none	2/18/2014 3:21 PM
102	Educated populace	2/18/2014 3:21 PM
103	A BEAUTIFUL PLACE TO LIVE AND WORK	2/18/2014 3:20 PM
104	Sense of place - people want to be here.	2/18/2014 3:19 PM
105	Low paying, seasonal jobs.	2/18/2014 3:17 PM
106	Room for growth	2/18/2014 3:15 PM
107	Natural beauty and historic character.	2/18/2014 2:37 PM
108	Healthcare Innovating technologies for Aging Assistance Tourism	2/18/2014 2:16 PM
109	our history and beaches	2/18/2014 12:43 PM
110	Its location to major population areas.	2/18/2014 12:24 PM
111	beauty, art, culture, influx of seasonal labor, uniqueness of surroundings, geographic location to urban centers Boston/Providence/islands	2/18/2014 11:59 AM
112	Its natural resources and rural character make it a beautiful place to live and visit.	2/18/2014 8:31 AM
113	summer tourism	2/17/2014 9:19 PM
114	People, Location, Wind	2/17/2014 8:21 PM
115	natural environment plus existing institutions (Woods Hole, CCCC, etc.)	2/17/2014 4:37 PM
116	People love our beaches and restaurants, arts and places to exercise	2/16/2014 6:15 PM
117	What is left of its beauty and charm still draws visitors. The very rich who pay property taxes but don't live here long enough to draw on municipal services.	2/16/2014 9:13 AM
118	individual ownership of businesses- small entrepreneurs help each other to some extent- business is not so cut throat	2/15/2014 5:20 PM
119	Four Cs possible new bridgewater campus, tech schools, woods hole	2/15/2014 4:56 PM
120	Our greatest economic lure is the environment. OpenCape should be and can be an advantage. Solar and hydroelectric can bring business, lower costs and become an advantage if the energy in the area is low therefore an advantage.	2/15/2014 4:12 PM
121	A mature under-used well educated workforce, and a beautiful place to live.	2/15/2014 4:00 PM
122	...A workforce which is under-utilized (trained)...	2/15/2014 12:44 PM
123	Fishing industry, cranberry and tourism and retirement	2/15/2014 10:00 AM
124	environment	2/14/2014 4:20 PM

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125	cape cod commission and its balanced substantive review process that protects the interest of its citizens in the context of a global/regional strategy.	2/14/2014 2:47 PM
126	Community support and connection, local government, smart Cape residents	2/14/2014 12:40 PM
127	Its environment and history	2/14/2014 10:44 AM
128	The draw of the natural world for residents and for tourists	2/14/2014 10:25 AM
129	Year round residents. Beaches. The environment.	2/14/2014 10:22 AM
130	our location and our history we also have a great deal of experience and talent here in our older community that could be tapped	2/14/2014 9:16 AM
131	We need big box stores without all the fuss. It takes so long to get anything done. One issue; permits that business and families are finding it difficult to go through the process	2/14/2014 4:32 AM
132	Beaches, water bodies environment	2/13/2014 10:38 PM
133	The PROTECTION from the intrusion of high-commercial enterprises. "Most" people come to Cape Cod to escape all that brings. They can go to other venues for that type of vacation or retirement place ... there are PLENTY that didn't have the backbone of the Cape Cod Commission to prevent this type of commercial development.	2/13/2014 10:07 PM
134	Lifestyle, educated population	2/13/2014 9:24 PM
135	Tourism and beaches	2/13/2014 9:08 PM
136	Tourism	2/13/2014 8:48 PM
137	People who love their towns and volunteer on boards	2/13/2014 8:26 PM
138	Beauty of the area	2/13/2014 8:13 PM
139	High income and educated residents. Balanced life style ideal for baby boomers	2/13/2014 5:51 PM
140	I don't think it currently has any "great" economic advantages.	2/13/2014 5:00 PM
141	ease of lifestyle	2/13/2014 4:20 PM
142	space to attract businesses	2/13/2014 4:20 PM
143	broadband access to the world	2/13/2014 4:11 PM
144	There are none	2/13/2014 3:12 PM
145	location, natural resources	2/13/2014 2:56 PM
146	Creative small business entrepreneurs	2/13/2014 2:46 PM
147	location @ year round population but not enough of a commercial base to bring jobs and taxes to the towns	2/13/2014 2:06 PM
148	WHOI/MBL Marine/Water Otis	2/13/2014 1:46 PM
149	unique character of the landscape and recreational opportunities.	2/13/2014 1:43 PM
150	?	2/13/2014 1:40 PM
151	Proximity to natural resource; WHOI	2/13/2014 1:05 PM
152	Aging population (high education and income levels) that cater to restaurants, theater, healthcare needs, etc).	2/13/2014 12:55 PM
153	It's environment.	2/13/2014 12:39 PM
154	There are very few advantages other than the environment. Housing can be relatively inexpensive compared to suburban Boston, but there needs to be better jobs for people to afford them.	2/13/2014 12:10 PM
155	Location, natural resources and people.	2/13/2014 11:50 AM
156	Seasonal homeowners who do not need the schools, freeing up more tax payer money for other uses.	2/13/2014 11:35 AM
157	Desirable vacation destination	2/13/2014 11:14 AM
158	It's natural beauty.	2/13/2014 11:03 AM

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159	I believe Cape Cod's greatest economic advantages include the amount of seasonal visitors and potential for small businesses.	2/13/2014 10:49 AM
160	Its unique environment.	2/13/2014 10:27 AM
161	The fact that we are a tourism driven economy is an advantage to our area, but we have to create and build on an area that is attractive to those visiting, as well as retain residents and young people by establishing a year round community that makes people want to live here.	2/13/2014 9:55 AM
162	Environment could attract higher paid professionals for year round living but need broadband access.	2/13/2014 9:53 AM
163	Our location allows year-round tourism now. Also, new businesses are constantly opening, so the year-rounders seem to be supporting the local and big box/corporate companies.	2/13/2014 8:58 AM
164	A desire to live and retire on Cape Cod Well educated people proximity to Boston	2/13/2014 8:33 AM
165	Brand Awareness	2/13/2014 7:41 AM
166	Small businesses, great restaurants, amazing natural beauty	2/12/2014 6:45 PM
167	Quality of life-weather	2/12/2014 6:07 PM
168	We are a highly desired location and we need to put in the infrastructure and supply the needs of those professionals that should be here year round working.	2/12/2014 4:56 PM
169	It's natural beauty and proximity to Northeast US population centers.	2/12/2014 3:24 PM
170	life-style, near to major population centers	2/12/2014 2:57 PM
171	Appreciation for the environment.	2/12/2014 2:12 PM
172	Although I support the addition of places that employ workers on Cape Cod, there should be more support and development in connecting locally owned businesses with local labor markets. There is a great wealth of underemployed youth who would welcome winter opportunities in local businesses. As stated earlier, the economic advantage comes from the unique environmental, cultural, and ecological resources of the area. These should be developed and fostered over any sort of cookie cutter box stores or McMansion development.	2/12/2014 1:52 PM
173	Citizen involvement in town decision-making	2/12/2014 1:41 PM
174	Eco-tourism and destination travel for its environment Unified efforts among the Chamber, AFCC and Commission are also helping	2/12/2014 1:32 PM
175	It's life style and the people resources	2/12/2014 1:18 PM
176	Environment, adaptability, entrepreneurial ethic	2/12/2014 1:12 PM
177	It's people. Tourism.	2/12/2014 12:55 PM
178	location regards natural resources and access to jobs on and off cape	2/12/2014 12:14 PM
179	Location	2/12/2014 11:41 AM
180	Educated workforce, proximity to Boston, decent infrastructure - perfect combination for remote workers and for creating innovation zones.	2/12/2014 11:28 AM
181	It's well educated diverse population It's scenic beauty protected by historic and conservation zoning It's location as a summer spot for the North East	2/12/2014 11:13 AM
182	Our geology, and our reputation as a clean, safe, somewhat "old-timey" place to live. And the fact that we are now beginning to deal with the problems of declining fresh- and coastal-water quality, our need for more sources of clean energy (wish more towns would follow Wellfleet's lead on getting more residential solar installed), and our need to connect technologically with the rest of the world.	2/12/2014 10:52 AM
183	Location, environment, lifestyle	2/12/2014 10:38 AM
184	location, quality of life, potential for a trained workforce - using the community college and the Bridgewater University site in South Yarmouth	2/12/2014 10:16 AM
185	Our environment (quality of life) and our new "connectivity"	2/12/2014 10:02 AM
186	Attractive environment and open spaces draw tourism	2/12/2014 9:50 AM

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187	tourism, an attractive destination, reasonable good restaurants, family centered activities	2/12/2014 9:43 AM
188	Being a small region can be an advantage. We don't need sprawling, economic growth to be successful. We need a smart, green economy.	2/12/2014 9:14 AM
189	Environment/Cape character	2/12/2014 9:07 AM
190	Natural resources-- otherwise no attraction for permanent or seasonal residents and visitors.	2/12/2014 9:02 AM
191	marine and ocean technology	2/12/2014 7:36 AM
192	Desired destination with access to major metro areas	2/12/2014 1:23 AM
193	tourism	2/11/2014 10:54 PM
194	nature, medical treatments	2/11/2014 9:41 PM
195	Educated and reliable workforce.	2/11/2014 9:00 PM
196	Great place to live if open cape potential becomes viable to permit good job opportunities	2/11/2014 8:56 PM
197	National recognition as attractive leisure destination and beautiful year round coastal environment to work and play.	2/11/2014 8:53 PM
198	Location - beauty of the environment	2/11/2014 8:38 PM
199	we have NO economic advantages, we need tax incentives, building incentives to attract companies and JOBS>	2/11/2014 8:06 PM
200	creative economy and hospitality industry as well as a business community that is responding to economic changes in a reasonable amount of time	2/11/2014 7:19 PM
201	The Cape Cod Commission	2/11/2014 6:52 PM
202	A well-educated population that could be engaged if they believed the regional government was serious about sustainable clean economic development	2/11/2014 6:48 PM
203	Cape Cod - But the t based service industry won't support the workers unless more worker friendly development is allowed to lower the cost of living on the Cape.	2/11/2014 6:34 PM
204	The environment.	2/11/2014 6:30 PM
205	wealth of transient population	2/11/2014 6:18 PM
206	Difficult to answer because it varies by Cape region.	2/11/2014 5:38 PM
207	Its status as a two season tourist destination. Its Brand Name, evoking visions of clean water & outdoor recreation, in small, non-suburban communities.	2/11/2014 5:37 PM
208	Recreational resources, especially related to fresh and salt water.	2/11/2014 5:35 PM
209	Its natural beauty and tourist facilities	2/11/2014 5:34 PM
210	Its people - especially the farmers and fishermen	2/11/2014 5:22 PM
211	Ocean Resources & Attractions	2/11/2014 5:20 PM
212	Tourism	2/11/2014 5:07 PM
213	Natural beauty, culture, historic nature and charm.	2/11/2014 4:55 PM
214	Demographic changes that promote health and personal services	2/11/2014 4:47 PM
215	Seasonality- I believe housing is not an issue because of the tax base, I tell people to go over the brifge and see what those husing costs and tax bases are,	2/11/2014 4:45 PM
216	Natural beauty & the seashore with potential to attract technical people to modern, hi-tech business	2/11/2014 4:38 PM
217	Available talent CCNSS	2/11/2014 4:31 PM
218	People	2/11/2014 4:27 PM
219	Multitude of small shops, good beaches and undeveloped hiking areas, small museums and theatres, vacation facilities of all kinds.	2/11/2014 4:03 PM
220	Environment conducive to creativity	2/11/2014 3:58 PM

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221	Refuge for the arts, local farms, small businesses, the cranberry industry and the pride and protection our residents have for this special place.	2/11/2014 3:51 PM
222	The Capes name brand recognition is global.	2/11/2014 3:49 PM
223	its location and its people.	2/11/2014 3:48 PM
224	Again, the diversity of its people.	2/11/2014 3:39 PM
225	property value	2/11/2014 3:34 PM
226	physical beauty makes it a great place to live and raise family. Professional jobs need to be created to entice professional couples to live here.	2/11/2014 3:28 PM
227	Things that aren't used or seen that way - generally good schools (attractive to professionals), the beginnings of fiber infrastructure (not yet used), easy to attract talent the the region -IF there are professional opportunities, quality of life, creative communities	2/11/2014 3:24 PM
228	Agreeable physical setting	2/11/2014 3:21 PM
229	Not location! Boutique, professional, and web based business with low impact on environment. Like Vermont we are at the end of the road need to be creative in attracting entrepreneurs who thrive in this kind of environment.	2/11/2014 3:16 PM
230	Its environment. Its healthcare system.	2/11/2014 3:11 PM
231	Coastal access for commercial shipping. Proximity to Boston and Providence. Airport. Underutilized workforce.	2/11/2014 2:59 PM
232	The high level of education and skills of the over 55 population; figure out how to tap this talent. Also, the Natl. Seashore that attracts so many visitors to the Cape.	2/11/2014 2:57 PM
233	highly educated population, community involvement	2/11/2014 2:52 PM
234	You give no place to say no, or none of the above, in questions 9 and 10.. I answered "problems" to all of question 6 to indicate the problems are too great to consider more economic development, Are you comfortable that this survey is unbiased?.	2/11/2014 2:51 PM
235	Tourism and beaches. Development of resort facilities.	2/11/2014 2:48 PM
236	See Question 3	2/11/2014 2:47 PM
237	People come to the Cape for quality of life.	2/11/2014 2:34 PM
238	Diversity.	2/11/2014 2:33 PM
239	Environment proximity to population centers	2/11/2014 2:30 PM
240	Huge tax base of seasonal homes. Proximity to Boston, Providence & NYC. WHOI & MBL	2/11/2014 2:29 PM
241	Proximity to major metro area. Natural beauty and desirability.	2/11/2014 2:28 PM
242	Environment	2/11/2014 2:28 PM
243	Vacation environment	2/11/2014 2:19 PM
244	The quality of life it offers to its employees and customers.	2/11/2014 2:16 PM
245	reputation, clean environment, natural beauty, local charm	2/11/2014 2:16 PM
246	Close to leading major metro areas, relatively mild climate, New England work ethic and political tendencies.	2/11/2014 2:13 PM
247	desire to live here attracts desire to open and expand business here	2/11/2014 2:10 PM
248	I think the biggest economic advantage is the thing that can't be replaced - its beauty and its shoreline.	2/11/2014 2:06 PM
249	The Cape is an attractive place for business owners and their employees. We need to remove the stigma that the Cape is isolated by the bridges...these bridges, while they occasionally cause traffic, this is no more so than suburbs immediately surrounding Boston. We need to promote our benefits (i.e. fun, beautiful place to live and work) and stop complaining about perceived differences in cost of living...which, when compared to Boston suburbs is a false assumption.	2/11/2014 2:05 PM
250	Proximity to the best universities and research centers; and good transportation connections.	2/11/2014 2:02 PM

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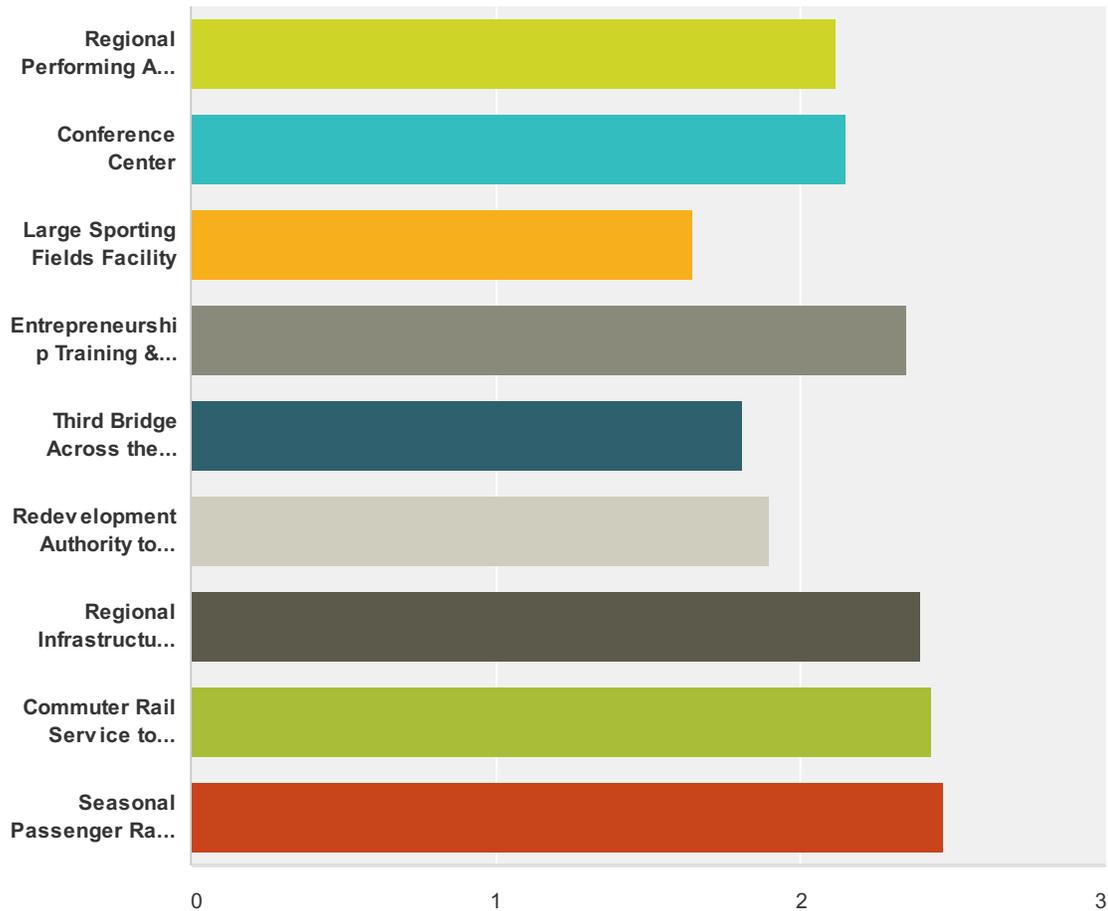
251	Medical and Scientific Advantages	2/11/2014 2:02 PM
252	See prior comments	2/11/2014 2:01 PM
253	People, including recent retirees OpenCape network	2/11/2014 1:55 PM
254	We have a lot of professional and technical experience in Woods Hole and high speed internet sources that could support jobs in the new economy.	2/11/2014 1:54 PM
255	tourism based industries, lots of old people who need lots of medical care	2/11/2014 1:54 PM
256	its older, wealthier population	2/11/2014 1:53 PM
257	People like it here.	2/11/2014 1:52 PM
258	The environment, as long as it is pristine, will always draw visitors and residents. We also have a highly educated, if older population who will take advantage of cultural, health and other services if provided at the cutting edge level. We build on that first.	2/11/2014 1:50 PM
259	OpenCape, location, vast potential for year round business	2/11/2014 1:50 PM
260	Our new OpenCape Telecom infrastructure as soon as we actively deal with building out from the Middle Mile backbone to the Last Mile of residences, businesses and all community anchor institutions.	2/11/2014 1:43 PM
261	Pollution free salt and fresh water - without water we become Nebraska East.	2/11/2014 1:42 PM
262	Quality of life related to a clean environment, desire of people to live here and work, with OpenCape, the ability for job creation and opportunities without further distress to the landscape.	2/11/2014 1:40 PM
263	Strong research community, opportunities for science and technology related development	2/11/2014 1:35 PM
264	We are a community by the sea - people flock to our shores to enjoy the natural resources and the sea that surrounds us	2/11/2014 1:33 PM
265	Significant regions that have not been overrun by beachfront highrises, and major development of any kind right on the ocean.	2/11/2014 1:31 PM
266	consistant as a desirable place to vacation. It's natural beauty. It's easy access from larger population centers	2/11/2014 1:28 PM
267	The Cape has the ability to offer employees a lot of advantages for a better way of life. Because of the aging population services especially in the medical field.	2/11/2014 1:26 PM
268	Beaches	2/11/2014 1:23 PM
269	a captive customer base (though of limited size) & the quality of life	2/11/2014 1:18 PM
270	attractive place to live	2/11/2014 1:18 PM
271	It's natural resources	2/11/2014 1:17 PM
272	Tourism	2/11/2014 1:17 PM
273	Tourism and light industry. CCCC and CCHospital.	2/11/2014 1:15 PM
274	Tourism	2/11/2014 1:15 PM
275	Cape Cod's environment and ease of life, proximity to larger urban hubs, and larger population in the summer	2/11/2014 1:14 PM
276	Location, quality of life - existing & potential.	2/11/2014 1:13 PM
277	its committed people	2/11/2014 1:13 PM
278	Room for growth	2/11/2014 1:11 PM
279	seaside environment	2/11/2014 1:11 PM
280	Wealthy population	2/11/2014 1:10 PM
281	Tourism	2/11/2014 1:09 PM
282	Once you get beyond tourism, it drops off quickly	2/11/2014 1:08 PM
283	Its environment, and its research institutions.	2/11/2014 1:07 PM

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284	Tourism	2/11/2014 1:04 PM
285	Woods Hole science community - want more of this!	2/11/2014 1:03 PM
286	Attractiveness of area	2/11/2014 1:03 PM
287	Attractive place to live/raise children/access to internet/relatively educated workforce	2/11/2014 1:03 PM
288	Summer people who pay most of the taxes and require little in services	2/11/2014 1:00 PM
289	Affluent residents; many skilled retirees.	2/11/2014 12:59 PM
290	Environment, sense of place, identification as distinct entity, regional and local leadership, progressive reputation	2/11/2014 12:58 PM
291	Cape Cod has been very measured in its economic development. This is smart and necessary. However, I believe there are many opportunities that have not yet been explored to attract businesses that offer high quality jobs. This "low-hanging fruit" means that with a few strategic changes, Cape Cod has the potential to create great impact on its own economy. We have lots of opportunity to expand beyond just a tourism economy.	2/11/2014 12:58 PM
292	its environment	2/11/2014 12:57 PM
293	Seashore and seafood	2/11/2014 12:57 PM
294	clean water	2/11/2014 12:57 PM
295	environment, cultural amenities and small businesses	2/11/2014 12:53 PM
296	would need to think about this	2/11/2014 12:53 PM

Q13 Do you think it is important to the regional economy to have the following?

Answered: 373 Skipped: 24



	Not Important	Somewhat Important	Very Important	Total	Average Rating
Regional Performing Arts Center	18.92% 70	50.54% 187	30.54% 113	370	2.12
Conference Center	18.23% 66	48.34% 175	33.43% 121	362	2.15
Large Sporting Fields Facility	49.32% 181	36.51% 134	14.17% 52	367	1.65
Entrepreneurship Training & Business Support	9.84% 36	45.36% 166	44.81% 164	366	2.35
Third Bridge Across the Canal	42.74% 156	33.97% 124	23.29% 85	365	1.81
Redevelopment Authority to Aggregate Commercial Land for Redevelopment	32.60% 118	45.03% 163	22.38% 81	362	1.90
Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure	15.76% 58	29.35% 108	54.89% 202	368	2.39
Commuter Rail Service to Boston	11.62% 43	33.78% 125	54.59% 202	370	2.43

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Seasonal Passenger Rail Service from Boston

9.97%
37

33.42%
124

56.60%
210

371

2.47

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Q14 What other projects do you feel are important to regional economic development?

Answered: 202 Skipped: 195

#	Responses	Date
1	anything that brings jobs to the cape	2/24/2014 9:56 AM
2	Creation of an online repository of travel-related businesses where second-languages are spoken to attract upscale international visitors.	2/21/2014 3:50 PM
3	Continued expansion of post-secondary educational opportunities	2/21/2014 3:03 PM
4	The bottom line is that there are a lot of welfare programs and low income projects, but real training to re educate people and get them back in the work force in a respectable career that pays more than \$25 an hour at the very least is needed. There is a lot of training to get a job that pays \$12 an hour, but that will not keep people off housing support or welfare options. Education for the working or unemployed is in desperate need of re vamping. Families will be forced to move elsewhere since the job market is in distress when it's off season. More professional jobs are needed so it will attract less crime.	2/21/2014 1:48 PM
5	Developing additional educational opportunities for residents and visitors using existing infrastructure and open cape, etc.	2/21/2014 11:52 AM
6	Drinking water treatment plants	2/20/2014 6:30 PM
7	Projects driven by central planning rather than market demand are useless and counter productive. Create a business friendly environment and these projects will grow in conjunction with what the market will bare.	2/20/2014 4:30 PM
8	Improved rail and rail infrastructure. RDUs using existing track and stations for local service. six to eight trains daily to Boston, that go express to and from Bourne. Busses connect with rail. This will take pressure off the bridges by eliminating 5000 cars per day.	2/20/2014 3:22 PM
9	environment	2/20/2014 11:24 AM
10	more year round based activities and opportunities as well as travel capabilities. More youth geared projects/opportunities	2/20/2014 10:31 AM
11	Increased bike lanes or trails	2/19/2014 9:29 PM
12	we need better technological infrastructure so that we can attract more entrepreneurs and small tech businesses who can work remotely. And for god's sake why can't we – in one of the windiest parts of the world – put our utilities underground so that we are constantly fighting power outages.	2/19/2014 8:56 PM
13	Proper technology infrastructure. Review and reconsideration of legislation/rules currently in place hindering economic growth at the town level.	2/19/2014 7:20 PM
14	preservation of our natural resources	2/19/2014 6:53 PM
15	Restoration of coastal fish and shellfish beds, resident (not satellite) higher ed facility (possibly building on CCCC)	2/19/2014 1:42 PM
16	4-year college -- ability to obtain a BA/BS without having to move off Cape.	2/19/2014 1:25 PM
17	We have to have stores stay open later and not just in season. After people go to the beach all day, then eat there is nothing to do at night because the streets roll up. we need year round things to do other than movies, shopping, and mini golf.	2/19/2014 1:14 PM
18	Environmentally benign energy. Protection of Drinking Water supply.	2/19/2014 12:22 PM
19	Support for the fishing, shell fishing farming and other 'green' industries.	2/19/2014 12:04 PM
20	higher education opportunities	2/19/2014 11:48 AM

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21	Develop a modern road system on the cape. Expand some roadways to accommodate the current off-season traffic.	2/19/2014 11:45 AM
22	having more small businesses and help to begin with start up	2/19/2014 11:21 AM
23	Bringing higher education to the Cape.	2/19/2014 10:45 AM
24	Regional support and input into the upkeep of the National Seashore.	2/19/2014 10:24 AM
25	Significant upgrade in funding for Cape Cod Community College so it can offer low cost job training programs tailored to the economic needs of the region.	2/19/2014 10:01 AM
26	Linkage of all the bike trails without the use of roadways.	2/19/2014 9:59 AM
27	Attracting small to medium sized high tech companies. Spread Woods Hole to other parts of the Cape.	2/19/2014 8:50 AM
28	small business development/creation in office, commercial and light industrial settings	2/19/2014 8:49 AM
29	Better bandwidth, and developing a tech sector.	2/19/2014 7:01 AM
30	Tunnel	2/19/2014 7:00 AM
31	Reduce government programs to support non-working people. In that way, we get fewer non-working people and more working people.	2/19/2014 5:46 AM
32	Develop more gov. related projects on Otis	2/18/2014 10:24 PM
33	College satellite locations; Assisted Living/Memory Care; Hotels;	2/18/2014 9:25 PM
34	Create jobs that will allow young people to stay on the Cape	2/18/2014 8:47 PM
35	Shape the Cape!	2/18/2014 7:36 PM
36	Exploiting the heavy duty runway at Joint Base Cape Cod; perhaps a FedEx or UPS hub away from Boston or Providence	2/18/2014 7:29 PM
37	Open Cape; home business support; more public transportation; multifamily housing in village centers; healthcare management training	2/18/2014 7:13 PM
38	Promotion and maintenance of public transportation Job fairs at convenient times and locations Rewards for businesses who contribute to food pantries, housing for homeless.	2/18/2014 6:59 PM
39	Waste water is #1	2/18/2014 5:49 PM
40	Electing People into office that represent the people not the Government. Teaching our children the truth not political correct propaganda. Teach all disciplines in public schools. Humanist and God. Not discriminating against God. Remove Public Service Unions	2/18/2014 5:31 PM
41	Improved bikeways. Using the special grants to towns that add bike and pedestrian access.	2/18/2014 5:23 PM
42	More technical schools	2/18/2014 5:18 PM
43	Streamline permits and other processes that support business development.	2/18/2014 5:16 PM
44	Broadband infrastructure and competitive sources for it. End the monopoly.	2/18/2014 5:06 PM
45	technology center	2/18/2014 5:04 PM
46	Businesses that are not dependent on tourism/ are not retail-based. Year-round professional opportunities!	2/18/2014 5:00 PM
47	Fix the roads. Make it easier to travel from the Upper Cape to the Mid-Cape. It's completely unpredictable - some days it takes 15 minutes to go from Mashpee to Hyannis, other days, 45 minutes. In the winter!	2/18/2014 4:43 PM
48	Affordable housing, affordable housing and affordable housing.	2/18/2014 4:33 PM
49	Develop research facilities a la WHOI and PCCS with small off site labs in various towns.	2/18/2014 4:29 PM
50	Regional government and regional schools and cape cod broadcasting delivery system.	2/18/2014 4:26 PM
51	viable bus service and safe passage for workers	2/18/2014 4:25 PM
52	There are already 18 theatres and the melody tent. We don't need another theatre, unless the symphony needs something. Lots of ball fields now for CApe League baseball.	2/18/2014 4:20 PM

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53	protecting the natural environment that attracts visitors and retired households.	2/18/2014 4:17 PM
54	Completing the broadband initiatives.	2/18/2014 4:10 PM
55	Eco-tourism	2/18/2014 4:07 PM
56	College or University on Cape. Preferably in the Mid, Lower or Outer region.	2/18/2014 4:02 PM
57	Noted above, focus on reducing sprawl, encouraging more intense development.	2/18/2014 3:43 PM
58	Abolish the Cape Cod Commission	2/18/2014 3:43 PM
59	We need commercial areas where businesses can move in without years of process, or where building uses can be changed from one commercial use to another easily.	2/18/2014 3:32 PM
60	Integration of water borne transportation into mass transit, e.g. south shore fast ferry service Woods Hole, Falmouth, Waquoit, Popponesset, Cotuit, Craigville, Hyannis, Bass River, Wychmere Stage Harbor	2/18/2014 3:26 PM
61	College advancement	2/18/2014 3:23 PM
62	Better paying jobs and also to change the thought process that the Cape salary is less than off Cape. The price of living on Cape is ridiculously higher than off - so why are salaries lower? This is why people leave or have less time with family because they commute elsewhere for normal paying professional jobs.	2/18/2014 3:22 PM
63	Find the opportunities in Aging...Technology R&D...	2/18/2014 2:20 PM
64	Recycling pickup program. also Cape resident wide beach sticker	2/18/2014 12:44 PM
65	Mixed use commercial/residential properties like Mashpee Commons	2/18/2014 12:02 PM
66	Effective treatment center(s) for substance abuse.	2/18/2014 8:34 AM
67	Public transportation within the Cape.	2/17/2014 9:22 PM
68	Instead of a third bridge over the canal, spend the money constructing a permanently fixed railroad bridge and upgrade the tracks on the Cape to support RailBus service from Hyannis to Boston	2/17/2014 8:25 PM
69	tax incentives for larger companies like insurance, that will employ a significant number of people	2/15/2014 5:29 PM
70	less bureaucracy	2/15/2014 4:58 PM
71	i like the idea of a regional performing center that includes a conference center. This area could be a huge lure and can offer training & business support which should be provided by 4C's and other entities. I think an overall vision would be helpful in pulling this together.	2/15/2014 4:17 PM
72	The Cape Cod Commission should promote clean industry and R&D here and stop penalizing them for trying to move here. The Cape Cod Commission should reaffirm its promise to never get involved in existing individual homes.	2/15/2014 4:06 PM
73	Tax benefits for small & large business	2/14/2014 4:25 PM
74	annual needs assessment and performance assessment to align relevant needs to meet and or exceed goals of sectors that are deemed to be the core of ongoing and developing strategies.	2/14/2014 2:56 PM
75	Regional permitting. e.g. Make it easy for someone with a food truck to get a license for Barnstable County instead of going town to town. Same for shellfish permits, etc.	2/14/2014 12:43 PM
76	Adequate support for the National Seashore	2/14/2014 10:46 AM
77	New Science/Innovation Center at CCCC	2/14/2014 9:13 AM
78	big box retail projects, like Lowe's in Dennis without all the BS red tape	2/13/2014 11:57 PM
79	Double barrel highway Dennis to Eastham	2/13/2014 10:41 PM
80	Continue to PROTECT and maintain the unique character that "is" Cape Cod. Those who want commercialism have plenty of places to visit and live that have made those mistakes in the past.	2/13/2014 10:10 PM
81	High-tech industry	2/13/2014 9:24 PM
82	??	2/13/2014 8:50 PM
83	Building out the Last Mile to Open Cape	2/13/2014 8:33 PM

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84	You named them all	2/13/2014 5:53 PM
85	Extension of Open Cape to homes and businesses -- the last mile.	2/13/2014 5:11 PM
86	transportation is my highest priority	2/13/2014 4:26 PM
87	focus on training and education	2/13/2014 4:24 PM
88	Get rid of suicide alley -- complete Route 6 all the way to the Orleans Rotary	2/13/2014 4:14 PM
89	Junior college for skills training	2/13/2014 3:15 PM
90	Need to address childcare issues: lack of infant care, lack of subsidies.	2/13/2014 3:00 PM
91	More commercial opportunities so locals don't have to travel off cape for a decent paying job. As a commercial property manager, I could not make enough \$\$ on Cape. Instead I spend a ton commuting for a good paying job.	2/13/2014 2:12 PM
92	more commercial and residential development	2/13/2014 1:40 PM
93	Youth opportunities and Education	2/13/2014 1:08 PM
94	We need educational opportunities. How about a 4 year State College on the Cape. UMass Hyannis.	2/13/2014 12:14 PM
95	The development of community and a unique sense of place within the village model. This may best engage political will and reduce crime/drug use and other behaviors which suppress human empowerment.	2/13/2014 11:56 AM
96	Simply bringing the goods and services that we have to travel off cape for here.	2/13/2014 11:41 AM
97	Build affordable housing. Go back to the days of triple deckers, so multi generations can live under one roof. Cheaper for families to live, less land use, one footprint for three families.	2/13/2014 11:06 AM
98	The addition of a four year college or university.	2/13/2014 10:51 AM
99	Determination of needs of the year round residents so that they don't have to travel off cape as often.	2/13/2014 10:34 AM
100	last mile fiber	2/13/2014 9:55 AM
101	Regional waste water treatment Improvement of infrastructure	2/13/2014 8:40 AM
102	na	2/13/2014 7:44 AM
103	Bike path extension	2/12/2014 6:48 PM
104	Broadband, the easing of the restrictions of the Cape Cod Commission and to stop having them extort money from potential developers and having our jobs leave the cape to Bristol and Plymouth County	2/12/2014 4:59 PM
105	More university connections. Possibility of CCCC becoming a 4-year college.	2/12/2014 2:15 PM
106	Regionally based support networks for complementary businesses.	2/12/2014 1:54 PM
107	Role of Hyannis Airport in the regional economy	2/12/2014 1:46 PM
108	Projects that make us a model for environmental stewardship that make money for the region in fields like energy, housing, transportation, telecommuting, etc	2/12/2014 1:35 PM
109	Elimination of the CCC	2/12/2014 1:21 PM
110	addressing substandard housing types in densely developed areas	2/12/2014 1:13 PM
111	Good secondary education--college prep. and technical job training components	2/12/2014 12:57 PM
112	Big Box Development	2/12/2014 12:56 PM
113	protecting and preserving the fisheries	2/12/2014 11:49 AM
114	Less development not more	2/12/2014 11:44 AM
115	support of local agricultural efforts - it's only going to get more expensive to bring food onto the Cape	2/12/2014 11:36 AM

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116	More financial support of existing economic development zones. A county entity will have a greater chance of success, vs individual towns, in winning state and federal econ development money.	2/12/2014 11:34 AM
117	Affordable internet connection for businesses and towns. Affordable internet connection for residents .. we are more and more dependent upon internet communication as actors in the commercial and political stages; high-priced monopoly "providers" do us all a disservice. I would also like to comment on Question 13, to wit: [We have various performing arts venues in nearly every town, well-suited to "local" audiences. We have several "conference centers" provided by hotel/motels. We have local sports fields. Adding high-capacity performing arts/conference/sports centers will only add traffic, parking, infrastructure, and pollution problems. We have Cape Cod Community College and SCORE providing entrepreneurship training and business support (and their services are expandable). If we build a third bridge, we will have to expand our roads to handle the increased traffic flow .. an unacceptable burden. We must recognize that our carrying capacity is finite. I'm unsure what is meant by a "Redevelopment Authority to Aggregate Commercial Land for Redevelopment." And the Cape Cod Commission is in the midst of defining resources for the construction of various wastewater management measures, already "regional" and with the "authority" to assist the towns in their planning.]	2/12/2014 11:22 AM
118	Good air transportation to Hyannis or even an airport at Otis	2/12/2014 11:19 AM
119	Creating a 4-year college with Cape Cod Community College.	2/12/2014 10:40 AM
120	infrastructure is a key. making open cape work at reasonable rates	2/12/2014 10:20 AM
121	Innovation zones, Call Centers	2/12/2014 10:04 AM
122	Limit/restrict development; implement protection of water quality	2/12/2014 9:53 AM
123	Consolidate more business into business centers more traffic lights at dangerous intersections	2/12/2014 9:46 AM
124	More regional business analysis that sets the field for how much development and what kinds of development makes sense for the Cape.	2/12/2014 9:19 AM
125	Cape character preservation	2/12/2014 9:10 AM
126	close the canal and place turbines in the water to produce energy to power plant in sandwich	2/12/2014 7:38 AM
127	Open cape, regional tech incubators	2/12/2014 1:27 AM
128	development of off season tourism	2/11/2014 10:58 PM
129	attracting jobs and younger professionals	2/11/2014 9:42 PM
130	Protect drinking water supplies.	2/11/2014 9:03 PM
131	Funding or loans for the last mile from open cape so businesses can really use it and public relations on a regional basis to entice more high paying jobs in the area—especially home based or small entities.	2/11/2014 9:01 PM
132	Finish the last mile of OpenCape so this very significant investment we all (Federal, State & County taxpayers) made in high-speed internet infrastructure can be fully supportive of our diverse economy. Also, do more on solid waste than what has resulted through negotiations with SEMASS and ABC Disposal - more regional recycling as well.	2/11/2014 9:01 PM
133	Energy conservation	2/11/2014 8:41 PM
134	attract R & D companies, light manufacturing, and internet companies for JOBS.	2/11/2014 8:09 PM
135	building an inventive regional transportation that responds to seasonal needs and local needs	2/11/2014 7:25 PM
136	Development of wind energy and associated support infrastructure	2/11/2014 6:50 PM
137	Additional retail development to provide sufficient competition to control prices on the Cape.	2/11/2014 6:37 PM
138	EDUCATION	2/11/2014 6:22 PM
139	Funding wastewater job training @ CCCC, and renewable energy as well. Then fund water & renewable projects to employ those trained. Train to fortify our core assets.	2/11/2014 5:45 PM
140	Improve conference facilities for Spring/Fall/Winter gatherings	2/11/2014 5:41 PM
141	secondary road maintenance is very lacking. Street lighting is lacking. Mass transit is improving, but there is room for much more.	2/11/2014 5:40 PM

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142	Revitalization of existing town centers - avoid suburbanization.	2/11/2014 5:24 PM
143	Year Round Activities and Attractions	2/11/2014 5:23 PM
144	Fast ferry service to Boston and New York	2/11/2014 4:50 PM
145	Attract technical professions to the area,computer, tecknolig etc	2/11/2014 4:50 PM
146	Leverage ocean research capability. Higher education on Cape.	2/11/2014 4:43 PM
147	I think regional infrastructure financing authority is important but only if the planning and implementation is local and watershed based, not centralized.	2/11/2014 4:09 PM
148	Why about a ferry from Boston?? Why is that not discussed?	2/11/2014 3:58 PM
149	Protection, protection, protection against "progress" as currently defined. Bigger is not always better.	2/11/2014 3:56 PM
150	More effective and practical regionalized development planning...not dependent upon triggering the DRI process.	2/11/2014 3:52 PM
151	On going coastal nourishment and restoration	2/11/2014 3:38 PM
152	Determine why professional companies do not locate on cape	2/11/2014 3:30 PM
153	Need to define economics as something other than tourism and need a message other than "Cape Cod: The place where no one works" b/c that is the region's brand and it kills economic development before it even starts.	2/11/2014 3:28 PM
154	On # 13 above,it depends on what kinds of commerce we are aggregating for. Education, the arts, open space through waterfront property buy-backs. Infrastructure.	2/11/2014 3:21 PM
155	The Cape needs better public transportation for tourists—to keep them off the roads. The current system is fine but not easy to figure out. It's also a little half-hearted.	2/11/2014 3:21 PM
156	An "I love the Cape" campaign that emphasizes its casual lifestyle and family friendliness of Cape Cod.	2/11/2014 3:05 PM
157	EB-5 funding would provide jobs with no tax breaks or other trade-offs.	2/11/2014 3:02 PM
158	Doing a cost benefit analysis of shipping use of the canal and the cost benefit of creating drawbridge crossings of moderate height.	2/11/2014 2:54 PM
159	none	2/11/2014 2:51 PM
160	Wastewater infrastructure	2/11/2014 2:30 PM
161	Organization to facilitate partnerships and / or satalite facilities from larger business centers, i.e. Boston, Cambridge...etc.	2/11/2014 2:26 PM
162	Seasonal and year-round recreational and cultural facilities.	2/11/2014 2:19 PM
163	The Last Mile Build out of the OpenCape Fiber Infrastructure so that everyone can have advanced high-speed connectivity for voice, video and data services.	2/11/2014 2:14 PM
164	Wastewater infrastructure is critically important to allow for increased development in desired areas. Redevelopment (with minimal permitting) of major commercial plazas. Route 6 with 2 lanes each direction between Dennis and Orleans. Future of MMR (just actually noticed that as next item on survey). Expanded service/flights at Barnstable Municipal Airport in summer months.	2/11/2014 2:07 PM
165	can not think of any other projects	2/11/2014 2:05 PM
166	Upgrade the Mid-Cape Highway and eliminate all rotaries and roundabouts.	2/11/2014 2:04 PM
167	Improvements to the power grid	2/11/2014 2:02 PM
168	We need to promote infrastructure investments on Cape Cod that have a high economic multiplier effect at the grassroots level (wastewater mitigation would be a good case study).	2/11/2014 1:58 PM
169	educational centers aimed at the high school level and concentrating on marine environmental issues	2/11/2014 1:57 PM
170	A more business friendly CC Commission.	2/11/2014 1:55 PM

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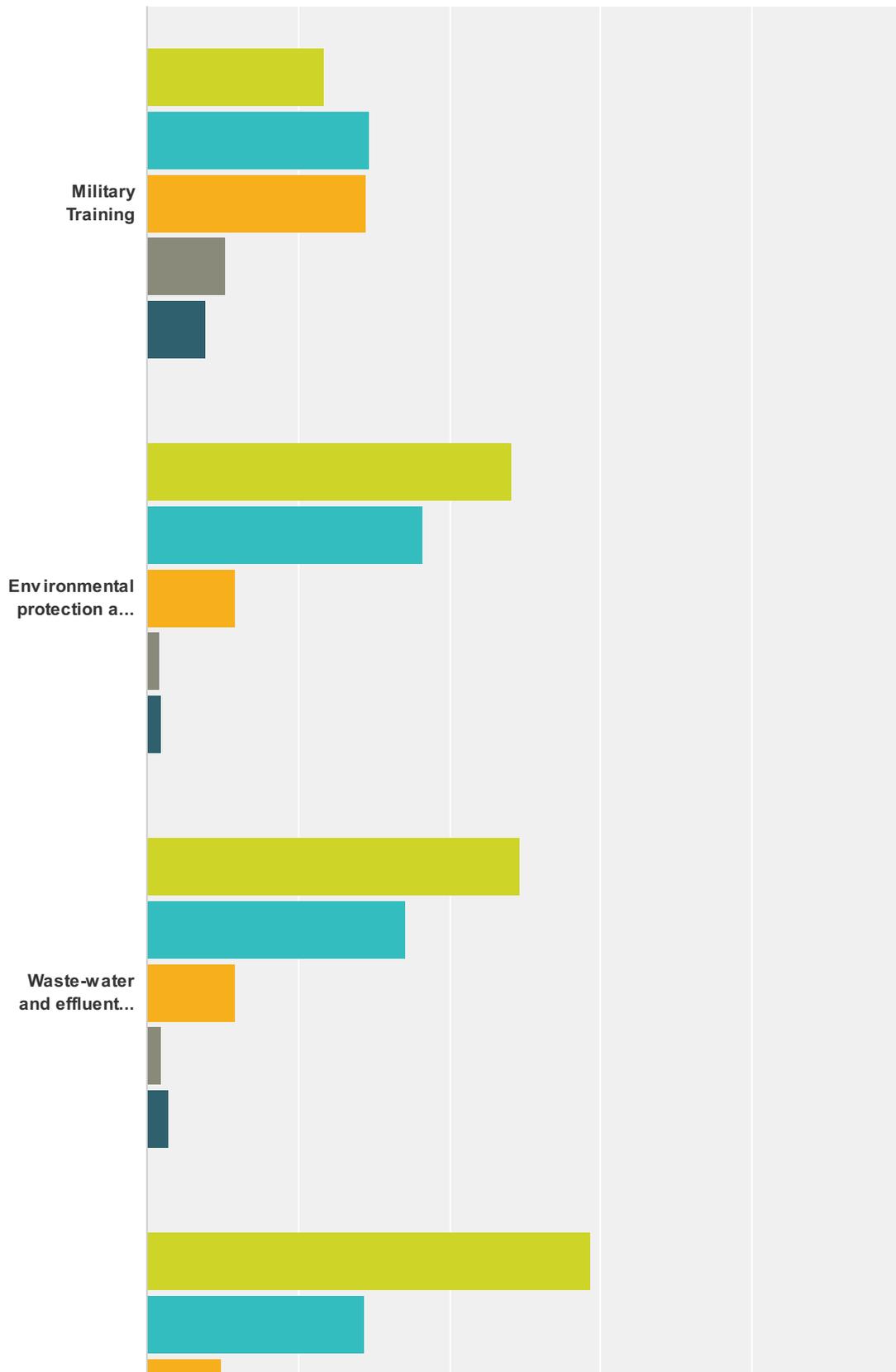
171	Regional assistance wit micro economic development, housing and investment opportunities, leveraged under one coordinating umbrella with the Cape Cod Commission, the Cape Cod Chamber and the Arts Foundation. The three heavy hitters here are doing remarkably well with this effort. Thank you!	2/11/2014 1:55 PM
172	developing more medical industry, beyond just services, but testing and R&D. Also a teaching component of Cape Cod Hospital would be fantastic	2/11/2014 1:55 PM
173	Regional waste water treatment, improve infrastructure cape wide, ask why people cross the bridge and for what services not offered here	2/11/2014 1:53 PM
174	Regional developments with local input.	2/11/2014 1:47 PM
175	How about a 3rd and 4th bridge. Bridge infrastructure is simply too old. Give it another 20 years - and we may be in trouble	2/11/2014 1:45 PM
176	small scale alternative energy - NOT CAPE WIND	2/11/2014 1:42 PM
177	College-credit educational opportunities	2/11/2014 1:41 PM
178	Conference facilities on the Upper Cape Business incubators The National Marine Life Center	2/11/2014 1:38 PM
179	increased use of solar and wind. Business support and affordable housing to attract younger families to work and/or live on the Cape	2/11/2014 1:37 PM
180	Regional triage for people who have no home. Other towns in MA have replaced sheltering with programs.	2/11/2014 1:34 PM
181	Make it desirable for people to not drive their cars to Cape Cod -- look at the Hampton Jitney from NY to the Hamptons. Provide better and more reliable public transportation so that people don't have to have a car here.	2/11/2014 1:34 PM
182	Post Secondary Job Training and Education facilities	2/11/2014 1:26 PM
183	Identify inportance of the Cape to Beacon Hill and biiger return of tax revenues to the Cape	2/11/2014 1:22 PM
184	If a third bridge is constructed, I think it's a waste to place it next to an existing bridge, unless the goal is to replace it. Having a bridge that perhaps feeds to the north to space out traffic would be more efficient. However, with the conversation of adding additional ways to come to the Cape, we need to provide better public transportation as many of our roads cannot handle additional traffic. Shuttle services to popular destinations (think Coast Guard Beach) is one options, but for the regular commuters, it would be wonderful to have other options besides driving everywhere. Creating better bike trails/lanes and perhaps offering a rail option that extends all the way to the Outer Cape are some suggestions. Buses continue to clog up the roads, we need to think outside the box.	2/11/2014 1:21 PM
185	maritime & ocean related industries, businesses, research and infrastructure	2/11/2014 1:21 PM
186	Utilization of the Mass Military Reservation for commercial uses; light manufacturing, R &D,distribution, affordable housing	2/11/2014 1:20 PM
187	A four-year university An accelerator program for local entrepreneurs/start-ups A light-rail system connecting the entire Cape More bikepaths, and ability to develop services (restaurants, B&Bs, etc) along them	2/11/2014 1:18 PM
188	Efficient and predictable development process	2/11/2014 1:18 PM
189	Reducing Greenhouse Gas Emissions	2/11/2014 1:17 PM
190	preservation of character of 6A, preservation of beaches with adequate parking	2/11/2014 1:11 PM
191	More market rate/rental housing, and large scale, competitive employers.	2/11/2014 1:10 PM
192	Rural renewal/revitalization	2/11/2014 1:08 PM
193	Seasonal rail from NY	2/11/2014 1:06 PM
194	Growing a research community.	2/11/2014 1:05 PM
195	keeping taxes low	2/11/2014 1:04 PM
196	how to hamess internet for new business oportubities that have not even been thought up yet	2/11/2014 1:04 PM

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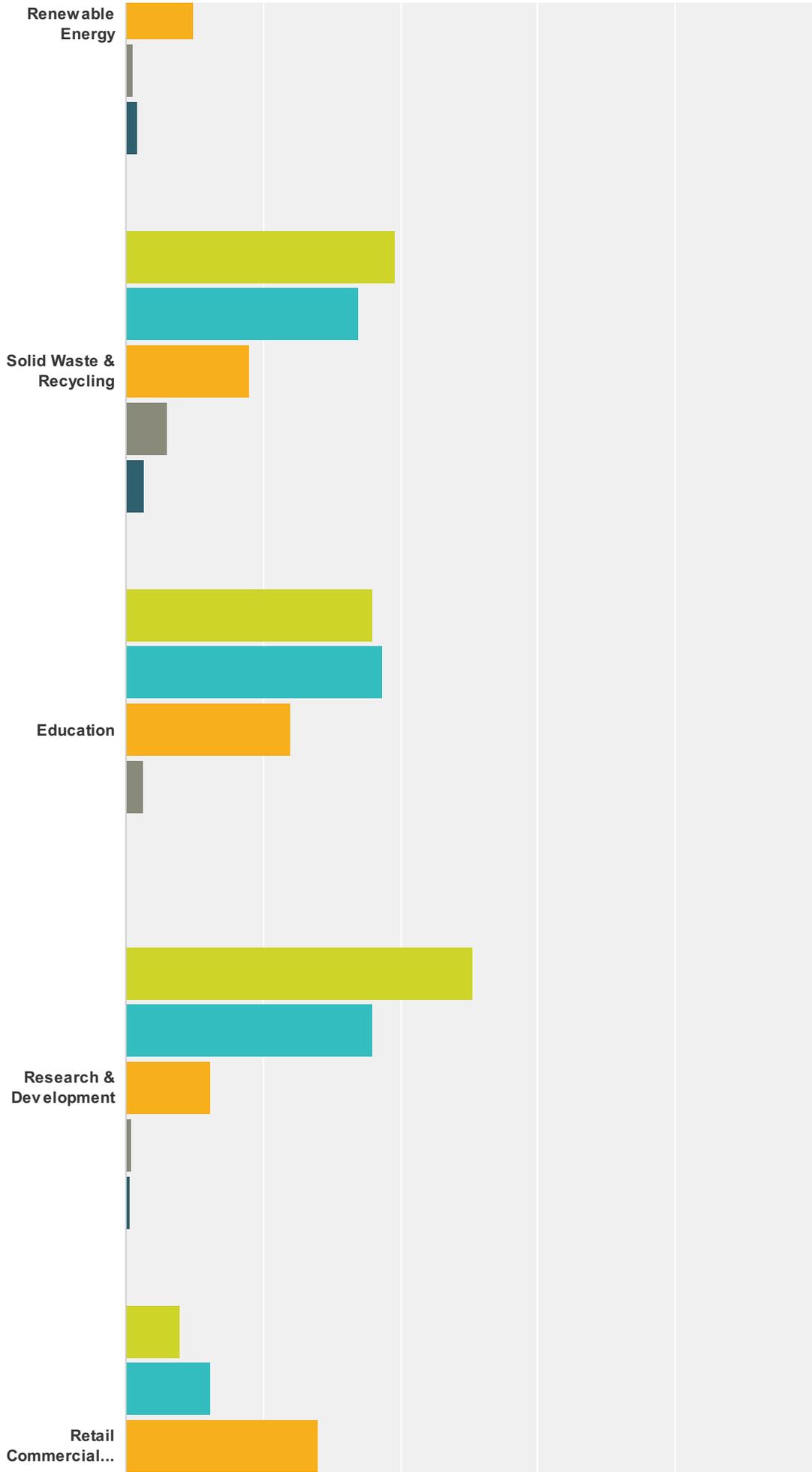
197	Determine the types of development that we want to attract (i.e. technology companies, higher education institutions, etc.). Build consensus among stakeholders to reduce the in-fighting that seems to paralyze Cape projects. Zone appropriately to attract those projects. Ensure there is either housing for new workers coming to the Cape or advanced work training for the existing Cape workforce.	2/11/2014 1:02 PM
198	Further post-secondary educational opportunities More Growth Incentive Zones More access to capital for Cape businesses	2/11/2014 1:00 PM
199	smart growth walkable centers need to gather strength	2/11/2014 1:00 PM
200	wastewater treatment	2/11/2014 1:00 PM
201	stronger support for existing cultural facilities	2/11/2014 12:56 PM
202	Bicycle and pedestrian useful and inviting infrastructure. Cape's own public transportation system - useful to year round residents, attractive to tourists.	2/11/2014 12:55 PM

Q15 How would you advocate using the Joint Base Cape Cod (formerly: Massachusetts Military Reservation) in the future?

Answered: 371 Skipped: 26



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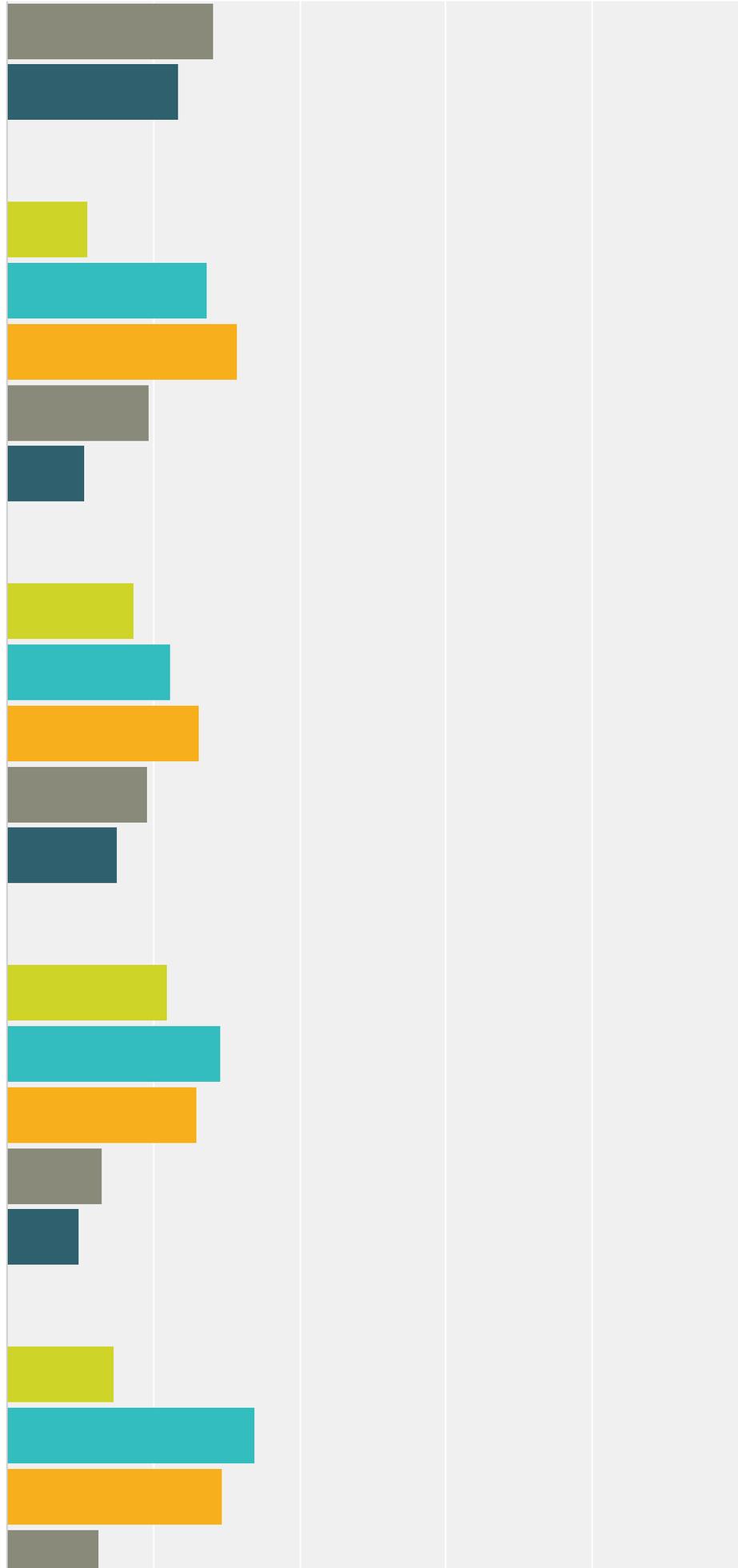
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**Non-retail
Commercial...**

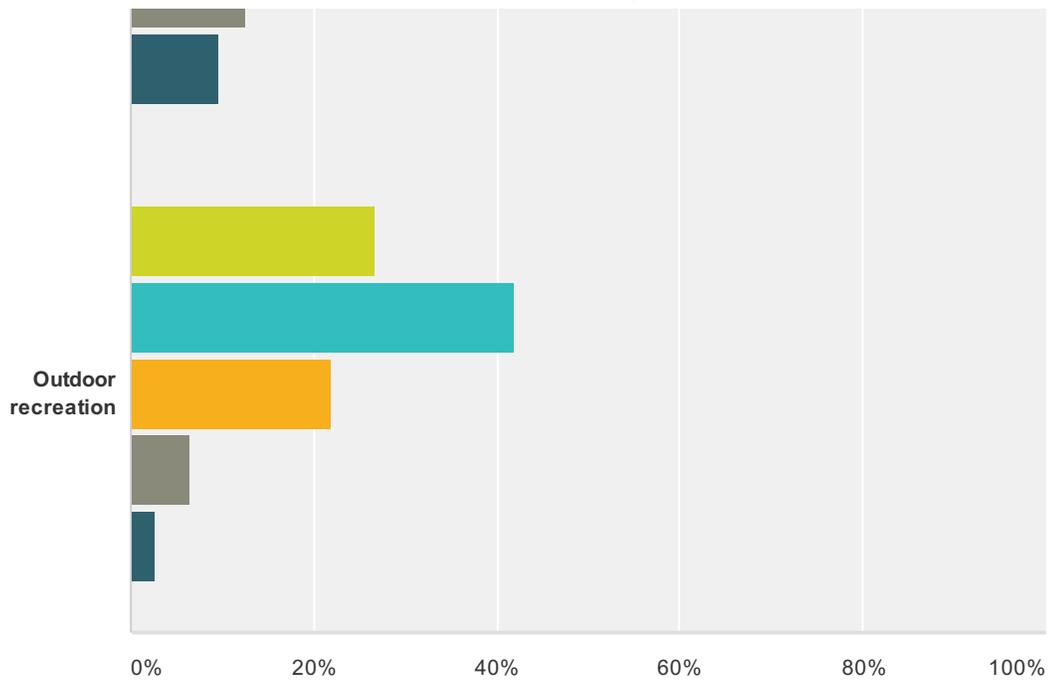
**Industrial
Development**

**Commercial
Aviation**

Housing



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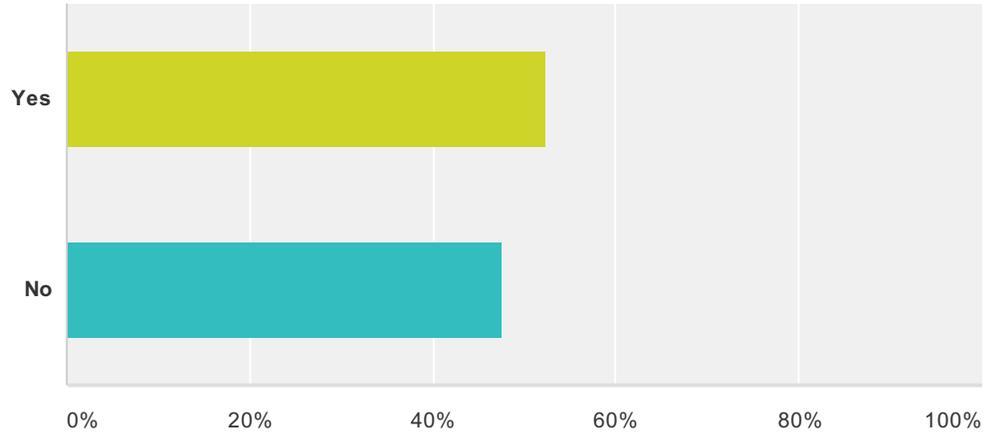


■ Strongly Support
 ■ Support
 ■ Neutral
 ■ Oppose
 ■ Strongly Oppose

	Strongly Support	Support	Neutral	Oppose	Strongly Oppose	Total
Military Training	23.34%	29.39%	29.11%	10.37%	7.78%	347
	81	102	101	36	27	
Environmental protection and management	48.22%	36.44%	11.78%	1.64%	1.92%	365
	176	133	43	6	7	
Waste-water and effluent treatment site	49.18%	34.24%	11.68%	1.90%	2.99%	368
	181	126	43	7	11	
Renewable Energy	58.58%	28.88%	9.81%	1.09%	1.63%	367
	215	106	36	4	6	
Solid Waste & Recycling	39.17%	33.89%	18.06%	6.11%	2.78%	360
	141	122	65	22	10	
Education	35.90%	37.32%	23.93%	2.56%	0.28%	351
	126	131	84	9	1	
Research & Development	50.42%	35.85%	12.32%	0.84%	0.56%	357
	180	128	44	3	2	
Retail Commercial Development	8%	12.29%	28.00%	28.29%	23.43%	350
	28	43	98	99	82	
Non-retail Commercial Development	11.14%	27.43%	31.43%	19.43%	10.57%	350
	39	96	110	68	37	
Industrial Development	17.23%	22.32%	26.27%	19.21%	14.97%	354
	61	79	93	68	53	
Commercial Aviation	21.97%	29.30%	25.92%	12.96%	9.86%	355
	78	104	92	46	35	
Housing	14.69%	33.90%	29.38%	12.43%	9.60%	354
	52	120	104	44	34	
Outdoor recreation	26.74%	42.06%	22.01%	6.41%	2.79%	359
	96	151	79	23	10	

Q16 Would you be interested in participating in a Focus Group to review regional economic development project ideas?

Answered: 361 Skipped: 36



Answer Choices

Yes

No

Total

Responses

52.35%

47.65%

189

172

361

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Q17 If yes, what is your email address?

Answered: 188 Skipped: 209

#	Responses	Date
1	christinejcox@comcast.net	2/24/2014 7:52 AM
2	pegley47@comcast.net	2/21/2014 3:56 PM
3	ksmith@redjacketresorts.com	2/21/2014 2:21 PM
4	Heathervickers@me.com	2/21/2014 1:53 PM
5	Nicolelibby@icoud.com	2/21/2014 12:34 PM
6	tjhurie@gmail.com	2/21/2014 11:37 AM
7	pdoubleu11@gmail.com	2/20/2014 9:48 PM
8	dbryan@capecodfoundation.org	2/20/2014 3:25 PM
9	justinw4@aol.com	2/20/2014 3:23 PM
10	tarraza3@yahoo.com	2/20/2014 10:32 AM
11	PaulSebra@gmail.com	2/19/2014 9:45 PM
12	jennybisback@aol.com	2/19/2014 7:23 PM
13	njones@townofsandwich.net	2/19/2014 2:31 PM
14	sriggs@bfdconline.org	2/19/2014 2:07 PM
15	mcmanused@msn.com	2/19/2014 1:44 PM
16	Pam.Kukla@gmail.com	2/19/2014 1:26 PM
17	ausecours10@aol.com	2/19/2014 1:17 PM
18	bclark@barnstablecounty.org	2/19/2014 12:23 PM
19	walker5757@comcast.net	2/19/2014 12:23 PM
20	jessa1352@gmail.com	2/19/2014 11:16 AM
21	dgoril@comcast.net	2/19/2014 10:27 AM
22	efouhy@comcast.net	2/19/2014 10:03 AM
23	gdunham@townofsandwich.net	2/19/2014 8:51 AM
24	mbrillhart@barnstablecounty.org	2/19/2014 8:51 AM
25	I don't think my background knowledge of economic development is strong enough to enhance a Focus Group.	2/19/2014 8:46 AM
26	bneagle@gmail.com	2/19/2014 5:48 AM
27	dickelkin@gmail.com	2/18/2014 9:39 PM
28	mike72147@comcast.net	2/18/2014 9:26 PM
29	Rfallon@integrationpartners.com	2/18/2014 9:19 PM
30	hawkeyejw@aol.com or selectmen@townofsandwich.net	2/18/2014 7:31 PM
31	Capecodbill@outlook.com	2/18/2014 7:15 PM
32	nuendelcapecod@aol.com	2/18/2014 7:03 PM
33	xanmac@yahoo.com	2/18/2014 6:23 PM
34	Dwestpt@comcast.net	2/18/2014 6:06 PM

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35	slamarche@boumeps.org	2/18/2014 5:51 PM
36	bn_buck@yahoo.com	2/18/2014 5:35 PM
37	dave@schropfer.com	2/18/2014 5:25 PM
38	lcounsell@3bays.org	2/18/2014 5:19 PM
39	rhaueter@gmail.com	2/18/2014 5:10 PM
40	Pouliotfamily@gmail.com	2/18/2014 5:02 PM
41	fleischer_amy@hotmail.com	2/18/2014 5:01 PM
42	afeaton@yahoo.com	2/18/2014 4:49 PM
43	Hillaryaclark@gmail.com	2/18/2014 4:48 PM
44	craig@orsiandcompany.com	2/18/2014 4:43 PM
45	pwisotzky@truro-ma.gov	2/18/2014 4:35 PM
46	nedhitchcock@comcast.net	2/18/2014 4:33 PM
47	Robinwilkins@mac.com	2/18/2014 4:30 PM
48	darling215@comcast.net	2/18/2014 4:20 PM
49	jsherrard@capecodcommission.org	2/18/2014 4:04 PM
50	hiridge415@gmail.com	2/18/2014 3:45 PM
51	mmastrangelo@financialguide.com	2/18/2014 3:42 PM
52	Sheila@capecdp.org	2/18/2014 3:41 PM
53	jmaruca291@gmail.com	2/18/2014 3:33 PM
54	clare@capecodchamber.org	2/18/2014 3:31 PM
55	landre@capecod.edu	2/18/2014 3:29 PM
56	maccebula1@verizon.net	2/18/2014 3:28 PM
57	dhnyny@gmail.com	2/18/2014 2:42 PM
58	kbailey@yamouth.ma.us	2/18/2014 2:21 PM
59	shane.m.frisby@gmail.com	2/18/2014 12:55 PM
60	stottelliot@aol.com	2/18/2014 12:29 PM
61	coren@yamouthcapecod.com	2/18/2014 12:05 PM
62	mzona@fstinc.com	2/18/2014 8:37 AM
63	danalyncox@gmail.com	2/17/2014 9:25 PM
64	mattpitta@comcast.net	2/17/2014 6:31 AM
65	capecodgreenenergy@gmail.com	2/16/2014 6:23 PM
66	Perhaps later	2/16/2014 9:18 AM
67	lpleffner@comcast.net	2/15/2014 4:19 PM
68	Whitneywright@comcast.net	2/15/2014 4:10 PM
69	dennis.galvam@nu.com	2/15/2014 12:49 PM
70	bobdotc@comcast.net	2/14/2014 4:28 PM
71	jdhamis50@aol.com	2/14/2014 3:03 PM
72	christin.marshall@gmail.com	2/14/2014 12:45 PM
73	ljdingman@msn.com	2/14/2014 10:48 AM
74	brittany.quaglieri@gmail.com	2/14/2014 10:28 AM

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75	dfs.georgann@verizon.net	2/14/2014 9:21 AM
76	raycat2000@yahoo.com	2/13/2014 11:59 PM
77	paul621connecticut@yahoo.com	2/13/2014 10:19 PM
78	joy@capeplymouthbusiness.com	2/13/2014 9:25 PM
79	paula@cctechcouncil.org	2/13/2014 8:35 PM
80	Patonpoint@yahoo.com	2/13/2014 8:17 PM
81	Tim_cooney@comcast.net	2/13/2014 5:56 PM
82	thecapecoddog@gmail.com	2/13/2014 4:58 PM
83	colleen@kcmgt.com	2/13/2014 4:28 PM
84	easendorf@janney.com	2/13/2014 4:26 PM
85	keith@keithbradley.com	2/13/2014 4:16 PM
86	cmwoodshole@msn.com	2/13/2014 3:17 PM
87	lynch0703@comcast.net	2/13/2014 2:16 PM
88	"No" in 17 is really "not at this time"	2/13/2014 1:48 PM
89	andrea@ciwib.org	2/13/2014 1:14 PM
90	debakker.peter@gmail.com	2/13/2014 1:00 PM
91	hjdahl23@gmail.com	2/13/2014 12:18 PM
92	capeolar@verizon.net	2/13/2014 11:59 AM
93	dennyoc@Comcast.net	2/13/2014 11:45 AM
94	ross.balboni@gmail.com	2/13/2014 11:42 AM
95	papabear@polarcave.com	2/13/2014 11:10 AM
96	sapeters@comcast.net	2/13/2014 10:58 AM
97	kgarofoli@bamstablecounty.org	2/13/2014 10:52 AM
98	juliactaylor@comcast.net jtaylor@bamstablecounty.org	2/13/2014 9:57 AM
99	courtneyralex@gmail.com	2/13/2014 9:02 AM
100	lhill68@gmail.com	2/13/2014 7:46 AM
101	callyjharper@gmail.com	2/12/2014 6:49 PM
102	meiergregory@gmail.com	2/12/2014 6:10 PM
103	dsdoucette@comcast.net	2/12/2014 5:01 PM
104	laryballantine@yahoo.com	2/12/2014 3:00 PM
105	harlow515@hotmail.com	2/12/2014 1:50 PM
106	nyhairco@gmail.com	2/12/2014 1:36 PM
107	Lenshort2@comcast.net	2/12/2014 1:26 PM
108	joanne.buntich@town.barnstable.ma.us	2/12/2014 1:15 PM
109	kendrey.ainsworth@gmail.com	2/12/2014 1:12 PM
110	tgildea@dartco.com	2/12/2014 12:58 PM
111	I'll pass this survey on to my colleague, Bill Kelly, who would be perfect to participate in a focus group.	2/12/2014 11:37 AM
112	kristenheisler@gmail.com	2/12/2014 11:26 AM
113	lisa@chathaminfo.com	2/12/2014 10:43 AM

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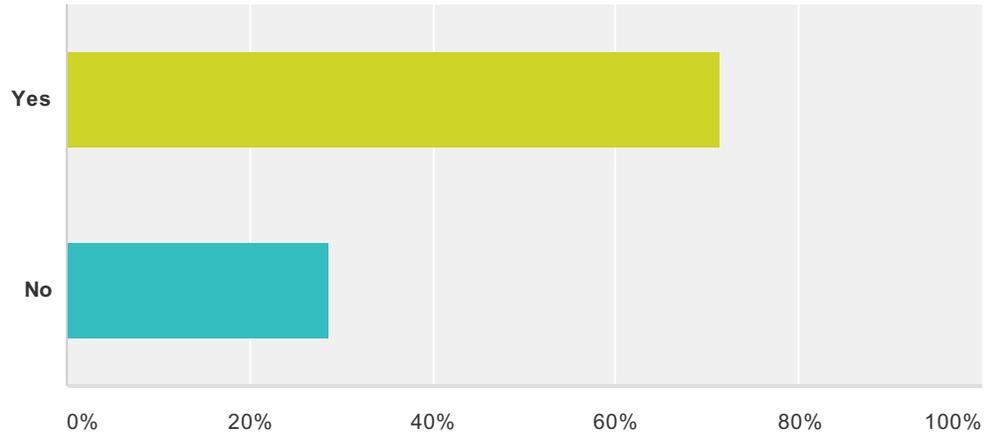
114	jmh_frp@comcast.net	2/12/2014 10:07 AM
115	tpklein@verizon.net	2/12/2014 9:55 AM
116	linda.bolliger0@gmail.com	2/12/2014 9:23 AM
117	js.harper@comcast.net	2/12/2014 9:11 AM
118	Mmcd33@comcast.net	2/12/2014 9:07 AM
119	wzammer@aol.com	2/12/2014 7:41 AM
120	Richbcpa@gmail.com	2/12/2014 1:29 AM
121	billymick@aol.com	2/11/2014 11:01 PM
122	molly@capecodroasters.com	2/11/2014 9:43 PM
123	co Unitarian Church 840 Sandwich Road Falmouth, MA 02536	2/11/2014 9:05 PM
124	j.cogswell@verizon.net	2/11/2014 9:04 PM
125	kevin_55@comcast.net	2/11/2014 9:03 PM
126	cranberypig@comcast.net	2/11/2014 8:12 PM
127	jomc04@gmail.com	2/11/2014 7:27 PM
128	commonwealthsolutions1@gmail.com	2/11/2014 6:52 PM
129	codell5581@comcast.net	2/11/2014 6:38 PM
130	Lordrob44@gmail.com	2/11/2014 5:50 PM
131	gardeds@yahoo.com	2/11/2014 5:49 PM
132	ltbryan@gmail.com	2/11/2014 5:45 PM
133	ess@comcast.net	2/11/2014 5:26 PM
134	bbs@lewisbay.org	2/11/2014 5:25 PM
135	Dunbaresq@aqol.com	2/11/2014 5:23 PM
136	crobbins@msbdc.umass.edu	2/11/2014 5:20 PM
137	carl.persson2@gmail.com	2/11/2014 5:02 PM
138	hanschumacher@yahoo.com	2/11/2014 4:54 PM
139	pedro13ha@comcast.net	2/11/2014 4:47 PM
140	rj-putnam@comcast.net	2/11/2014 4:34 PM
141	jamesoplasky@gmail.com	2/11/2014 3:59 PM
142	deruyter.pdr@gmail.com	2/11/2014 3:55 PM
143	joan.kozar@gmail.com	2/11/2014 3:42 PM
144	g.seaver@Verizon.net	2/11/2014 3:31 PM
145	sia@sciencewares.com	2/11/2014 3:31 PM
146	10and2@gmail.com	2/11/2014 3:25 PM
147	newbgreen@gmail.com	2/11/2014 3:22 PM
148	mollychapman@hotmail.com	2/11/2014 3:19 PM
149	jdykens@capecodhealth.org	2/11/2014 3:13 PM
150	ruskjel@gmail.com	2/11/2014 3:09 PM
151	capecoder@capecoder.com	2/11/2014 3:04 PM
152	dohayward519@gmail.com	2/11/2014 2:59 PM
153	Eckerdeb1@cs.com	2/11/2014 2:53 PM

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154	assttownadm@truro-ma.gov	2/11/2014 2:36 PM
155	tk@donahueassociates.com	2/11/2014 2:35 PM
156	tmayo@mashpeema.gov	2/11/2014 2:29 PM
157	rowellkp@comcast.net	2/11/2014 2:26 PM
158	Florencecape@comcast.net	2/11/2014 2:26 PM
159	bobdonath@earthlink.net	2/11/2014 2:22 PM
160	prumul@thedavenportcompanies.com	2/11/2014 2:18 PM
161	chuck.sherwood@verizon.net	2/11/2014 2:17 PM
162	thayes@town.dennis.ma.us	2/11/2014 2:17 PM
163	ecox@nutter.com	2/11/2014 2:08 PM
164	agaylord@whoi.edu	2/11/2014 2:07 PM
165	wesleyewell@Comcast.net	2/11/2014 2:06 PM
166	cefletch@gmail.com	2/11/2014 1:58 PM
167	samuel.b.wilson@gmail.com	2/11/2014 1:56 PM
168	andreasreed@gmail.com	2/11/2014 1:55 PM
169	dmallinson@verizon.net	2/11/2014 1:50 PM
170	joebuteau@mac.com	2/11/2014 1:43 PM
171	kzagzebski@nmlc.org	2/11/2014 1:41 PM
172	john@capecodfishermen.org	2/11/2014 1:39 PM
173	kklein@norfolkram.com	2/11/2014 1:35 PM
174	mgallant@ctalanianrealty.com	2/11/2014 1:29 PM
175	gpotamis@gmail.com	2/11/2014 1:24 PM
176	j.dirkmaat@murphybusiness.com	2/11/2014 1:22 PM
177	christina_bologna@msn.com	2/11/2014 1:22 PM
178	druffer@chatham-ma.gov	2/11/2014 1:22 PM
179	lauren_mckean@nps.gov	2/11/2014 1:21 PM
180	Turtledock@comcast.net	2/11/2014 1:21 PM
181	kdc@avaloncon.com	2/11/2014 1:20 PM
182	allimak@aol.com	2/11/2014 1:13 PM
183	amandak2080@gmail.com	2/11/2014 1:07 PM
184	paulpilcher@comcast.net	2/11/2014 1:06 PM
185	paulabacon@capecod.net	2/11/2014 1:02 PM
186	donaldgrissom@comcast.net	2/11/2014 1:02 PM
187	museo7@comcast.net	2/11/2014 12:58 PM
188	theresa.santos@town.barnstable.ma.us	2/11/2014 12:56 PM

Q18 Would you attend a regional economic development conference in the spring?

Answered: 368 Skipped: 29



Answer Choices

Yes

No

Total

Responses

71.47%

28.53%

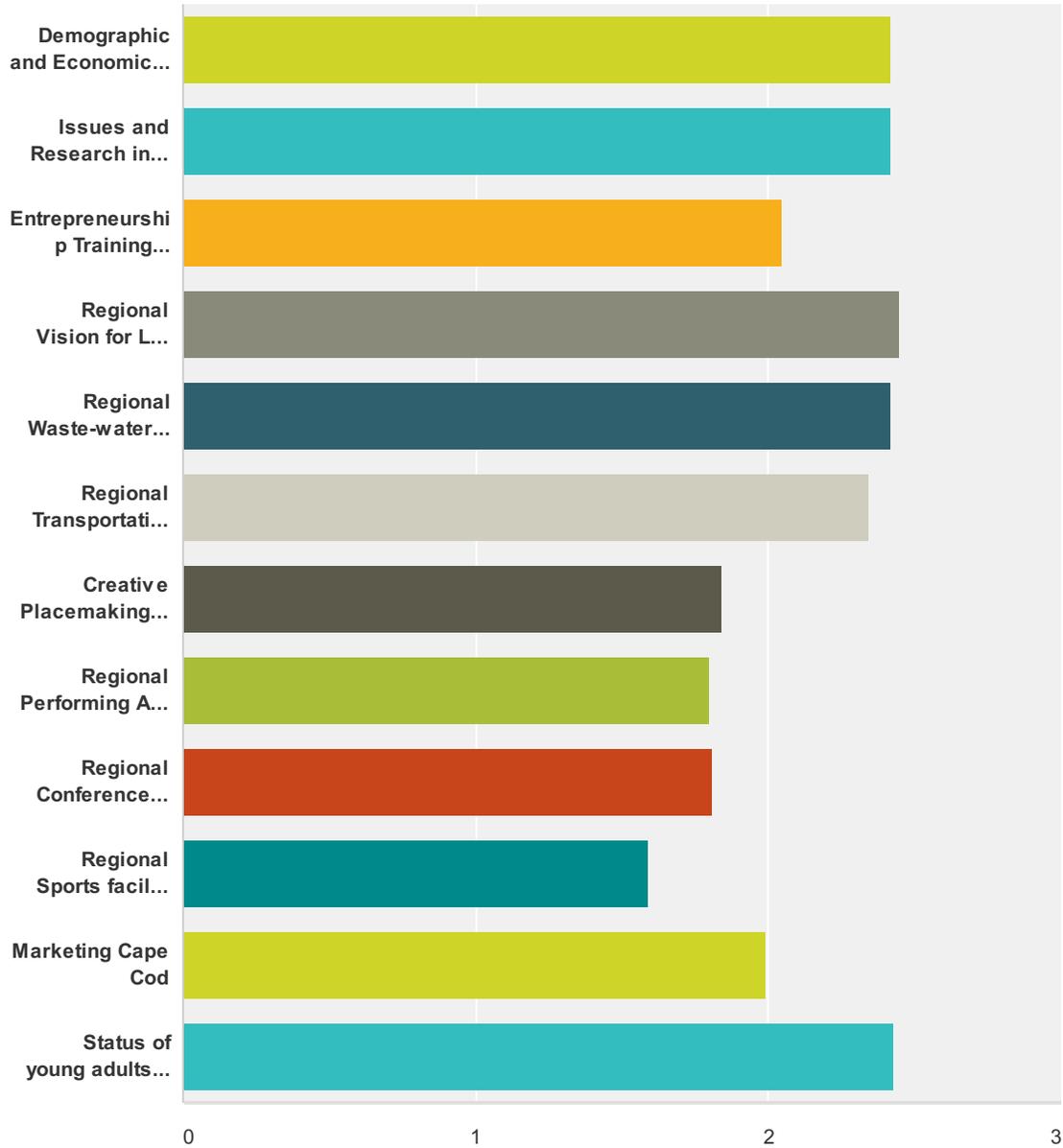
263

105

368

Q19 What subjects would you be most interested in learning more about?

Answered: 358 Skipped: 39



	Not Interested	Somewhat Interested	Very Interested	Total	Average Rating
Demographic and Economic Trends on Cape Cod	6.38%	45.51%	48.12%	345	2.42
Issues and Research in Environmental & Regional Economics	6.92%	44.09%	48.99%	347	2.42
Entrepreneurship Training Programs and Success Stories	25.58%	44.19%	30.23%	344	2.05
Regional Vision for Land Use on Cape Cod	8.86%	37.43%	53.71%	350	2.45
Regional Waste-water Planning	11.78%	34.20%	54.02%	348	2.42

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Regional Transportation Planning	9.46% 33	46.70% 163	43.84% 153	349	2.34
Creative Placemaking effort	34.18% 108	47.15% 149	18.67% 59	316	1.84
Regional Performing Arts Center feasibility	36.15% 124	48.10% 165	15.74% 54	343	1.80
Regional Conference Center feasibility	35.47% 122	47.97% 165	16.57% 57	344	1.81
Regional Sports facility feasibility	55.36% 191	30.72% 106	13.91% 48	345	1.59
Marketing Cape Cod	31.40% 108	38.08% 131	30.52% 105	344	1.99
Status of young adults on Cape Cod	11.34% 39	34.30% 118	54.36% 187	344	2.43

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Q20 Are there other subjects not mentioned here that you would like to see covered in an economic development conference this spring?

Answered: 140 Skipped: 257

#	Responses	Date
1	More frequent working missions of civic and business leaders to promote trade and tourism.	2/21/2014 3:56 PM
2	Unique challenges moving economic development initiatives with a skewed retired population	2/21/2014 3:06 PM
3	Bringing more degree options to Cape Cod Community College that can ensure a career right out of school with a respectable income. More income = more spending locally by locals instead of relying on tourists	2/21/2014 1:53 PM
4	Disaster and/or evacuation planning.	2/21/2014 12:34 PM
5	Working with the different resident groups. The seniors, working people, youth, second home owners and visitors.	2/21/2014 11:55 AM
6	Affordable housing	2/20/2014 6:31 PM
7	I'm certain there are some, however, as we are very new to the Cape as homeowners, we need more time to learn about the area	2/20/2014 4:44 PM
8	If the commission is actually serious about resident participation, they would host meetings and sessions at times convenient for working people. This goes for waste water as well.	2/20/2014 4:32 PM
9	Synergistic public transportation planning and development.	2/20/2014 3:23 PM
10	Matching environmental protection with economic development (e.g., r&d and infrastructure to develop and market green technologies, land conservation etc.)	2/19/2014 7:39 PM
11	As mentioned previously, professional education, management and leadership training for local business and community leaders.	2/19/2014 7:23 PM
12	watch out for over-regionalisation There are two Cape cods - outerCape and the rest	2/19/2014 3:09 PM
13	Subregional joint land use planning	2/19/2014 1:44 PM
14	Faster permitting processes, pro business and development. It shouldnt take a year or more to get moving. whatever happened to the development idea near skull mini golf? progress is too slow. what about tearing down the mill pond club and ratty hotels to make it safer and pleasant drive down rte 28 in yarmouth?	2/19/2014 1:17 PM
15	The importance of another bridge.	2/19/2014 12:23 PM
16	higher education opportunities	2/19/2014 11:50 AM
17	Creative uses of Open Cape digital infrastructure	2/19/2014 10:03 AM
18	Encouraging and enhancing bicycle tourism.	2/19/2014 10:00 AM
19	Questions 9 and 10 are poorly worded	2/19/2014 8:55 AM
20	Perception vs. Reality of economic development and the true reality is for Cape Cod by region. I say region, because the Upper Cape has very little relevance for the Lower Cape and vica versa.	2/19/2014 8:51 AM
21	How to attract and encourage 'self starters', ie people who take their destiny in their own hands and don't look for government to make them succeed. Ways to inspire current and new Cape Codders to become 'self starters'.	2/19/2014 5:48 AM
22	Services to seniors	2/18/2014 9:39 PM
23	No, thats more than enough.	2/18/2014 9:26 PM
24	Role of non profits and government employment	2/18/2014 7:15 PM

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25	Rewards for businesses using renewable energy Feasibility of increased wifi access ability Cape-wide	2/18/2014 7:03 PM
26	R&D development Cape Cod	2/18/2014 5:51 PM
27	CUTTING TAXES Privatizing public service jobs	2/18/2014 5:35 PM
28	Affordable Housing analysis and recommendations	2/18/2014 5:25 PM
29	What are the ideal economic activities to attract — ones that best fit future national economy and Cape Cod assets.	2/18/2014 5:10 PM
30	housing	2/18/2014 5:01 PM
31	Affordable housing. How can we have the people who work on Cape Cod be able to afford to live on Cape Cod?	2/18/2014 4:35 PM
32	Unresolved tension between 'local' and 'regional' ideas for solutions to some of these problems. Too many of the solutions implicit in your questions involve expensive solutions and fairly substantial organizational infrastructure...not good for this place.	2/18/2014 4:33 PM
33	What about affordable housing in the broadest sense.	2/18/2014 4:30 PM
34	An agency with the mission and staff and budget to lead the efforts.	2/18/2014 4:20 PM
35	Yes, the one sided way you run this survey. Returning decision making to local towns , and keeping the nature of Cape Cod, not turning us into a suburb of Bostron	2/18/2014 4:20 PM
36	Internet capability and housing	2/18/2014 4:13 PM
37	Semi-pro Hockey for Cape Cod	2/18/2014 4:10 PM
38	Encouraging Colleges/Universities to located satellite or full institutions on Cape.	2/18/2014 4:04 PM
39	If a conference is 2/3 presentations, I'm not interested.	2/18/2014 3:45 PM
40	Abolish the Cape Cod Commission	2/18/2014 3:44 PM
41	Lower Cape needs are unique to upper cape.	2/18/2014 3:41 PM
42	Regional Vision for Age Friendly Cape Cod	2/18/2014 2:21 PM
43	the drug problem here	2/18/2014 12:55 PM
44	school systems	2/17/2014 9:25 PM
45	quality health care without regard to ability to pay	2/17/2014 4:41 PM
46	Can't think of any BUT wanted to let you know that I don't know what is meant by "creative Placemaking effort"	2/16/2014 6:23 PM
47	Pros and cons of types of affordable housing and possibilities for construction	2/15/2014 5:33 PM
48	senior population and related housing, medical and employment issues	2/15/2014 5:01 PM
49	nope	2/15/2014 4:19 PM
50	Is tourism good for Cape Cod in the long run? How do we make this a year round community.	2/15/2014 4:10 PM
51	chamber's strategy/outreach to companies that would fit the profile of what we'd like to see expand or start on the cape. A substantive list would be useful to test for and act on interested companies.	2/14/2014 3:03 PM
52	Impact of FEMA flood maps and resulting required flood insurance on middle class residents - especially young professionals on Cape Cod (impacts on housing, jobs, etc.)	2/14/2014 12:45 PM
53	Education and how that impacts economic development—integrating school including CCCC into the plan	2/14/2014 9:21 AM
54	higher education opportunities and support of the workforce	2/14/2014 9:14 AM
55	using educational investments for future profit (pay now or pay later)	2/14/2014 7:43 AM
56	Need something like an amusement park something for families to do on lower cape especially	2/13/2014 10:43 PM

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57	Defining the intention of the words "Economic Development" for Cape Cod ... As you can see from my other responses here, I am one of MANY that feel we are NOT looking for commercial or large scale economic development. We have a fragile piece of land under our "protection" for the future.	2/13/2014 10:19 PM
58	Previous question re housing on the base – affordable to moderate housing only.	2/13/2014 5:14 PM
59	none	2/13/2014 4:28 PM
60	full development of broadband access for all. Keep developing the silicone sandbar!	2/13/2014 4:16 PM
61	No	2/13/2014 3:17 PM
62	Which groups, towns, for profit and not for profit will work together, What coalitions can be made among civic groups, schools How to create cooperative planning	2/13/2014 3:04 PM
63	Setting development standards to expedite future development with less red tape.	2/13/2014 2:16 PM
64	Impact on local Cape roads of a third bridge. Possibility exists that local roads could not accept substantially more volume.	2/13/2014 1:48 PM
65	The effect of improved educational opportunities on the future economy of Cape Cod	2/13/2014 12:18 PM
66	Regional multi-modal transportation...especially bicycle routes... to beach/amenities.	2/13/2014 11:59 AM
67	A simpler permitting process for new and existing businesses	2/13/2014 11:10 AM
68	Affordable housing plan	2/13/2014 9:02 AM
69	overview of funding sources available from federal state and regional sources. grants and loans?	2/13/2014 7:46 AM
70	Sustainability - closing the nutrient loop - recycling efforts to reuse waste and humanure.	2/13/2014 12:09 AM
71	Housing costs for renters/young professionals	2/12/2014 6:49 PM
72	Broadband	2/12/2014 5:01 PM
73	Importance of shellfishing	2/12/2014 2:17 PM
74	I appreciate being included in this survey, but I often find the jargon off-putting. I am not sure what "Creative Placemaking effort means." Additionally, I think that there should be a region-wide effort to repurpose building that are already in place, so as not to usurp what is already being done.	2/12/2014 1:57 PM
75	Role of public-private partnerships in job creation	2/12/2014 1:50 PM
76	Historical and heritage, natural science, cultural besides performing arts. Helping young people to choose careers on and off Cape.	2/12/2014 1:12 PM
77	I'd like to revisit the sham of a decision against Lowe's, championed in part by Andrew Putnam, a foolish young man who has no place in regional policy making.	2/12/2014 12:58 PM
78	Despite the "vision" statement, there currently is no clear definition of "what should the cape be in 10, 15 or 20 years" with regard to career/employment opportunities. Define this and the rest will follow.	2/12/2014 12:43 PM
79	Fisheries including shell fishing aquaculture	2/12/2014 11:51 AM
80	Let's look again at public transportation. Strides have been made, but more needs to be done.	2/12/2014 11:30 AM
81	developing a port that will handle cruise ships and or some containers	2/12/2014 11:26 AM
82	Secondary education. Cape Cod is surrounded by water and we have young adults interested in marine biology, fishery management, etc. and we have to send them elsewhere to get an education. Studies have shown students will stay in their school area if there are employment opportunities for them. We need to teach our young population about the things they are interested in and keep them here on Cape Cod.	2/12/2014 10:43 AM
83	Housing issues as related to the above	2/12/2014 10:07 AM
84	No	2/12/2014 9:47 AM
85	Before we move forward, there needs to be an honest and accurate analysis of what towns and the CCC have failed at. Otherwise we have no hope of succeeding.	2/12/2014 9:23 AM
86	Preserving cape character	2/12/2014 9:11 AM

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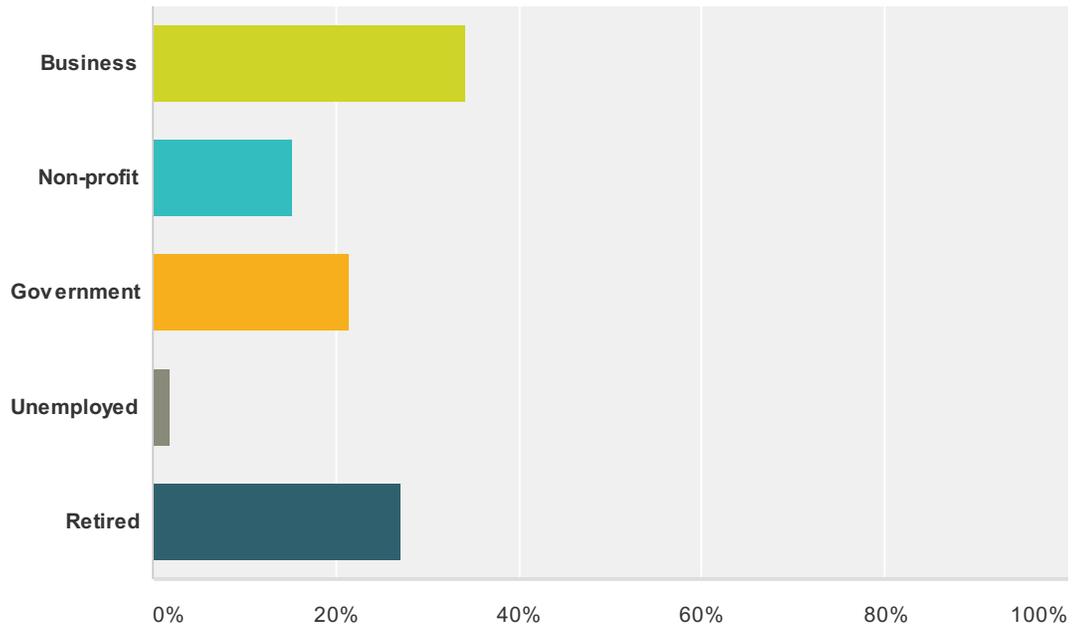
87	regionalization of all things applicable to the 15 towns the impact of seasonality of the workforce. state governmental issues affecting business	2/12/2014 7:41 AM
88	Regional technology incubators	2/12/2014 1:29 AM
89	move Barnstable Airport to Otis which would have the greatest economic impact for Cape Cod	2/11/2014 11:01 PM
90	what does creative place making mean??	2/11/2014 9:43 PM
91	Affordable housing	2/11/2014 9:05 PM
92	How to make open cape work--last mile is a major roadblock	2/11/2014 9:04 PM
93	Last mile of OpenCape and more work on Solid Waste/Recycling management.	2/11/2014 9:03 PM
94	incentives offered by towns to boost eco. development	2/11/2014 8:12 PM
95	Environmental protection.	2/11/2014 6:52 PM
96	How to prevent the Cape Cod Commission from picking winners.	2/11/2014 6:38 PM
97	Commercial Development Strategy	2/11/2014 6:23 PM
98	A strong and intensive look at the potential benefits of greater collaboration among the Cape's environmental organizations. From PCCS to Woods Hole, profit & non-profit.	2/11/2014 5:50 PM
99	Appropriate methodologies for effectively communicating with Cape Cod residents, regarding project proposals. It seems presently, that this is not given sufficient thought; it is more of an after thought.	2/11/2014 5:49 PM
100	Financial support for small businesses.	2/11/2014 5:42 PM
101	Expected climate change impacts and regional planning for adaptation and disaster resilience	2/11/2014 5:26 PM
102	Aquaculture, ocean sciences and sustainable biotechnology	2/11/2014 5:25 PM
103	Universal pre-kindergarden for all children	2/11/2014 4:54 PM
104	culinary arts at the college	2/11/2014 4:52 PM
105	Regional bio-waste resource recovery facility feasibility for conversion of bio-waste to useful products such as fertilizer, soil conditioner.	2/11/2014 4:14 PM
106	Development of fiber optic circuits perhaps for the whole Cape only with built-in access to the rest of the world. It could be much cheaper and more reliable that way.	2/11/2014 4:02 PM
107	Not that I can think of at this moment.	2/11/2014 3:56 PM
108	Cape wide zoning and planning matters that can promote affordable community housing and aide in the important need to insure balanced and sustainable communities.	2/11/2014 3:55 PM
109	More public access to beaches, with fewer private "restricted" beaches.	2/11/2014 3:42 PM
110	Legislation inhibits economic growth as it always serves unions first. Look at Wisconsin to find out how to recover from a bad business climate.	2/11/2014 3:31 PM
111	How will we provide for affordable housing for employees so they remain on Cape as employees and purchases of products and services. We need to address more sustainable areas such as farming and fishing.	2/11/2014 3:25 PM
112	Eco-districts on Cape Cod	2/11/2014 3:22 PM
113	4-year university on Cape Cod	2/11/2014 3:04 PM
114	Multi-generational approaches to economic development	2/11/2014 3:01 PM
115	The role of the local, state and federal taxpayers in this effort. In other words how best to encourage private money to participate in permanent tax free zones of development.	2/11/2014 2:59 PM
116	fishing and aquaculture	2/11/2014 2:35 PM
117	It is all about wastewater, transportation, and utility infrastructure and security of same in climate change scenarios.	2/11/2014 2:33 PM
118	Crime prevention, environment vs. development issues.	2/11/2014 2:22 PM

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119	higher education	2/11/2014 2:21 PM
120	The Role of Advanced High-Speed Telecommunications Infrastructure and Economic Development	2/11/2014 2:17 PM
121	The Cape has to decide if it wants to be a resort area or commercial area with all the beauty of the beaches.	2/11/2014 2:08 PM
122	Income inequality	2/11/2014 2:06 PM
123	We need to find ways to increase the number of young families and younger, single adults on Cape Cod to balance out our demographic challenges.	2/11/2014 2:00 PM
124	Real facts about wind energy & its impact. Not in the eyes of politicians & interest groups, but real people who live, work, & play on Cape.	2/11/2014 1:59 PM
125	No	2/11/2014 1:50 PM
126	Town and County trends in using technology. From wireless apps for visitors to infrastructure and technology trends that affect the area	2/11/2014 1:49 PM
127	regional effort to protect National Seashore from overdevelopment and limiting size of homes within the Seashore. Increasing use of green energy sources	2/11/2014 1:43 PM
128	College-credit educational opportunities on Cape Cod (outside of CCCC or programs through CCCC for credit at other colleges)	2/11/2014 1:43 PM
129	Supporting the nonprofit sector and its contribution to the Cape Cod economy. Could look to the Cape Cod Partners in Philanthropy for assistance with this topic.	2/11/2014 1:41 PM
130	Disaster preparedness for business owners that have significant visitor contact -- accommodation owners and workers, for example. Environmental education (in a fun way) for visitors so that they can help protect the Cape as a resource.	2/11/2014 1:37 PM
131	Regional Income	2/11/2014 1:28 PM
132	Creative economy and education seem de-emphasized.	2/11/2014 1:21 PM
133	ecotourism (included in #2?)	2/11/2014 1:21 PM
134	support WHAT Welfleet Harbor Actors Theatre vs build new facility year round arts, could be expanded	2/11/2014 1:17 PM
135	Residential development & rental housing	2/11/2014 1:14 PM
136	cost of having 200,000 illegals in our state effects of governmental regulations on business	2/11/2014 1:08 PM
137	Differentiating issues based on location (e.g. Wastewater treatment needs & financing.	2/11/2014 1:08 PM
138	use of internet	2/11/2014 1:06 PM
139	educational and environmental growth opportunities	2/11/2014 1:02 PM
140	How to bring the underground economy (minus the drug dealing) above-ground	2/11/2014 1:01 PM

Q21 How would you describe your place of work?

Answered: 366 Skipped: 31



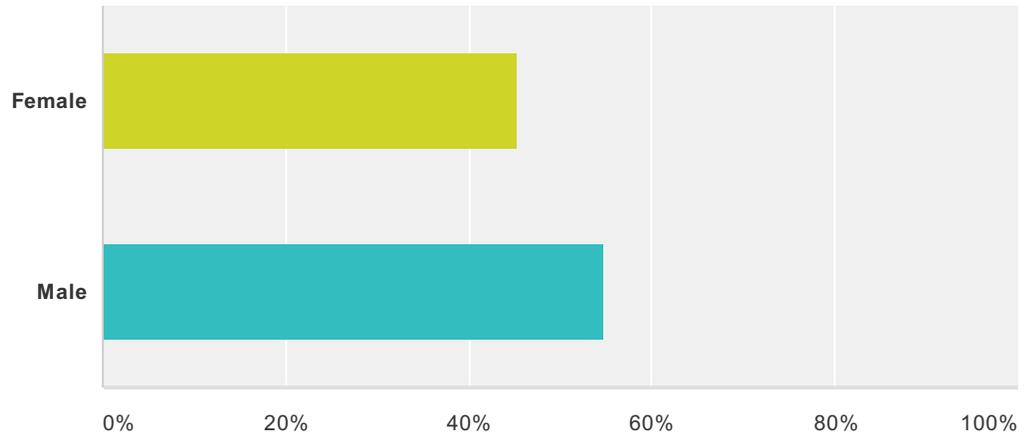
Answer Choices

Responses

Business	34.15%	125
Non-profit	15.30%	56
Government	21.58%	79
Unemployed	1.91%	7
Retired	27.05%	99
Total		366

Q22 What is your gender?

Answered: 359 Skipped: 38



Answer Choices

Female

Male

Total

Responses

45.40%

54.60%

163

196

359

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Q23 In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 00544 or 94305)

Answered: 350 Skipped: 47

#	Responses	Date
1	02633	2/24/2014 9:57 AM
2	02633	2/24/2014 7:53 AM
3	02649	2/21/2014 4:01 PM
4	02563	2/21/2014 3:57 PM
5	02653	2/21/2014 3:07 PM
6	02675	2/21/2014 3:03 PM
7	02673	2/21/2014 2:22 PM
8	02668	2/21/2014 1:53 PM
9	02645	2/21/2014 12:35 PM
10	02671	2/21/2014 11:55 AM
11	02601	2/21/2014 11:52 AM
12	02536	2/21/2014 11:37 AM
13	02537	2/21/2014 10:58 AM
14	02666	2/21/2014 9:37 AM
15	02633	2/20/2014 9:49 PM
16	02660	2/20/2014 6:32 PM
17	02660	2/20/2014 4:45 PM
18	02648	2/20/2014 3:26 PM
19	02631	2/20/2014 3:24 PM
20	02649	2/20/2014 12:40 PM
21	02635	2/20/2014 12:17 PM
22	02669	2/20/2014 11:59 AM
23	02631	2/20/2014 11:26 AM
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25	02675	2/20/2014 10:32 AM
26	02648	2/20/2014 10:00 AM
27	02635	2/19/2014 9:46 PM
28	02631	2/19/2014 9:30 PM
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30	02642	2/19/2014 7:39 PM
31	02632	2/19/2014 7:24 PM
32	12309	2/19/2014 7:03 PM
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226	02641	2/12/2014 9:12 AM
227	02642	2/12/2014 9:08 AM
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CEDS Opinion Survey

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241	02632	2/11/2014 6:53 PM
242	02631	2/11/2014 6:40 PM
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CEDS Opinion Survey

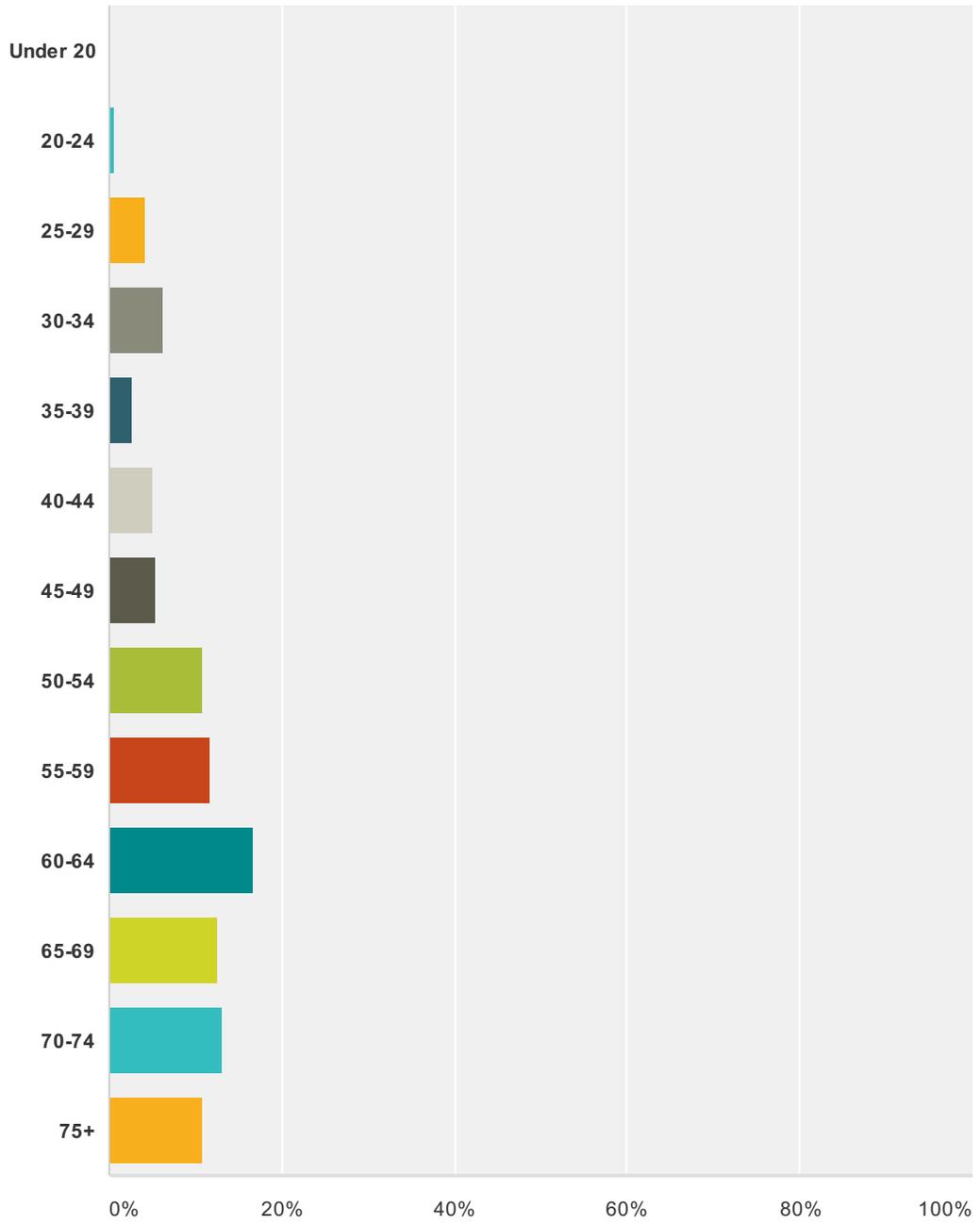
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CEDS Opinion Survey

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316	02537	2/11/2014 1:36 PM
317	02563	2/11/2014 1:30 PM
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349	02645	2/11/2014 12:55 PM
350	02540	2/11/2014 12:55 PM

Q24 How old are you?

Answered: 366 Skipped: 31



Answer Choices

- Under 20
- 20-24
- 25-29
- 30-34
- 35-39
- 40-44

Responses

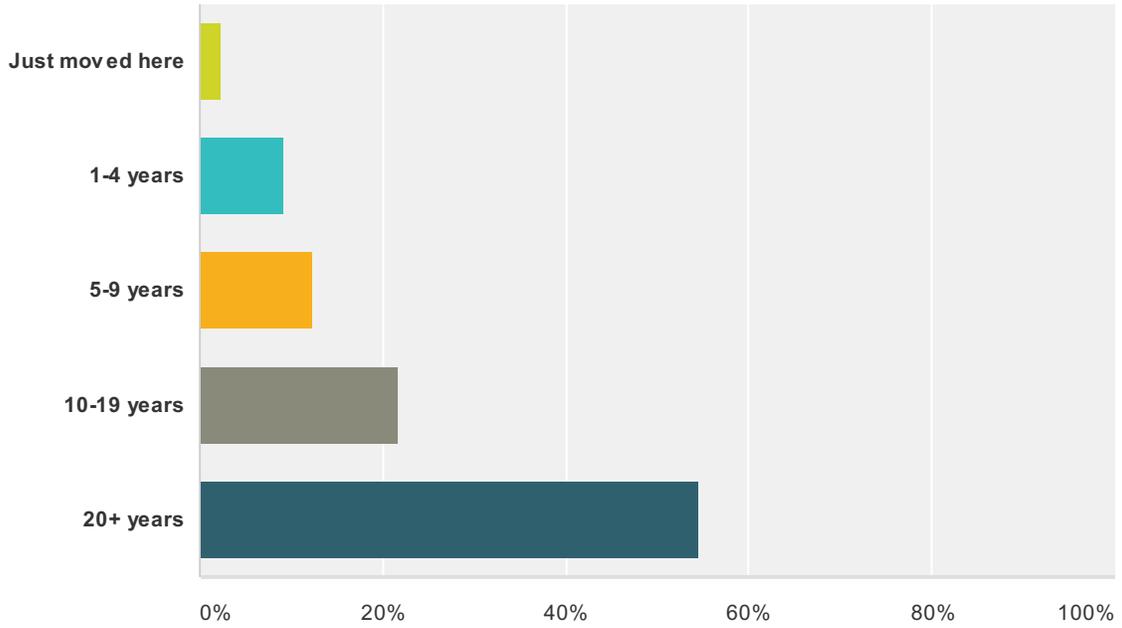
Percentage	Count
0%	0
0.55%	2
4.10%	15
6.28%	23
2.73%	10
4.92%	18

CEDS Opinion Survey

45-49	5.46%	20
50-54	10.93%	40
55-59	11.75%	43
60-64	16.67%	61
65-69	12.57%	46
70-74	13.11%	48
75+	10.93%	40
Total		366

Q25 How long have you lived on Cape Cod?

Answered: 358 Skipped: 39



Answer Choices

Just moved here
1-4 years
5-9 years
10-19 years
20+ years

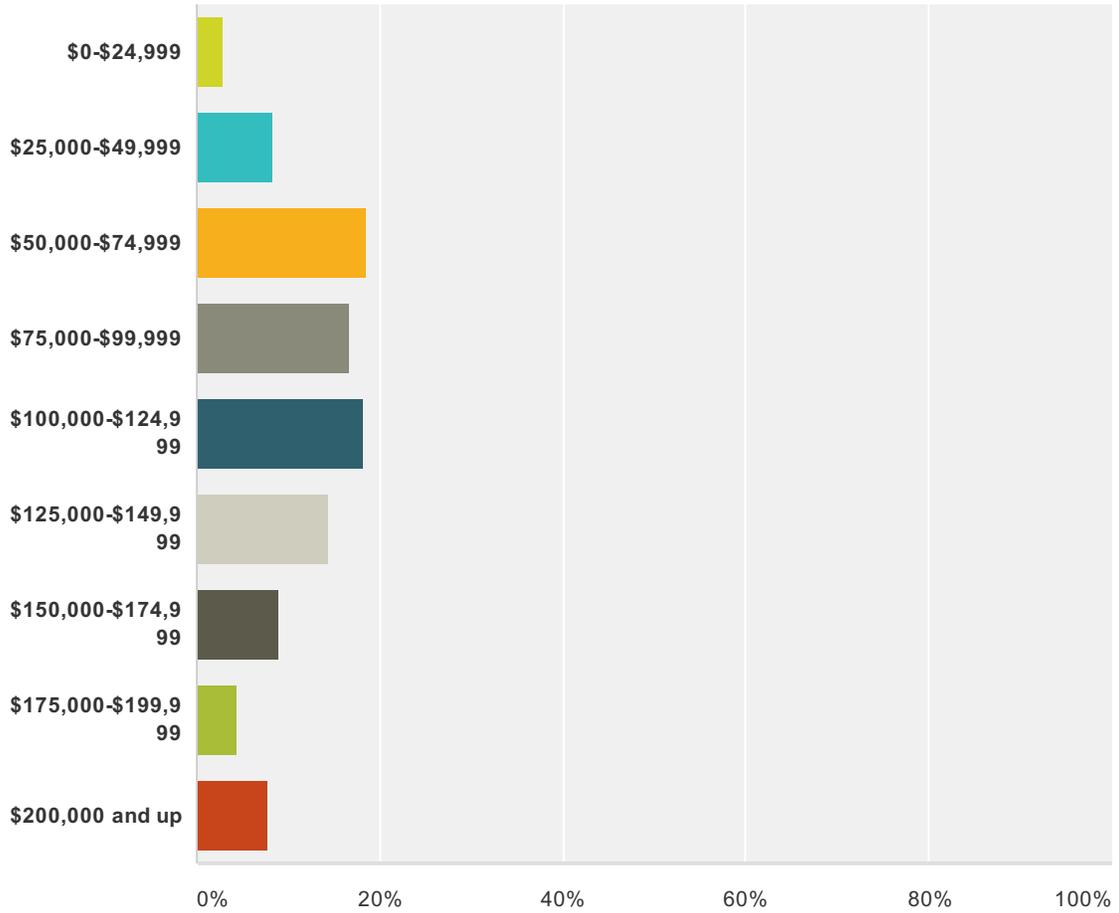
Responses

2.23% 8
9.22% 33
12.29% 44
21.79% 78
54.47% 195

Total 358

Q26 What is your approximate average household income?

Answered: 313 Skipped: 84



Answer Choices

- \$0-\$24,999
- \$25,000-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- \$100,000-\$124,999
- \$125,000-\$149,999
- \$150,000-\$174,999
- \$175,000-\$199,999
- \$200,000 and up

Responses

\$0-\$24,999	2.88%	9
\$25,000-\$49,999	8.31%	26
\$50,000-\$74,999	18.53%	58
\$75,000-\$99,999	16.61%	52
\$100,000-\$124,999	18.21%	57
\$125,000-\$149,999	14.38%	45
\$150,000-\$174,999	8.95%	28
\$175,000-\$199,999	4.47%	14
\$200,000 and up	7.67%	24

Total **313**



CAPE COD
COMMISSION

Appendix 6: CEDS Workshop Presentation



Cape Cod Comprehensive Economic Development Strategy – 5-Year Update

Chatham Community Center
February 20, 2014



Agenda

- **Welcome & Introductions** (15 minutes)
- **Comprehensive Economic Development Strategy** (10-15 minutes)
- **SWOT Analysis** (1 hour)
- Break -
- **Priority Project Nomination Process** (1½ Hours)
- **Economic Development District Designation** (20 minutes)
- **Closing & Thank you** (5 minutes)



WHAT IS OUR GOAL TODAY



Expected Outcome

- A comprehensive overview of the region's strengths, opportunities, weaknesses, and threats for inclusion in the CEDS and use in prioritizing regional priority projects
- Initial list of regional priority projects



WHAT IS THE CEDS



The CEDS Process

- Stakeholders identify needs and opportunities
- Stakeholders identify and vet regional priority projects
- Towns identify local priority projects

The CEDS Plan

- Vision & Goals
- Demographic and Economic Context
 - What the data says
- CEDS Planning Process
- CEDS Action Plan
 - Annual workplan for CCC
 - Regional and Local Priority Projects
- CEDS Implementation and Evaluation Plan




WHAT IS THE CEDS VISION & GOALS



CEDS Vision

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.



CEDS Goal 1: Low Impact & Compatible Development

To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.




CEDS Goal 2: A Balanced Economy

To promote a balanced regional economy with a broad business, industry, employment, cultural and demographic mix capable of supporting year-round and quality employment opportunities.




CEDS Goal 3: Regional Income Growth

To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.




CEDS Goal 4: Infrastructure Capacity



To provide adequate capital facilities and infrastructure that meet community and regional needs, expand community access to services, and improve the reliability and quality of services.



CEDS Goal 5: Regional Collaboration & Joint Commitment



To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.



SWOT ANALYSIS



Strengths



- Regional competitive advantages



Weaknesses



- Regional issues that hold us back economically



Opportunities



- National or Global Trends in our favor



Threats



- National or Global Trends that pose risks

REGIONAL PRIORITY PROJECTS

Criteria for Regional Priority Projects

- They must further the CEDS Goals and Vision
- They should be consistent with the Regional Policy Plan Growth Policy to locate development where it can best be served by infrastructure
- They should be consistent with EDA's investment goals

EDA Investment Goals

- **Be market-based and results-driven.**
 - An investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator measured on EDA's Balanced Scorecard, such as an increased number of higher-skill, higher wage jobs; increased tax revenue; or increased private-sector investment.

EDA Investment Goals

- **Have strong organizational leadership.**
 - An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project's successful execution

EDA Investment Goals

- **Advance productivity, innovation, and entrepreneurship.**
 - An investment will embrace the principles of entrepreneurship; enhance regional industry clusters; and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

EDA Investment Goals



- *Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.*
 - An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.

EDA Investment Goals



- *Demonstrate a high degree of commitment by exhibiting:*
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage
 - b. Clear and unified leadership and support by local elected officials
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments

Particulars of Regional Priority Projects



- **Who:**
 - Government or Not-for-Profit
- **What:**
 - Infrastructure Development, Planning, or Business Development
- **Where:**
 - Areas of distress on Cape Cod or serving a distressed population or addressing a risk to vulnerable populations
- **When:**
 - 5-years
- **How:**
 - Collaboration

Brainstorming Session



- **Step 1: Identify Project Ideas**
- **Step 2: Briefly describe project using project form**
- **Step 3: Check all projects against eligibility criteria – grid worksheet**



WHAT IS AN ECONOMIC DEVELOPMENT DISTRICT

Designation Requirements



- **Traditional Distress Factors**
 - Unemployment
 - 1% above the national average
 - Income
 - Below 80% of National Per Capita Money Income
 - By Census Block



Designation Requirements



- **Structural Distress Factors**
 - Housing Affordability
 - Aging Population
 - Military Base Realignment
 - Susceptibility to Natural Disasters & Sea Level Rise
 - Depletion of Natural Resources



Potential Funds



- **Regional Planning**
 - Awarded \$180,000 to date
 - Annual funding at \$60,000 possible but not guaranteed
- **Infrastructure**
 - Average EDA grant is \$1 million with some as high as \$5 million; can fund design
- **Business Assistance**
 - Revolving Loan Program

NEXT STEPS



Next Steps on CEDS 5-Year Update



- **Detailed project forms on each proposed Regional Priority Projects**
 - CCC Staff in consultation with Stakeholders
- **Strategy Committee Review of Proposed Projects → Short List**
- **Focus Groups**
 - Vet Short List of Proposed Projects
- **Public Comment Period on Full Plan**
- **Smarter Economy Conference**
 - Prioritize Short List of Regional Priority Projects
- **Approvals by EDC and Cape Cod Commission**

Smarter Economy Conference

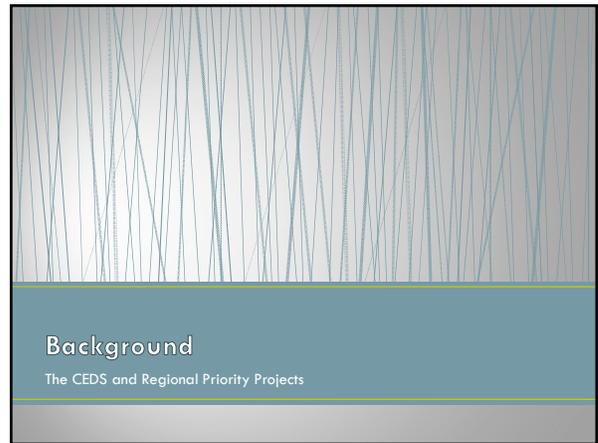


Monday, May 12th
Wequassett Inn
8:00 – 4:00

Cape Cod's Competitive Advantage
Turning Challenges into Opportunities



Appendix 7: CEDS Focus Group Presentation & Results

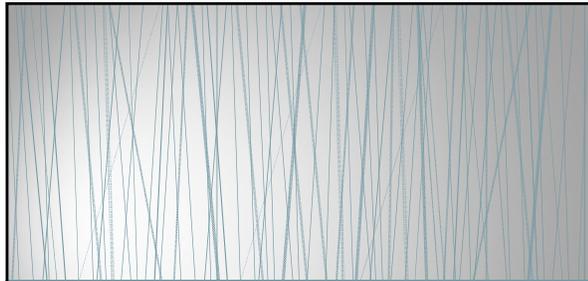


Why do the CEDS?

- Solidify Regional Consensus
- Expand Regional Collaboration
- Focus Regional Resources
- Evaluate Regional Progress
- Attract Investment

What is a regional priority project?

- Capital Investments, Planning Efforts and/or Technical Assistance Programs that:
 - Create or retain quality jobs
 - Attract private investment
 - Stimulate regional collaboration & partnerships



Description of Projects
Assessment of Importance to the Regional Economy

Proposed Regional Priority Projects

- Cape Cod Capital Trust Fund for infrastructure financing
- Wastewater infrastructure and planning for identified growth areas
- Integrated infrastructure planning
- Commuter rail impact analysis
- Strategic Information Office regional services
- Climate change economic impacts assessment
- Last mile broadband build-out
- Business development revolving loan fund
- Incubator/testing and training center feasibility study
- Regional conference and art center feasibility study
- Expedited permitting in identified growth areas
- Regional Harbor Planning and Infrastructure Evaluation

Cape Cod Capital Trust Fund

- Funding would be sought to establish a Cape Cod Capital Trust Fund, a revolving loan fund to finance infrastructure development particularly in the areas of wastewater, telecommunications, and renewable energy

Do you think establishment of a Cape Cod Capital Trust Fund is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Waste-water infrastructure and planning for identified growth areas

- Funding would be sought from the US Economic Development Administration and other federal, state, and regional sources to design and build capital infrastructure for wastewater treatment serving regionally identified growth areas

Do you think Waste-water Infrastructure & Planning in designated growth areas is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Integrated infrastructure planning

- Staff time and funding will be dedicated to developing a system for coordinating infrastructure upgrades that include road openings and to facilitate the efficient burying of utility lines

Do you think Integrated Infrastructure Planning is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Commuter rail impact analysis

- CEDS stakeholders have identified the provision of commuter rail between Cape Cod and Boston as a high priority – this project would investigate the economic, transportation, and land use impacts of commuter service on Cape Cod

Do you think completing a Commuter Rail Impact Analysis is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Strategic Information Office regional services

- The Strategic Information Office of the Cape Cod Commission will apply staff time and resources to the identification and pursuit of regionalized services, including e-permitting, that increase efficiencies and decrease costs to municipalities on Cape Cod

Do you think regionalized municipal services brokered by the Strategic Information Office are important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Climate change economic impacts assessment

- Funding will be sought to support planning for resiliency to climate change and understanding the economic impacts of no action

Do you think completing a climate change economic impact assessment is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Last mile broadband build-out

- The OpenCape middle-mile network, funded through federal and state grants, has been completed. Funding will be sought to complete a regional area network for municipalities and encourage last-mile build out to areas designated for growth

Do you think last mile broadband build-out is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Business development revolving loan fund

- Funding will be sought from the Economic Development Administration to seed a new revolving loan fund for small business and entrepreneurial development

Do you think establishing a business development revolving loan fund is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Incubator/testing and training center feasibility study

- Funding will be sought to complete a feasibility study to determine if there is sufficient demand for public funding of a regional business incubator or testing and training center for new technologies

Do you think completing a feasibility study for an incubator or testing & training center is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Regional conference and art center feasibility study

- Funding will be sought to complete a feasibility analysis for a regional conference and art center

Do you think completing a feasibility study for a regional conference and art center is important to the regional economy?

- A. Not Important
- B. Somewhat Important
- C. Very Important



Expedited permitting in identified growth areas

- The Commission will work actively with Towns to improve regional and local permitting processes in areas identified for growth through the use of regional tools (Growth Incentive Zones and Flexible Review Thresholds) and the revision of local zoning to promote well designed and appropriately sited development

Do you think expedited permitting in designated growth areas is important to the regional economy?

A. Not Important
B. Somewhat Important
C. Very Important

Response	Percentage
Not Important	0%
Somewhat Important	0%
Very Important	0%

Regional Harbor Planning and Infrastructure Evaluation

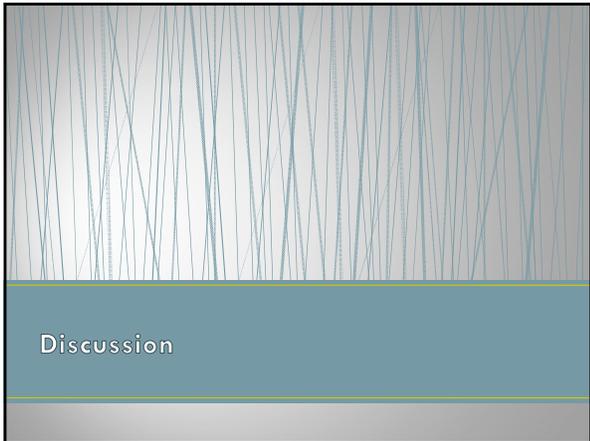
- Funding will be sought by the Commission and other regional partner agencies to support regional and local planning to maintain active fishing harbors and fishing assets for both commercial and recreational fishing

Do you think completing a regional harbor planning and infrastructure analysis is important to the regional economy?

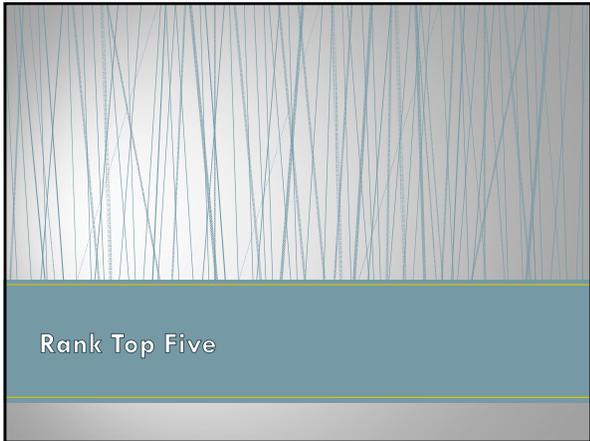
A. Not Important
B. Somewhat Important
C. Very Important

Response	Percentage
Not Important	0%
Somewhat Important	0%
Very Important	0%

Questionnaire



- ### Discussion Questions
- Together, do you feel these priority projects will improve the competitive position of businesses based on Cape Cod?
 - Together, do you feel these priority projects will create, attract, or retain well-paid year-round jobs on the Cape for Cape residents?
 - Together, do you feel these priority projects support innovation and growth consistent with the traditional natural and historic assets of Cape Cod?



Session Name: Business Group Session 4-16-2014 9-26 AM

Date Created: 4/16/2014 8:04:01 AM

Active Participants: 6 of 6

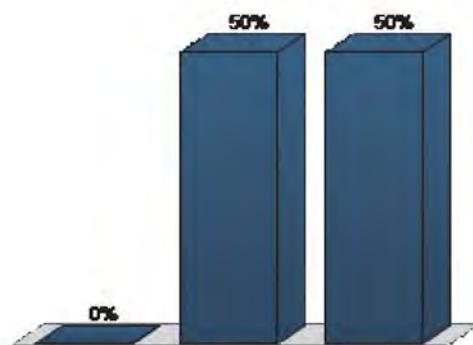
Average Score: 0.00%

Questions: 12

Results by Question

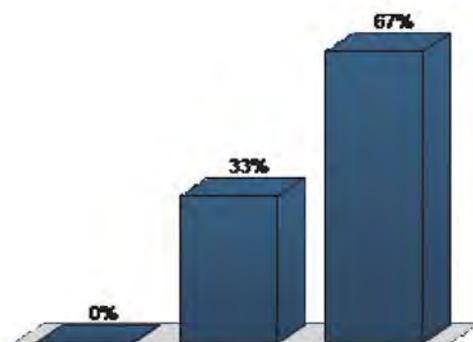
1. Do you think establishment of a Cape Cod Capital Trust Fund is important to the regional economy?
(Multiple Choice)

	Responses	
	Percent	Count
Not Important	0%	0
Somewhat Important	50%	3
Very Important	50%	3
Totals	100%	6



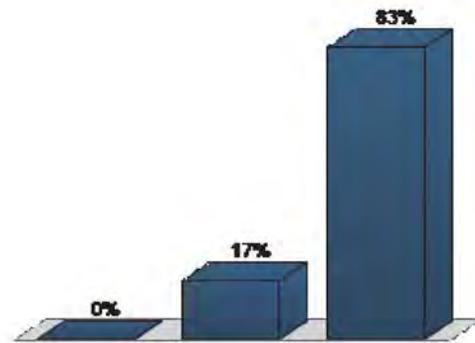
2. Do you think Waste-water Infrastructure & Planning in designated growth areas is important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	0%	0
Somewhat Important	33.33%	2
Very Important	66.67%	4
Totals	100%	6



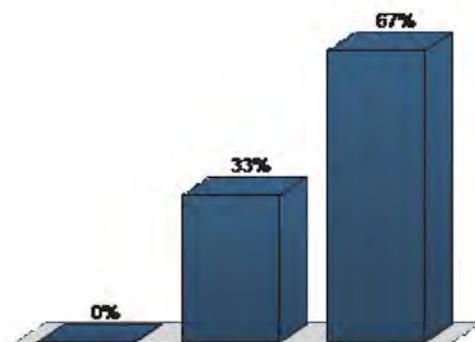
3. Do you think Integrated Infrastructure Planning is important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	0%	0
Somewhat Important	16.67%	1
Very Important	83.33%	5
Totals	100%	6



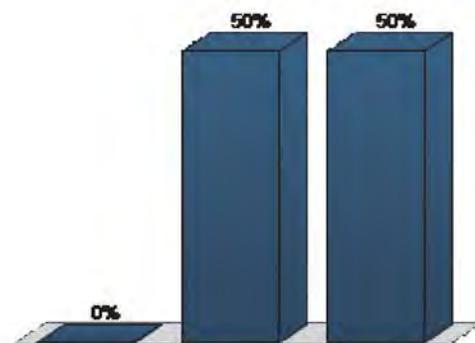
4. Do you think completing a Commuter Rail Impact Analysis is important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	0%	0
Somewhat Important	33.33%	2
Very Important	66.67%	4
Totals	100%	6



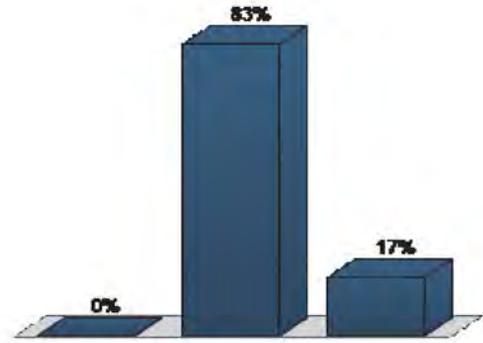
5. Do you think regionalized municipal services brokered by the Strategic Information Office are important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	0%	0
Somewhat Important	50%	3
Very Important	50%	3
Totals	100%	6



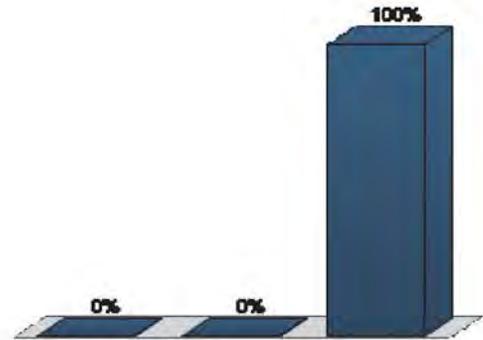
6. Do you think completing a climate change economic impact assessment is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	83.33%	5
Very Important	16.67%	1
Totals	100%	6



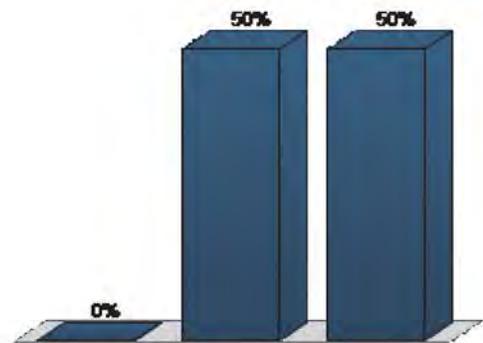
7. Do you think last mile broadband build-out is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	0%	0
Very Important	100%	6
Totals	100%	6



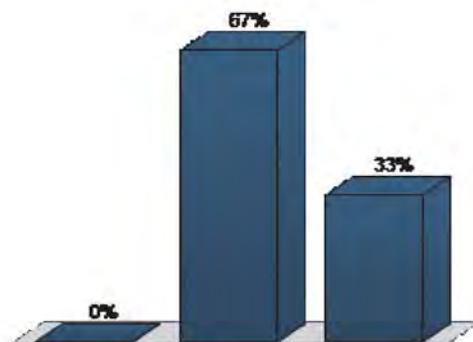
8. Do you think establishing a business development revolving loan fund is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	50%	3
Very Important	50%	3
Totals	100%	6



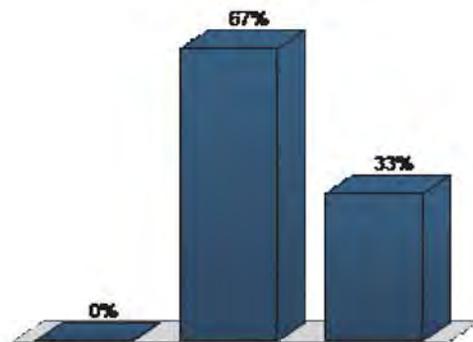
9. Do you think completing a feasibility study for an incubator or testing & training center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	66.67%	4
Very Important	33.33%	2
Totals	100%	6



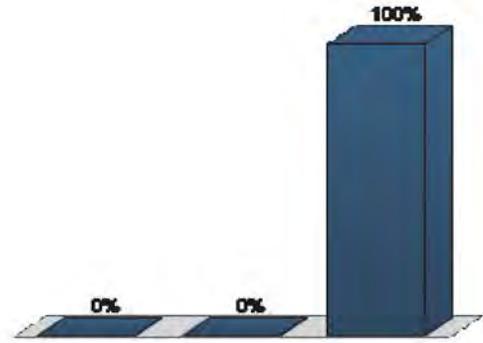
10. Do you think completing a feasibility study for a regional conference and art center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	66.67%	4
Very Important	33.33%	2
Totals	100%	6



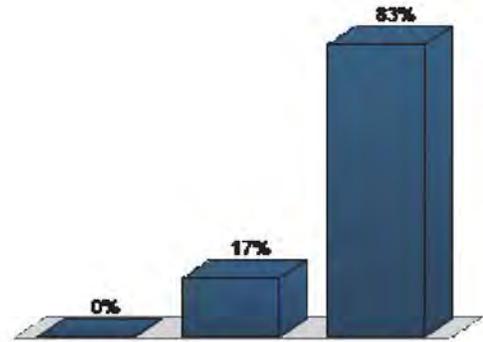
11. Do you think expedited permitting in designated growth areas is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	0%	0
Very Important	100%	6
Totals	100%	6



12. Do you think completing a regional harbor planning and infrastructure analysis is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	16.67%	1
Very Important	83.33%	5
Totals	100%	6



Session Name: Muni Staff Group 4-16-2014 11-12 AM

Date Created: 4/16/2014 9:33:56 AM

Active Participants: 6 of 6

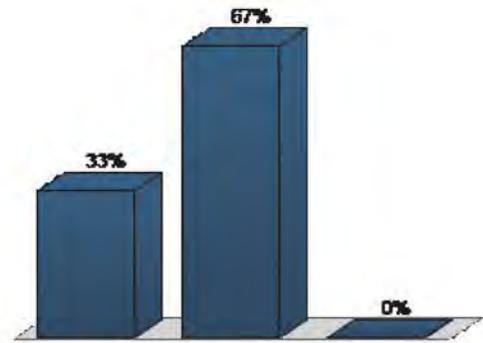
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Questions: 12

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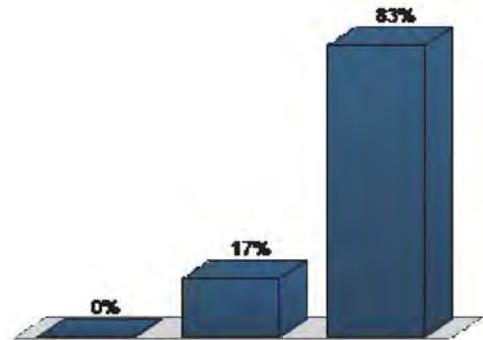
1. Do you think establishment of a Cape Cod Capital Trust Fund is important to the regional economy?
(Multiple Choice)

Responses		
	Percent	Count
Not Important	33.33%	2
Somewhat Important	66.67%	4
Very Important	0%	0
Totals	100%	6



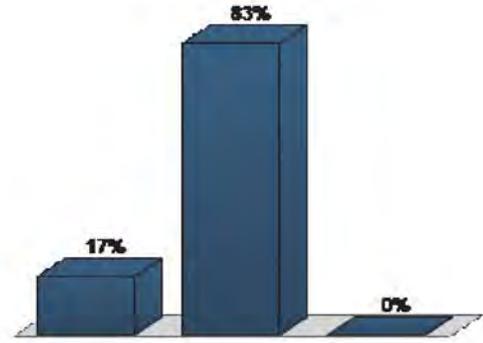
2. Do you think Waste-water Infrastructure & Planning in designated growth areas is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	16.67%	1
Very Important	83.33%	5
Totals	100%	6



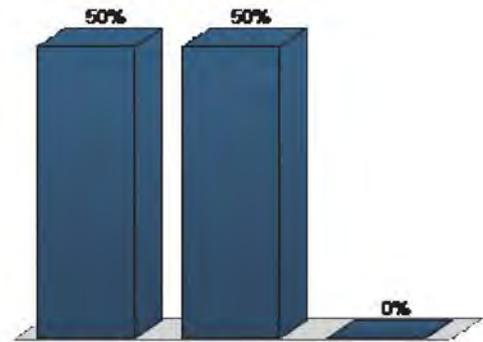
3. Do you think Integrated Infrastructure Planning is important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	16.67%	1
Somewhat Important	83.33%	5
Very Important	0%	0
Totals	100%	6



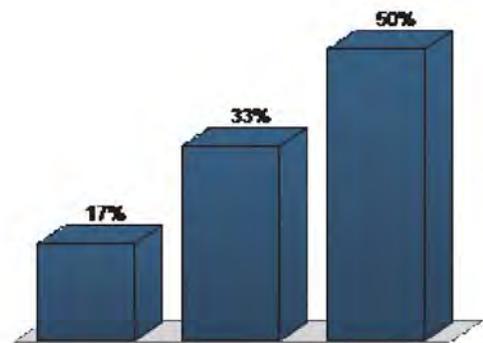
4. Do you think completing a Commuter Rail Impact Analysis is important to the regional economy? (Multiple Choice)

	Responses	
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Somewhat Important	50%	3
Very Important	0%	0
Totals	100%	6



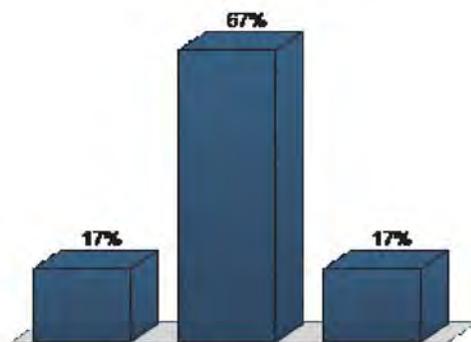
5. Do you think regionalized municipal services brokered by the Strategic Information Office are important to the regional economy? (Multiple Choice)

	Responses	
	Percent	Count
Not Important	16.67%	1
Somewhat Important	33.33%	2
Very Important	50%	3
Totals	100%	6



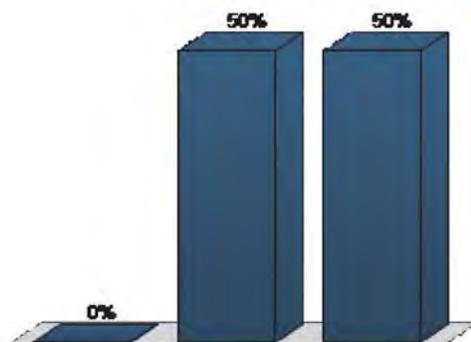
6. Do you think completing a climate change economic impact assessment is important to the regional economy? (Multiple Choice)

Responses		
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Somewhat Important	66.67%	4
Very Important	16.67%	1
Totals	100%	6



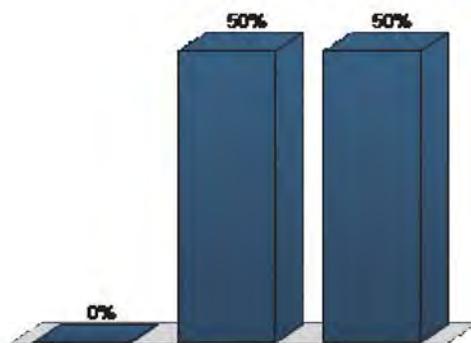
7. Do you think last mile broadband build-out is important to the regional economy? (Multiple Choice)

Responses		
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Somewhat Important	50%	3
Very Important	50%	3
Totals	100%	6



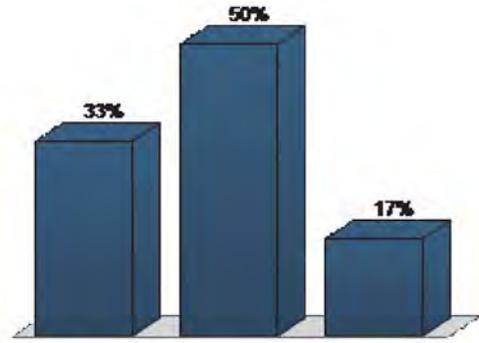
8. Do you think establishing a business development revolving loan fund is important to the regional economy? (Multiple Choice)

Responses		
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Not Important	0%	0
Somewhat Important	50%	3
Very Important	50%	3
Totals	100%	6



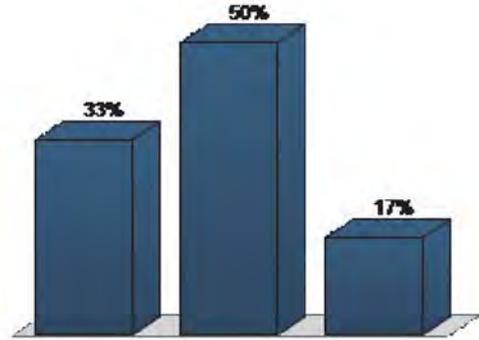
9. Do you think completing a feasibility study for an incubator or testing & training center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	33.33%	2
Somewhat Important	50%	3
Very Important	16.67%	1
Totals	100%	6



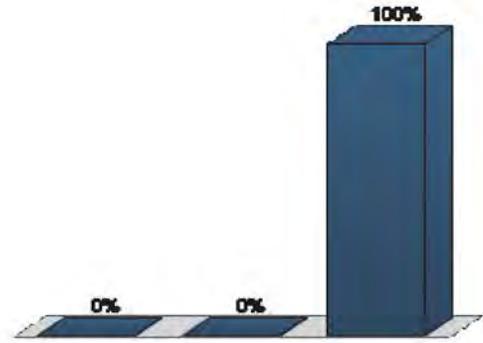
10. Do you think completing a feasibility study for a regional conference and art center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	33.33%	2
Somewhat Important	50%	3
Very Important	16.67%	1
Totals	100%	6



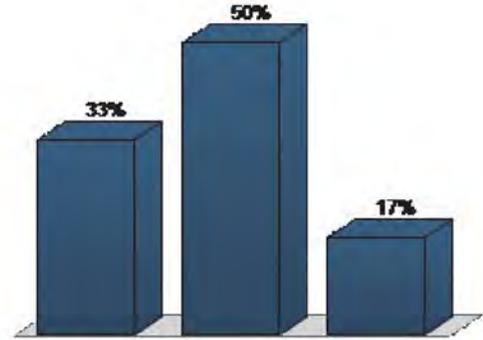
11. Do you think expedited permitting in designated growth areas is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	0%	0
Very Important	100%	6
Totals	100%	6



12. Do you think completing a regional harbor planning and infrastructure analysis is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	33.33%	2
Somewhat Important	50%	3
Very Important	16.67%	1
Totals	100%	6



Session Name: Elected Officials Session 4-16-2014 2-50 PM

Date Created: 4/16/2014 1:10:21 PM

Active Participants: 5 of 5

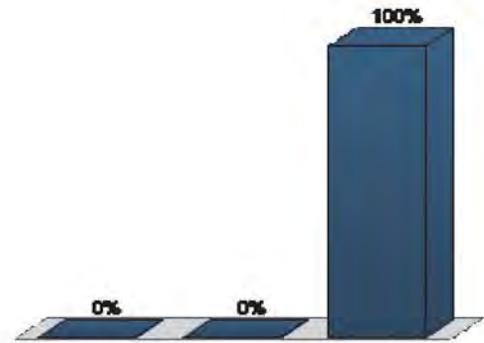
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Questions: 13

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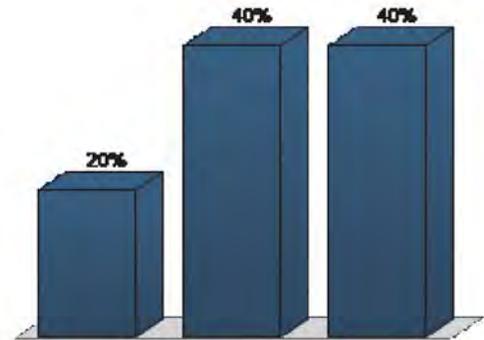
1. Do you think establishment of a Cape Cod Capital Trust Fund is important to the regional economy?
(Multiple Choice)

	Responses	
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Somewhat Important	0%	0
Very Important	100%	1
Totals	100%	1



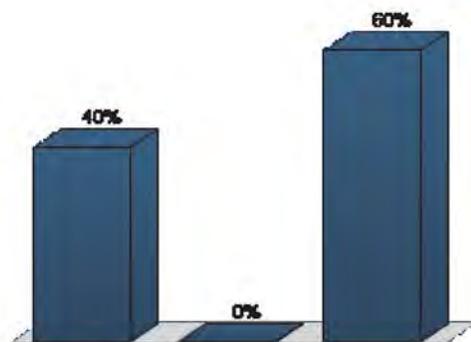
2. Do you think establishment of a Cape Cod Capital Trust Fund is important to the regional economy?
(Multiple Choice)

	Responses	
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Somewhat Important	40%	2
Very Important	40%	2
Totals	100%	5



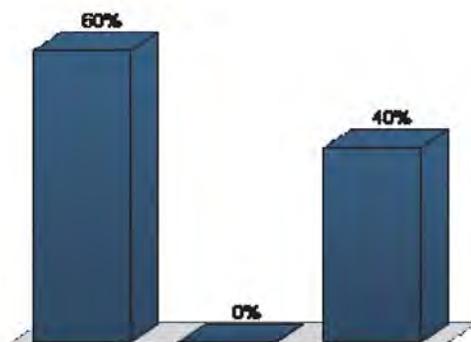
3. Do you think Waste-water Infrastructure & Planning in designated growth areas is important to the regional economy? (Multiple Choice)

Responses		
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Not Important	40%	2
Somewhat Important	0%	0
Very Important	60%	3
Totals	100%	5



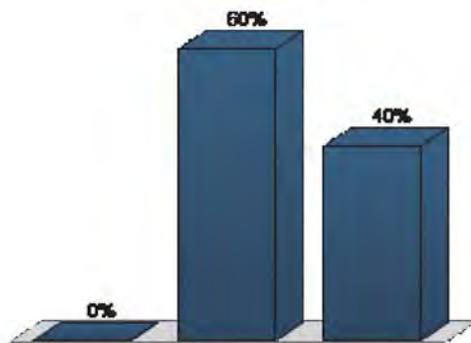
4. Do you think Integrated Infrastructure Planning is important to the regional economy? (Multiple Choice)

Responses		
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Somewhat Important	0%	0
Very Important	40%	2
Totals	100%	5



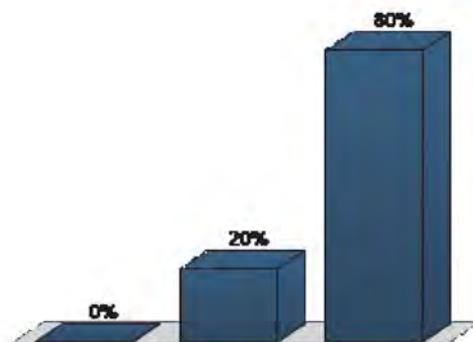
5. Do you think completing a Commuter Rail Impact Analysis is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	60%	3
Very Important	40%	2
Totals	100%	5



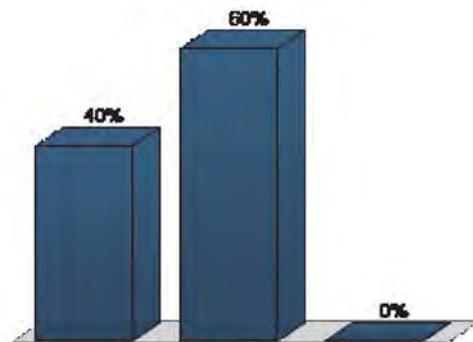
6. Do you think regionalized municipal services brokered by the Strategic Information Office are important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	20%	1
Very Important	80%	4
Totals	100%	5



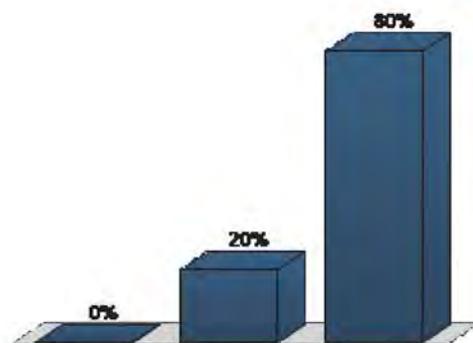
7. Do you think completing a climate change economic impact assessment is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	40%	2
Somewhat Important	60%	3
Very Important	0%	0
Totals	100%	5



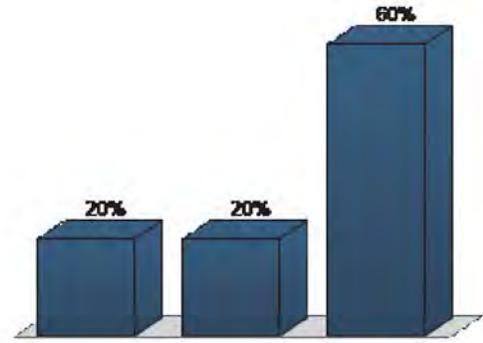
8. Do you think last mile broadband build-out is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	20%	1
Very Important	80%	4
Totals	100%	5



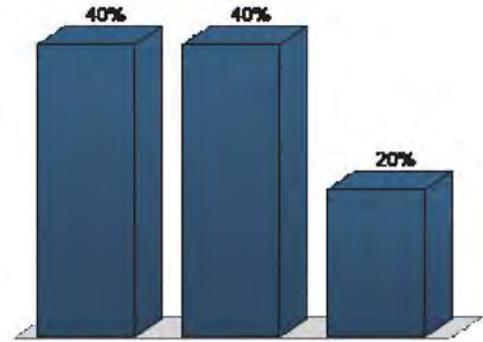
9. Do you think establishing a business development revolving loan fund is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	20%	1
Somewhat Important	20%	1
Very Important	60%	3
Totals	100%	5



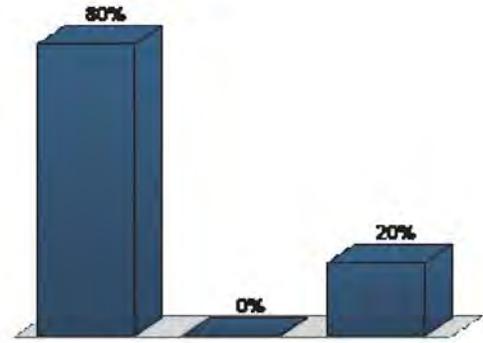
10. Do you think completing a feasibility study for an incubator or testing & training center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	40%	2
Somewhat Important	40%	2
Very Important	20%	1
Totals	100%	5



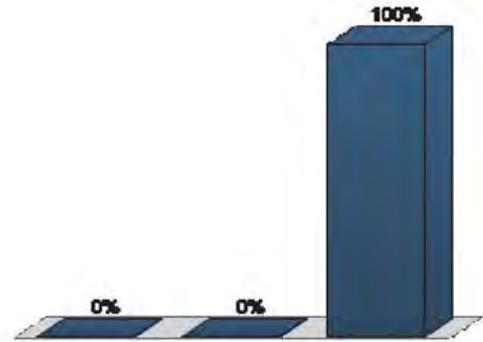
11. Do you think completing a feasibility study for a regional conference and art center is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	80%	4
Somewhat Important	0%	0
Very Important	20%	1
Totals	100%	5



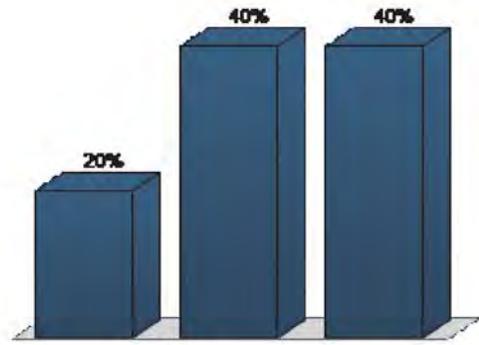
12. Do you think expedited permitting in designated growth areas is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	0%	0
Somewhat Important	0%	0
Very Important	100%	5
Totals	100%	5



13. Do you think completing a regional harbor planning and infrastructure analysis is important to the regional economy? (Multiple Choice)

Responses		
	Percent	Count
Not Important	20%	1
Somewhat Important	40%	2
Very Important	40%	2
Totals	100%	5





CAPE COD
COMMISSION

Appendix 8: CEDS Focus Group Attendees & Minutes

CEDS Focus Group: Businesses

Business Sector	Invited & Accepted	Attended
Healthcare	Van Northcross	No
Marine Science	Duane Fotheringham, President/CEO, Hydroid	Yes
High Tech	Dave Fravel, Lighthouse Media/20 Mile	No
Retail	Lou Massiello, WS Development	No
Arts & Culture	Lauren Wolk, Cultural Center of Cape Cod	Yes
Real Estate	Chuck Carey, Chuck Carey Realty	No
Profession Office	Rick Fenuccio, architect	Yes
Finance/Insurance	Chuck Robinson, Rogers & Grey	Yes
Construction	Tony Shepley, Shepley	Yes
Banks	Tim Telman, President, Bank of Cape Cod	Yes

1. Do you feel these priority projects will improve the competitive position of business based on Cape Cod?
 - a. TS: we're disorganized, including 15 town divisions. The more we organize (regionalization!), the more we look business-friendly/all on the same page. How many businesses have we lost because they think it's not worth the trouble? 208 would help facilitate improvements here. Last mile is very expensive to connect to, so that would be good to reduce costs to businesses. E-permitting is helpful because every town can choose their own criteria right now, creates a 'crazy' environment; if we took e-permitting to a point where it was like amazon, so we can see where it is in the process – good! We're not gaining anything by making it as difficult as it is.
 - b. CR: losing our young educated people on the Cape. We don't have this problem for the same business off cape. Trash awful on mid-Cape highway – degrading Cape at the entrance. Cultural things to be done to retain people here. Cost of living/housing pushing people away, making it hard for business. Community college/high school grads usually don't come back. Regionalization – need to do a strong study on this. Five fire chiefs in the town of Barnstable creating unnecessary competition! Not enough people know about CCC projects that are improving regionalization. Do a study to demonstrate cost savings from CCC?
 - c. LW: small staff, cultural, nonprofit, sole proprietor/low support businesses. More attention needs to be paid to the 'born to Provincetown industry' that is just scraping along, but a great engine for tourist industry. i.e. incubator, small business funding. Don't have easy access to funding if they even apply for it; housing and addiction and teen suicide and underemployment are all affecting the commonwealth/cape. Community centers usually cater to seniors and young people, not just kids. Seniors have affordable housing but not young people. Young people can't wait to get out of here. Everyone pays a lot of lip service to the Cape though.

- d. RF: very high level planning projects! Necessary to lay the groundwork but they haven't had a lot of direct and immediate benefits to local residents. What follows the planning projects? What is the intention at the end of them, what are the expected outcomes? Until you know what those are, hard to rank these projects. There are benefits to residents/local biz with wastewater planning, etc, but is the revolving fund premature when the towns don't even all agreed on a plan yet? Until you get municipalities on board, things stay in at a regional thought level only and not on an implementation level. Interested in the harbor planning – that industry has been kicked to the curb. We have untapped harbors that are not doing what they could do (Hyannis.) Comes from a planning background, hates plans that sit in a drawer.
 - e. TT: What will keep this area vibrant is its youth – bring it back to education. We have CCCC but no plans associated with that. What are kids going to do back here once they go to college? Trash problem. No kids in the neighborhood because families can't afford it. Doesn't see a lot of businesses opening, and he's in the banking world. Limited new activity, except for construction of new homes – repetitive?
 - i. TS: They do hire landscapers, other kinds of construction; world class address with a low class esteem problem! Not convinced Cape Cod is an expensive place to live. Belmont, Cohasset more expensive? Cost of living index? How expensive is it to actually live here? Would cut out that emotional argument. The 20 some things they have are great! Happy to see CCC shift from regulatory to planning.
 - f. DF: chose to stay on the cape when they had the opportunity to leave. I can say that our challenges that we face vs. going off the cape and as a growing business, a lot of things (permitting especially) are an impediment to growth. Work force – young workforce and middle professional jobs, recruit students coming out of technical high school, engineers and we have difficulty bringing people from off cape. Fewer choices to live for those middle income brackets. Oceanographic industry is good, industry begets industry. Spouses are an issue also. Anything to build up that infrastructure would help (commuter rail). Cultural aspect is important because their different than anywhere else on the Cape. Broadband and workforce level are the two things most important.
 - g. TT: Accessibility is key; towns near the Cape but with better infrastructure for commuting are full of families.
 - h. DF: recently hired 20 people, and maybe only 1 from Off Cape.
 - i. LW: how do you determine which of these projects to focus on? Who was invited to submit proposals?
2. Do you feel these priority projects will create, attract, or retain well paid year round jobs on the Cape for Cape residents? Are there any that will be better at this?
- a. RF: Incubator – what would be the focus?
 - i. It's broad because part of it includes looking at what industries we have a competitive edge in. Creative economy and marine tech.
 - b. RF: that would be one that would hopefully someday create businesses, as long as they progress from planning to implementation. What industries *would* come here – we

haven't celebrated our successes in renewable energy. Silicone sandbar – lost lots of software companies.

- c. TT: It's the 'retain' that's the problem. Smart people who like to work can find a project anywhere. It's maintenance. How do we get distributors and manufacturers here?
 - d. TS: DF is the poster boy for clean light industry. Thinking about what we don't want so often, but what about what we DO want? Link up the empty trucks that deliver things to the Cape to an industry that wants to export? Peter Francese – he made us think we were under-populated because of the way he made us look at things.
 - e. DF: Stayed because Cape is one of the centers for marine technology. Spin off out of Woods Hole, maintain synergy with them. Business started on the Cape so the first 50-60 employees are residents of Cape, so moving had serious disadvantages. Looked at going to Boston, Wareham, and Plymouth – less expensive and less onerous to build, but decided they were a 'cape business.' Zoning and areas specifically designated for clean manufacturing, etc., where other businesses can come and set up. They're a bit of an island right now. Not competitors but collaborators – they will bring more infrastructure, which could help with trailing spouses. Then need to plan for something like a center or tech park, with pedestrian accessibility and restaurant options etc. That wouldn't be a detriment to the rest of the Cape.
 - f. CR: for years (42!) we've always had this feeling that we'll pay you less because it's Cape Cod; there's a benefit to living here so you're going to make less money. As we have expanded off cape, we've seen a big disparity in wages. They're trying to equalize now out of fairness. Privileged to be here so you can earn less. Shame on us as business owners.
3. Do you feel these priority projects support innovation and growth consistent with the traditional natural and historic assets of Cape Cod?
- a. TS: we have an aging population and I'm not helping that average. They don't want to see a lot of change/industry and they feel threatened by economic changes. Need to do a better job explaining why these are good changes. 15 towns, 54 post offices! Increase efficiencies through regionalization. If we want to get paid like the rest of the world we have to act like them.
 - b. CR: second home in FL. Rte 132 – not very well groomed in comparison. Agrees with Tony's self-esteem problem. Maybe County/Commission can encourage towns to beautify themselves. Landscape design project for that – what about garden club competition? Like a beautiful painting without a frame.
 - c. LW: would love to see the word cultural in that question. Missing some opportunities but the fishing trade help and working on the harbors is really important for this bullet item. It's a tough life. Integrated efforts are good. We're remote; we should be as connected as possible especially for the young people.
 - d. RF: good range of projects across sectors. I think you missed education and culture in the list of benefits. History and environment are well known and important but they're not drivers, we need to expand a bit. Needs to know what goals we have, what expected on the ground

- i. LW: opportunities for nontraditional education models are would be helpful, and not just for young people. We could be a model for the rest of the country, can pay attention to education projects going on in other parts of the country.
- e. TT: youth keeps things moving. Looking for something that incorporates that. Change creates opportunity. Actually working on beautifying the Rte 132 rotary.
- f. DF: these projects can meet these goals, the innovation and growth can be consistent with history and environment as long as that's a goal for the output.
- g. TT: back office associates (?) would be good to include in these.
 - i. They participated in the last round.
- h. RF: nothing related to business retention, especially from one generation to the next. Cape hasn't done a very good job with this. How can businesses look beyond their current stage, and look at their next generation. New generation of employees. Hard to focus on future game plan. Discussing with Wendy Northcross. What can employees do to prepare themselves to own a business? Shape the Cape outcome – about retaining youth and attracting them to come back. Lots of mom and pop business that might not have sons and daughters that will take over. Twenty five year planning horizon.
- i. TT: Housing at Four C's for students. All other state colleges have housing? Get ready of the ugly solar and put the houses in there. They'd be here all year long and they might be more likely to stay there all year long, and even after graduation.
 - i. LW: good idea. Has a boomerang son/can relate to this issue. Looking on Craigslist every day. Wants to 'make music and save the environment'.
- j. CR: Addiction is a significant problem.

CEDS Focus Group: Town Staff

4/16/14

Municipal Staff	Invited & Accepted	Attended
Town administrator	Tom Guerino, Bourne	No
Economic Development	Mike Travato, Barnstable	Yes
Economic Development	Karen Greene, Yarmouth	Yes
Planner	David Spitz, Harwich	Yes
Planner	Deanna Ruffer, Chatham	Yes
DPW Director	Dan Santos, Barnstable	Yes
EDIC	Michael Galasso, Falmouth EDIC Carol Sherman, Mashpee EDIC	Yes No

1. Do you feel these priority projects will improve the competitive position of business based on Cape Cod?
 - a. DanS: Question of being competitive with who, off cape businesses? Sure. Looking together at the whole, there are others important than others obviously. There are things that would improve position of businesses. Opportunities for business funding and e-permitting would help.
 - b. MC: Anything to do with financing will assist; e-permitting will also. I think wastewater is less important for businesses but important for the region. Last mile is good for region as well. But it's important to find out if enviro or business important to who.
 - c. KG: Harwich needs wastewater. E-permitting and Open Cape are both important too. How they are accomplished/implemented at the local level is important. Need to speed the process up for people. Pre permitting would be able to help with that.
 - d. MC: wastewater for our town is less important but yes it is important for the region.
 - e. MG: Uncertainty and time of getting permits is a problem for businesses. One thing missing is keeping youth here; local graduates need affordable housing. That needs to be here on the list. We have a lot of old stock, zoning is out dated. We need to take a good strong look at updating those to keep young people here.
 - f. KG: Affordable housing is important but Market rate housing is equally important.
 - g. DR: Updated zoning is key! The current regulations need to be updated. Right now it bumps against economic concerns and those who need affordable lots. We have 60,000 lots with 20,000 developed. Outside thinks the town is "anti-development"! Thought is that current zoning goes beyond protection to being anti-development. Some of the factors will improve but there is some repetitiveness that needs to be pared down. I'm surprised that there is nothing mentioned about: the airports, young professionals, work force development, and tourism economy. Lack of funding assistance for new business development needs to be addressed. Broadband has huge potential if we can overcome last mile. Brings in whole new group of work from, home individuals.
 - h. DavS: Concur with all the conversation pervious. Zoning, GIZ being sought in Harwich. You need a housing component as well. The factors change as you move out across the

Cape; you have to recognize the seasonal jobs along with the year round workforce. There is room for a combination of “not sexy jobs” and those jobs that “we say we need.”

- i. DR: We need those seasonal lower pay jobs for the seasonal outer cape; ALONG with the better jobs. Fishing industry is important to look at too.
 - j. MG: Education needs to be linked to the future demands for employment here on the Cape. Falmouth has such small percentage of those employed at WHOI, it needs to be bigger and that’s related to education.
2. Do you feel these priority projects will create, attract, or retain well paid year round jobs on the Cape for Cape residents? Are there any that will be better at this?
- a. DanS: Which have most impact? They would all help to make things better. Wastewater has capacity to make jobs simply based on the scale and cost to implement.
 - b. MC: Always said that wastewater has potential for many new jobs. Broadband opportunities exist with high tech sector.
 - c. KG: Permitting and financing availability for developers will help with them coming here over other towns like Plymouth and Wareham. In looking at our short season we recognize that year round might not happen for tourism, but other areas will assist with creating a longer season.
 - d. MG: Open Cape will open many opportunities that we don’t even understand now. We looked into implementing last mile but are fearful of competition coming in. We have to work on the permitting to attract businesses. But it’s the whole process that needs to be improved; going before all the committees for the local businesses seems unnecessary. They may have to go before 3-4 boards every year, even though they have no infractions!
 - e. DR: Many of these topics address greater infrastructure issues that have been unaddressed in past years. We need to give them priority to complete them and move on. Business revolving fund can be such a help to businesses even of \$50,000. Commuter rail will assist as well.
 - f. DavS: Deanna likely gave highest rating to fishing had harbors! I would have supported it more if it wasn’t solely fishing. We have many resources, but they are seasonal (more and more of a factor on the outer cape) and a seasonal workforce. It presents a real challenge but any of these areas that recognize the environmental, seasonality and need for affordable housing being balanced is good.
 - g. DR: real estate industry is saying that our town is losing rental income to Harwich because they can get weekly access to a landing for larger boats. They are very vocal of the concern as other towns are reaping the benefits.
3. Do you feel these priority projects support innovation and growth consistent with the traditional natural and historic assets of Cape Cod?
- a. DanS: Growth puts pressure on those resources. That’s why we have the Commission! It’s vital that any of these that are priority projects consider the environmental factors.

Impact analysis for commuter rail would be important. 208 work done by CCC is important to application as well.

- b. MC: From natural and environmental wastewater is important. Certainly historic is too cultural arts center would be second to that. Water has to be our priority though.
 - c. KG: Wastewater. Encouraging small business with broadband and fund development is there. Everything else can be traditional it's just based on HOW its implemented.
 - d. MG: Wastewater. Towns looking at sewerage are also looking at increasing density along the lines. So they need to look at smart growth in those areas.
 - e. DR: Was going to say no, glad I didn't go first. It's a balancing act with the fishermen. Need more to support businesses. Don't believe that arts centers actually achieve what those who purport them say. A conference center that brings in national conferences would balance that to me. I do think there is a disconnect.
 - f. DabS: I believe in smaller scale things. I support small businesses entrepreneurial development. All other issues pale in comparison to the issue of wastewater.
4. Any other thoughts?
- a. DS: Regional view of parking and traffic issues
 - b. Leslie: We looked at where we had funding to implement these projects.
 - c. DSpitz: we just got grant for parking study in Harwich with state funds.
5. Any questions that we should have asked?
- a. DR: The airports!
 - b. Leslie: freight study that would include the airports but not passenger flights.

CEDS Focus Group: Elected Officials
 April 16, 2014

Elected Officials (or designee)	Invited	Attended
Selectmen (one from each sub-region)	Sandwich – John Kennan	Yes
	Yarmouth – Tracey Post	Yes
	Chatham – Florence Seldin	No
Assembly of Delegates	Leo Cakounes	Yes
County Commissioners	Bill Doherty	Yes
MA Representatives	Brian Manna	No
	David Vieira	No
	Randy Hunt	No
	Cleon Turner	No
	Sara Peake	No
	Timothy Madden	No
MA Senator	Therese Murray	No
	Dan Wolf	Yes
US Representatives	William Keating	No
US Senators	Edward Markey	No
	Elizabeth Warren	No

Do you feel these priority projects will improve the competitive position of business based on Cape Cod?

TP – wastewater is something the business community has asked that they address. Don't understand what you mean by competitive position. (LR: What would help businesses your community the most.) Streamlined permitting, day in and day out would help them but wastewater overall.

BD – agrees with TP. Cape Cod commission act is very clear that they support this balance of environment and opportunity

JK – same 2. Arguing the merits of funding infrastructure for years, we are woefully adequate. Doing workshops on 23L on the Cape. People ask why cape?

TP – people are here for the environment, and with the degradation going on, it will impact biz in future if we can't find a way to fix it.

BD – people always remark on what a beautiful place this is and don't want that to change.

DW – there are some things in here that need to be pulled out. Revitalization and redevelopment are the biggest opportunity here. Embedded in permitting and infrastructure – when we look at lessons learned for 132, it's going to apply to redevelopment. Wastewater planning right next to infrastructure planning – when we do wastewater (because of our aesthetics and climate change) – we should be doing the second. Aesthetic value of IIP is huge for the character and tourism/econ dev of the Cape.

Wastewater is the driver but its creating an opportunity for other projects. I don't want to look back in 40 years and see missed opportunity with IIP. The biggest impediment to being an employer on the Cape is housing – schools will bring younger families here, but the housing is in the way. Capital to grow a business is the human resource. Why will people come here and why won't they – schools and housing!

BD – need some understanding that multifamily structures and apartments are part of what we need to look at because not everyone can afford to move somewhere and then buy a house. Don't feel the love at town meeting when asking for money for low income housing. Need a housing assessment, focus on apartments.

JK – talking to someone stalled in his project in sandwich, encouraging him to look at the garden style apartments – reduces infrastructure costs by increasing density.

TP – addresses a lot of those issues with zoning, including multi-family housing in town. Hard to look at these projects in silos. Expedited permitting is not just on the town level, also on the Commission level. State smart growth incentives. Streamline and provide infrastructure it generates enough tax dollars to help schools – so much of our tax base is through residents and not commercial so we'll always be in debt. The commission has a lot of responsibility in that barrier we have now, the commission should look more at redevelopment of land rather than new development – RPP treats them equally. For some towns there is raw land that should be protected – situations like rte28 should focus on redevelopment.

DW- visioning and not just planning. Look at what we want and back up into the tools and tasks.

TP – I would love for you to see what we've done with the visioning in Yarmouth.

BD – talking about tools, threshold raising is now available for you.

TP – not unless you have a local comprehensive plan.

BD - look at how we're generating tax dollars. Wastewater – people know we need to fix it but no one wants to pay.

TP – many of these things are great, but when I look at this, but in terms of a municipality we need more assistance with direct things like LCPs.

DW – funding and revenue should be in a CEDS. (tax policies). We're screwed on chapter 70 because our housing is high, but our wages are low. We pay people here more than we pay in new Bedford but less than boston.

Do you feel they will create, attract, or retain well-paid year-round jobs on the Cape for Cape residents?

TP – talked about what I thought was missing. Those two items come to the top for what we struggle with – retaining jobs, the stats show that we have an educated pop with an ability for tech jobs. Should look at use tables, being more on the edge with what is out there. Make sure everything is avail to biz that we can.

BD – ‘retaining young families’ leaves out the undocumented people taking those jobs. Leaving out the steps to permanently attach them here. The labor force for the jobs we’re talking about is already here but not what the chamber thinks is ideal. Develop a path to improve...? Translate tourist industry into something more year round? We’re not a smoke stack place but there’s an opportunity for GIZs with light manufacturing; the 19th century ideal is that wealth building comes from manufacturing. Shellfishing more lucrative and stable than fin fishing right now – low overhead, fewer restrictions in retrieving them. As far as light manufacturing goes, I would never see the cape as somewhere to set up a distribution warehouse but in terms of making unique/specialty projects we could be a possible location. Gets away from needing a genius idea.

JK – anything that creates jobs, at any level, that prohibits exporting of human capital off the cape daily is his wheelhouse. This dialogue is a great beginning. Shellfishing in and of itself is an industry with great job opportunities – can help with anaerobic water, plus the byproducts.

TP – broadband would help retain jobs because a lot of high tech/computer jobs left without the necessary infrastructure.

BD – also necessary to the arts.w

DW – huge supporter of open cape. Now a global biz on the cape? (Cape air?) may be overstated re: where to invest our money. Importance of a sustainable seed business – whether it ends up at ARC or elsewhere. Cape cod shellfish could be a global brand . met with bridgewater state people bringing the campus to yarmouth. One way to retain young people is to get them to never leave – because if they leave they have to come back and figure out the housing. Higher ed and training is an important part of it.

BD – high percentage of americorps kids stay on after the program, they have a higher incentive level to stay when they’re comfortable, subsidized when they first show up. Housing is less difficult when you’re always comfortable with it.

DW – we’re a bunch of old people trying to figure it out for them, but they’re figuring it out for themselves. One of the most important questions – are we optimizing and leveraging what we have? Look at where cape air serves – they would give anything to have the resources we do. Cape Cod national seashore, environment, we forget sometimes that we are at their door. We all assume tourist jobs are lower paying but continually revisit that – how do we turn tourism into a sustainable/higher paying industry? If you go to the Highland Center in Truro, and then go to western mass (Kripalu), and connect the dots – year round traffic, high paying jobs.

BD - Protect what you have and make wise choices for what you need. Don’t want to lose what you treasure here.

TP – same!

DW – question of reversing damage done not just preventing work. Keep running into headwind of naysayers.

Do you feel they priority projects support innovation and growth consistent with the traditional natural and historic assets of Cape Cod?

TP – yes. Village concepts will take underperforming properties out of circulation. Be careful about taking things off tax roll. It didn't get this way overnight and it won't change overnight. Making live work space with treatment plant – we just need to be smart about development. Yarmouth focused retail area on rte 28 – and that's ok. Not trying to build out everything else.

JK – when we updated our LCPs, we stated that we embraced 21st century themes while being cognizant of heritage. View town and region as an asset. Can't allow it to be destroyed. When LUVM came out, the burden was shifted to municipalities to be architects of their own destinies. Intrigued that the commission was do that. Now commission wants to help orchestrate that, we can use commission as a tool. Going through a cultural change through strategic partnership with commission. We're very lucky.

TP – where is transportation? Bike planning is important.

DW – momentum on bass river bridge. Culvert will have be widened for wastewater. Bike plan from Harwich to provincetown. Two challenges to transportation nodes – one being seasonality. Flex bus is a huge success because it's scaled properly seasonality. Sit down with Tom Care.

BD – without transportation piece, there's a lot people can't do. Can you get the ACOE to pay attention to you?

DW – as we look at third bridge, how does commonwealth take those assets back from ACOE because of them failing to understand our traffic patterns.

TP – the people here don't' realize the impacts of costs of goods. She worked for a sand and gravel company. Already expensive enough to live here. Not even getting into nuclear issue, and the ability to get off here Sunday.

BD – need a feasible evacuation plan.

DW – because the plan is shelter in place, wants to add a shelter in place sign below evacuation route signs. Done a great job with CEDS conversation.



Appendix 9: Smarter Economy Conference Agenda and Speakers

Smarter Economy Conference

AGENDA

8:00 - 8:45 a.m.	Registration + Continental Breakfast + Poster Session	[Lobby + Garden Terrace]
8:45 - 9:00 a.m.	Opening Remarks: Our Environment is Our Economy	Sen. Dan Wolf [Pavilion]
9:00 - 9:45 a.m.	Keynote Address	Jim Gomes [Pavilion]
9:45 - 10:45 a.m.	Future of Cape's Economy	Moderator: Dr. Mahesh Ramachandran Panelists: Dr. Kathy Segerson Dr. William Carlson Mr. Richard Bryden Mr. Joshua Reitsma [Pavilion]
11:00 - 11:15 a.m.	Cape Cod Market Assessment	Howard Kohn
11:15 a.m. - 12 p.m.	Challenges + Opportunities	Moderator: Leslie Richardson Panelists: Dorothy Savarese Mike Lauf Tony Shepley + Kevin Pepe Christopher von Alt [Pavilion]
12:00 - 12:45 p.m.	Lunch + Networking	[Garden Terrace]
12:45 - 1:00 p.m.	CCYP Shape the Cape	Anne Van Vleck [Pavilion]
1:00 - 2:15 p.m.	Have you met FRED?	Paul Niedzwiecki [Pavilion]
2:15 - 2:30 p.m.	Closing Remarks: Transforming Challenges into Opportunities	Sec. Greg Bialecki [Pavilion]
2:30 - 4:00 p.m.	Networking	[Thoreau's + Garden Terrace]

SESSION DESCRIPTIONS

OPENING REMARKS: OUR ENVIRONMENT IS OUR ECONOMY

Senator Dan Wolf will start the day off with a discussion of Cape Cod's greatest economic asset and how we as citizens can act to build our economy by protecting our environment.

KEYNOTE ADDRESS

Jim Gomes, will bring his extensive legal, public policy, and academic experience to the topic of the Cape Cod economy. He is an expert in bridging the gap between academia and government to inform public policy and encourage action to address important social, environmental, and economic concerns.

FUTURE OF CAPE'S ECONOMY

Dr. Mahesh Ramachandran will lead an eclectic panel of experts in a discussion of what the future might hold for the Cape Cod economy. What are our competitive advantages and how can we build a strong economy around them.

CAPE COD MARKET ASSESSMENT

Howard Kohn completed an intriguing assessment of market capacity on Cape Cod for future commercial development. He will present his findings in the context of local and national trends with recommendations for going forward.

CHALLENGES + OPPORTUNITIES

Leslie Richardson will guide a distinguished panel of industry leaders in a discussion of the advantages and challenges of doing business on Cape Cod.

CCYP SHAPE THE CAPE

Anne Van Vleck will provide a teaser on the research underway by the Cape Cod Young Professionals through their Shape the Cape initiative.

HAVE YOU MET FRED?

Paul Niedzwiecki, with FRED, will illustrate the link between economic development and land use planning for a realistic view of where we stand and a clear vision of how we move forward.

CLOSING REMARKS: TRANSFORMING CHALLENGES INTO OPPORTUNITIES

Secretary Gregory Bialecki will close the conference with the broader state context given from his rich foundation of public and private sector experience.

ATTENDEES LIST

First Name	Last Name	Title	Company
Joel	Crowell	CEO	Cooperative Bank of Cape Cod
Laura	Kelley	Director	POCCA Cape Cod
Sallie	Riggs	Executive Director	Bourne Financial Development Corp.
Mike	Trovato	Economic Development	Town of Barnstable
Luke	Hinkle	Founder	My Generation Energy
Shannon	Goheen	Owner	Second Nature Gardenworks
Lois	Andre	Director Perkins Programs	Cape Cod Community College
Bob	Cody	Dean	Cape Cod Community College
Deanna	Ruffer	Community Dev Director	Town of Chatham
Danielle	Donahue		
Sheila	Vanderhoef	Town Administrator	
Richard	Bienvenue	CPA	
Elizabeth	Wade	Assoc. Executive Director	CHAMP HOMES/Housing for All
Elizabeth	Jenkins	Principal Planner	Town of Barnstable
Karen	Greene	Dir. of Community Dev.	Town of Yarmouth
Kathy	Williams	Town Planner	Town of Yarmouth
Rob	Carey	Business Development	Cooperative Bank of Cape Cod
Jay	Zavala	President & CEO	Falmouth Chamber of Commerce
Michael	Kasparian	VP Operations	Falmouth Chamber of Commerce
Frank	Mahady	Principal	FXM Associates
Michael	Lach	Executive Director	Harwich Conservation Trust
Anne	Ripley	Administrator	Montessori School of Beijing
Meghan	Hanawalt		
Devin	Donaldson	Owner	The Optimist Co
Bert	Jackson		Koa Interactive Media, LLC
Barbara	Milligan	President & CEO	Highfield Hall & Gardens
Reed	Baer	Pastor	West Parish of Barnstable
Stephen	Buckley		OpenGov Metrics
Joan	McDonald	Director of Youth Services	C&I Workforce Investment Board
Terry	Smily		Fashion Food LLC
Usama	El-Sehrawey		
David	Kaplan	Executive Director	Cape & Is. Theater Coalition
Stephen	Hayes	Attorney	Hayes & Hayes Attorneys at Law
Noelle	Pina	Executive Director	Orleans Chamber of Commerce
Sue	Korycansky		Ocean Edge Resort & Golf Club
Ed	Fouhy		
Debbie	Oakes		
Ian	Ryan	Cand. for Representative	

First Name	Last Name	Title	Company
Kahren	Dowcett		Living Arts Institute
Kathleen	McMahon		
Carl	Persson	President	Ocean Solutions, Inc.
Jo Anne Miller	Buntich	Growth Management	Town of Barnstable
John	Seyffert	Director, Best Advertising	Luke s Super Liquors
Jennifer	TRUE	Director of Workforce Ed	Cape Cod Community College
Melissa	Ellis	Director of Membership	Cape Cod Young Professionals
Anne	Van Vleck	Executive Director	Cape Cod Young Professionals
angela	busco	CSW	independent
Kathy	Zagzebski	President & Exec. Director	National Marine Life Center
Jill	Talladay		CARE for the Cape & Islands
Judith	Underwood	Environmental Technology	Cape Cod Community College
Bill	Kelly	Enterprise Solutions	CapeNet
Patricia	Connor	Management Consultant	Connor & Co.
Caitlyn	Butler	Assistant Professor	University of Massachusetts
Jay	Coburn	Executive Director	Community Development Partners
Rich	Riker	Founder & CEO	Oyster River Partners
David	Augustinho	Exec Director	CIWIB
Lisa	Franz	Executive Director	Chatham Chamber of Commerce
Roy	Catignani	President	ConServ Group, Inc.
Ellen	Spear	President & CEO	Heritage Museums and Gardens
MARY	O KEEFFE	SR MGR GOVERNMENT AFFAIRS	COMCAST
Errol	James	Managing Partner	SoundView Partners
John	Bologna	President	Coastal Engineering Co
Ashley	Howard		
Liz	Argo	Special Projects Coordinat	Cape & Vineyard Electric Coope
David	Darling	Professor	Town of Sandwich
Frederick	Rice, CTP, CVA	Managing Partner	The Nauset Group, Inc.
Peter	Ubertaccio	Director of Martin Inst.	Stonehill College
Andrea	Reed		Orleans Community Partnership
Mary	Rapaport		
Jack	McCormack	FY2014 Chair	Cape Cod Commission
Alan	McClennen	Selectman	Town of Orleans, MA
Ginny	Hewitt	Library Director	Brooks Free Library
Edward	McManus	Selectman	Town of Harwich
Lisa	McNeill	President	Cape Cod Volunteers
Phillip	Petru	Head of School	Cape Cod Academy
Kara	Boule		Yarmouth Chamber of Commerce
Linda	Jean		Yarmouth Chamber of Commerce

First Name	Last Name	Title	Company
Tina	Shaw	Director, Business Intel	Cape Cod Healthcare
Paul	deRuyter		
Chris	Alfonso	MSc In Finance	
Jeremy	Gingras	Executive Director	Harwich Chamber of Commerce
Anthony	Fuccillo		
Paula	Hersey		Cape Cod Technology Council
Melinda	Gallant	Manager	South Cape Village
Tom	Geiler	EDC	Barnstable
Arthur	Gaylord	Chairman	OpenCape
JOHN D.	HARRIS	CAPE COD COMMISSIONER	
Dina	Lyons	Founder	Dina Lyons Design
Joseph	Bayne	Treasurer	OpenCape Corp
Alicia	Trelles-Duckett	Project Mgmt Consultant	Lumina PM
Bob	Zakarian	President and CEO	Community WISP, Inc.
Duncan	Gibson	n/a	n/a
jen	villa	owner	The Little Beach Gallery
Kate	Sheehan	founder	Telltale Media + LoveLiveLocal
Keith	Bradley	Real Estate Broker	BROADMEADOW Realty
Gary	Sheehan	CEO	Cape Medical Supply, Inc
Felicia	Penn	Chair	CCEDC
Christine	Duren	Executive Officer	Home Builders & Remodelers
Dave	Robinson		Rogers & Gray
Stephen	Curran		Curran Consulting
Joy	Jordan		Cape & Plymouth Business
Bill	Zammer		Cape Cod Restaurants
Christopher	von Alt		Hydroid
Andy	Tricca		SBS Equine
Matthew	Skala		Cape Cod Chamber of Commerce
Gwynne	Guzzeau		Gestalt International Study
Donald	Grissom		
Sheila	Hoogeboom		Community Development Partners
Emily	Milan		Brooks Free Library
Clare	O`Connor		Cape Cod Chamber of Commerce
Ed	Hollingshead		Fay, Spofford & Thorndike
Bill	Reed		Fay, Spofford & Thorndike
Allyson	Pocknett		OpenCape
Stephan	Wollenburg		Cape Light Compact
Meredith	Miller		Cape Light Compact
Joe	Grivers		MassDevelopment
Paula	Bacon		Dennis Economic Dev. Committee

First Name	Last Name	Title	Company
Mary	Sullivan		Cape Cod Community College
Paul	Moran		MassDevelopment
Terri	Ahern		Cape Cod Healthcare
Peter	Karlson		Cape Cod Chamber of Commerce
Margaret	Song		Cape Light Compact
Mark	Ameres		
Bill	Clark		Barnstable County Extension
RJ	McGrail		MassDevelopment
Mary Pat	Flynn	County Commissioner	Barnstable County
Sheila	Lyons	County Commissioner	Barnstable County
Bill	Doherty	County Commissioner	Barnstable County
Michael	Brillhart	County Administrator	Barnstable County
Roy	Richardson		
Alison	McKay		Cape Cod Broadcasting
Bill	Flynn		Coastal Community Capital
Beth	Wade		Housing for All
Glenn	Cannon		Cape Cod Commission
Cally	Harper		Cape Cod Commission
Heather	McElroy		Cape Cod Commission
Anne	Reynolds		Cape Cod Commission
Sharon	Rooney		Cape Cod Commission
Jessica	Wielgus		Cape Cod Commission
Mary	Crowell		Cooperative Bank of Cape Cod
Thomas	Huettner		Second Nature Gardenworks
John	O'Brien		
Kevin	Howard		Arts Foundation of Cape Cod
Thomas	Rezendes		
John	Cox		Cape Cod Community College
Robert	Dutch		Upper Cape Regional Tech
Jamie	Regan		Robert Paul Properties
Susan	Rohrbach		Senator Dan Wolf
Nate	Jones		Sandwich Town Planner
Larry	Fox		To Your Good Health
Sheryl	Walsh		Cooperative Bank of Cape Cod
Brian	Bragington-Smith		AquaGen Systems
Kristin	Tribou		Lawrence School
Marshall	Otter		Lawrence School
Evan	Brodie		Lawrence School
Jonathan	Cloutier		Lawrence School
Troy	Otter		Lawrence School

First Name	Last Name	Title	Company
Emma	Shank		Lawrence School
Kurt	Felix		Town of Wellfleet
Frank	Mahady		
George	Dratelis	President	Acropolis Interactive Inc.
Leslie	Richardson		Cape Cod Commission
Mahesh	Ramachandran		Cape Cod Commission
Kristy	Senatori		Cape Cod Commission
Paul	Niedzwiecki		Cape Cod Commission
Wendy	Northcross		Cape Cod Chamber of Commerce
Bert	Jackson		Cape Cod Technology Council
Felicia	Penn		Economic Development Council
Judy	Barrigas		Convention Data Services
Dan	Vortherms		OpenCape
Kristin	Carey		Cape Cod Chamber of Commerce
Phil	Dascombe		Cape Cod Commission
Phil	Detjens		Cape Cod Commission
Jennifer	Clinton		Cape Cod Commission
David	Still		Cape Cod Commission
Patty	Daley		Cape Cod Commission
David	Willard		Cape Cod Five
Warren	Marsh		Cape Cod Five
Jim	O`Conor		Cape Cod Five
Andy	Young		Cape Cod Five
Jim	Gomes		Clark University
Dr. William	Carlson	Urban Economist	Urban Economist
Dr. Kathleen	Sergerson		University of Connecticut
Richard	Bryden		Harvard Business School
Joshua	Reitsma		Cape Cod Cooperative Extension
Howard	Kohn		The Chesapeake Group
Dorothy	Savarese		Cape Cod Five
Michael	Lauf		Cape Cod Healthcare
Cynthia	Castro		UMass Amherst
Kimberly	Lai		Columbia University
Maura	Flight		Industrial Economics, Inc.
Claire	Schlemme		Industrial Economics, Inc.
Chip	Paterson		Industrial Economics, Inc.
Carl	Lamborg		WHOI
Tony	Shepley		Shepley Wood Products
Kevin	Pepe		Commercial Realty Advisors
Steven	Tupper		Cape Cod Commission

First Name	Last Name	Title	Company
Secretary Gregory	Bialecki		
Senator Dan	Wolf		
Melissa	Sheedy		Cape Cod Chamber of Commerce
Danielle	Donahue		Cape Cod Commission
Ben	Nugent		Nugent Photography
Taree	McIntyre		Cape Cod Commission



CAPE COD
COMMISSION

Appendix 10: Smarter Economy Presentation - FRED



**Understanding
the Connection between
Land Use and
Economic Development**

**How much growth can we
support?**

Where should it be located?

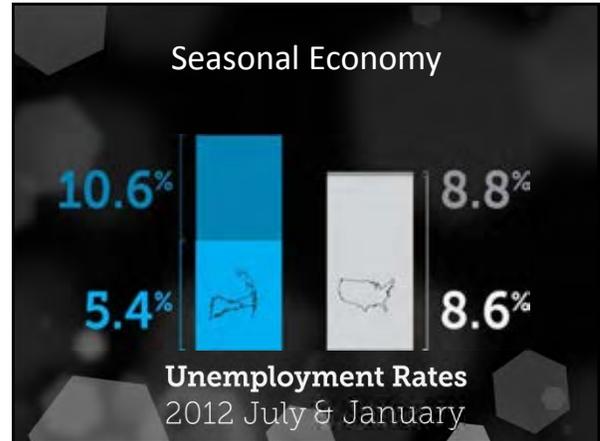
What is Economic Development?

The public and private sectors collaborating
to create conditions under which
businesses and individuals may prosper
while protecting public resources

What stimulates or limits development

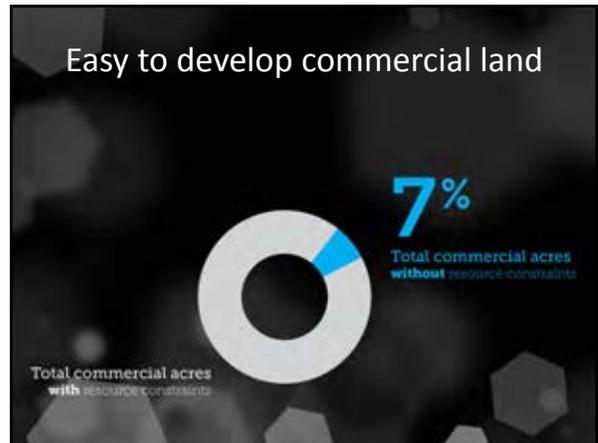
**HOW MUCH GROWTH CAN
WE SUPPORT?**

DEMAND



SUPPLY

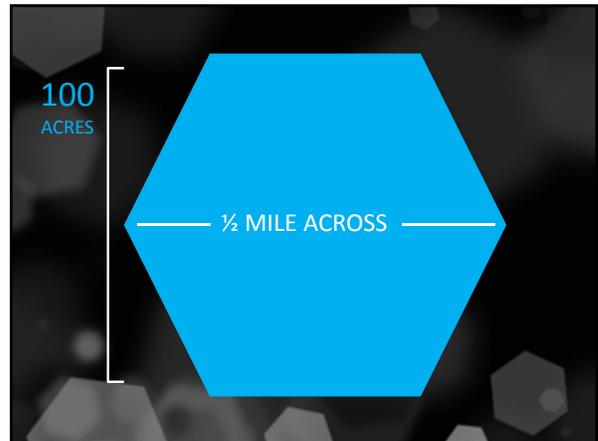




What encourages and discourages development

WHERE SHOULD GROWTH BE LOCATED?

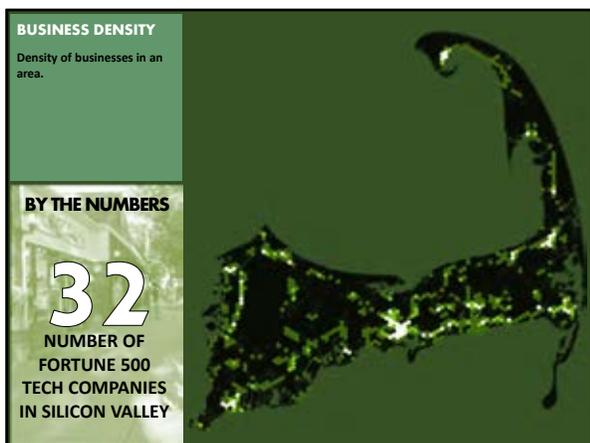
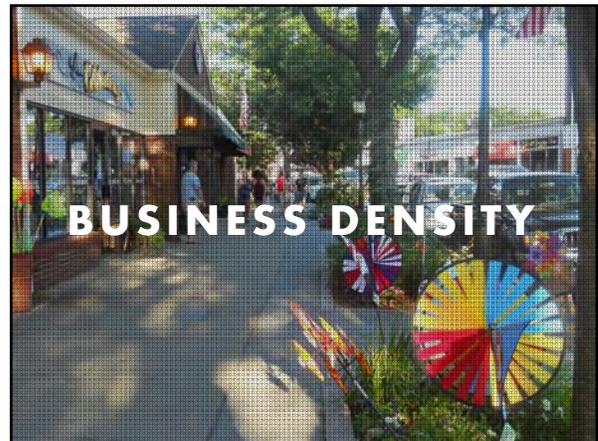
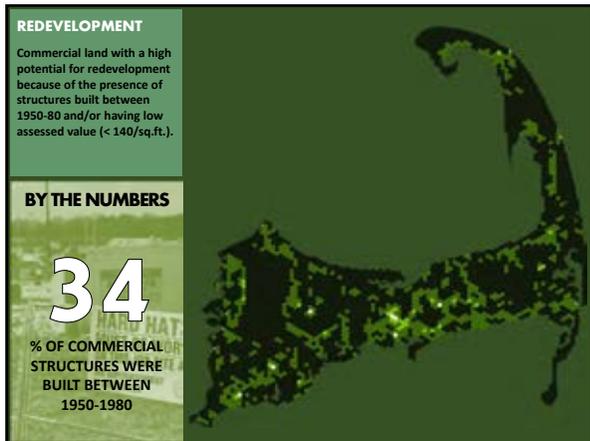
This slide has a light gray background with a subtle pattern of white hexagons. The text is centered and reads 'What encourages and discourages development' in a small font, followed by 'WHERE SHOULD GROWTH BE LOCATED?' in a larger, bold, black font.

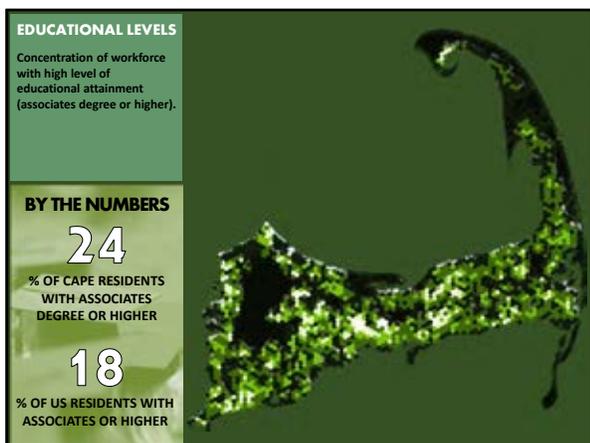
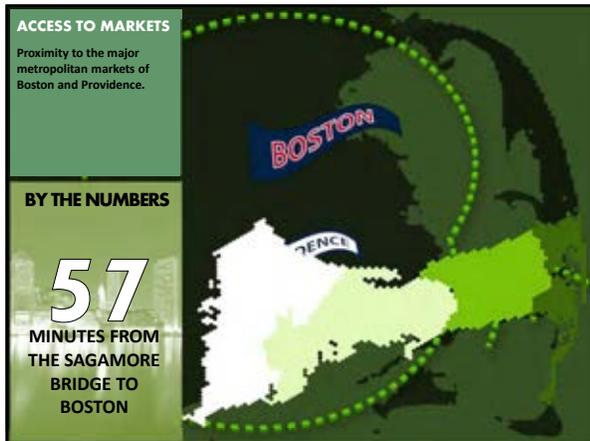
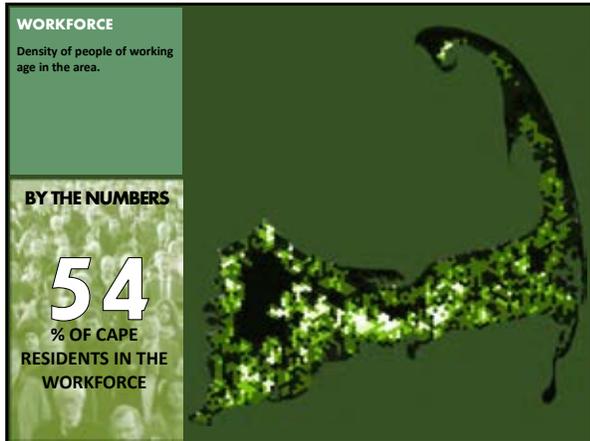


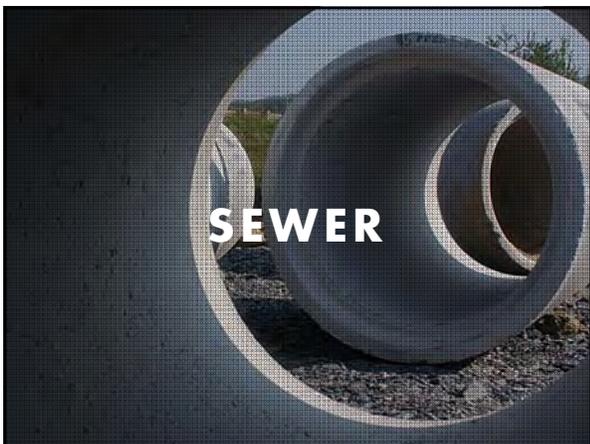
LAND USE/PEOPLE

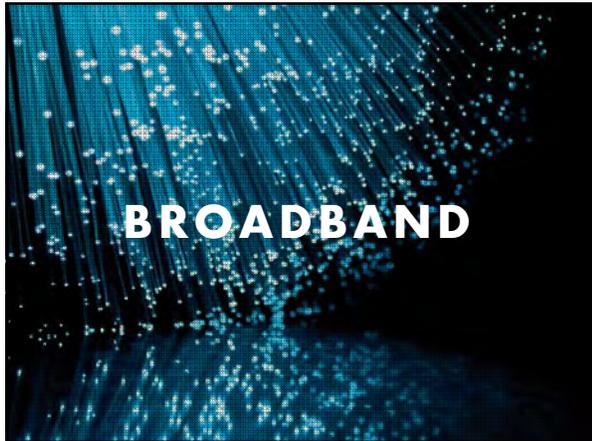
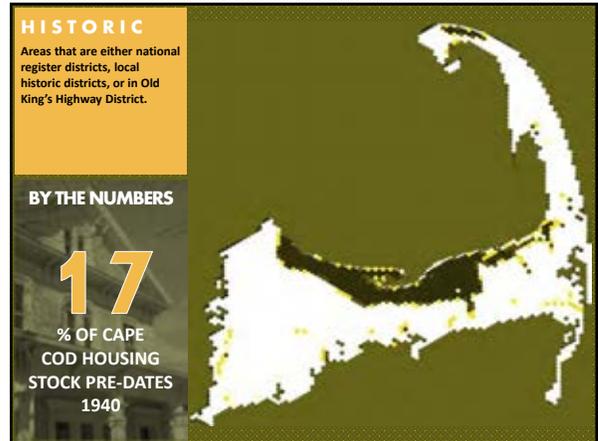
This slide has a dark green background with a pattern of lighter green hexagons. The text 'LAND USE/PEOPLE' is written in a bold, white, sans-serif font.







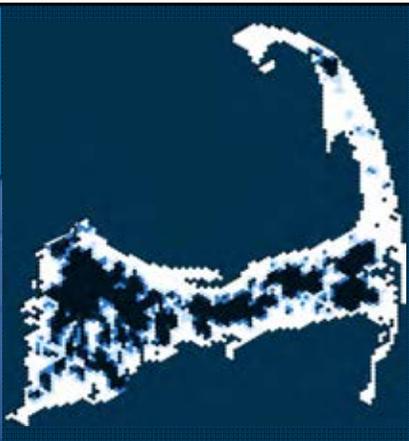




DRINKING WATER
Current and potential areas for drinking water supply.

BY THE NUMBERS

1
SOURCE OF DRINKING WATER



NITROGEN SENSITIVITY
Watersheds contributing to nitrogen sensitive embayments.

BY THE NUMBERS

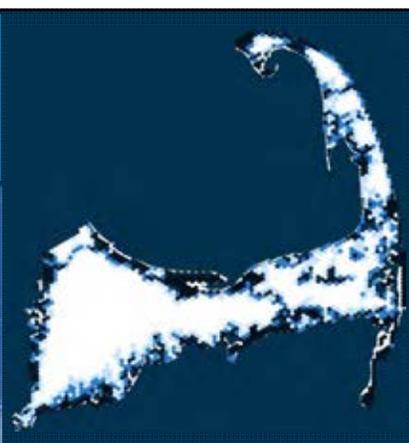
79
% OF CAPE COD DRAINS TO AN EMBAYMENT



FLOOD HAZARDS
Areas vulnerable to flooding during severe storm events, and where floodplain management regulations and mandatory flood insurance requirements apply.

BY THE NUMBERS

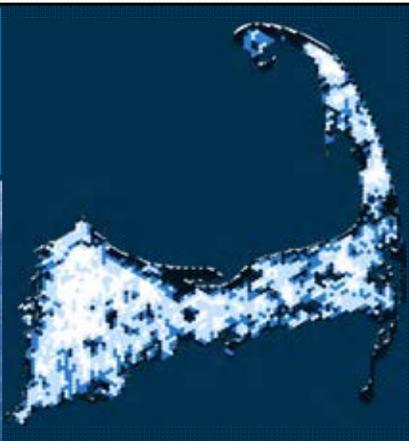
17
% THE TOTAL PROPERTY TAX BASE LOCATED IN A FLOOD ZONE



WETLANDS
Areas covered by wetlands which provide important functions, including reducing flooding during storms by storing runoff, filtering nutrients, providing habitat that supports fisheries.

BY THE NUMBERS

27
% OF CAPE COD THAT IS WETLAND



HABITAT
Areas significant for supporting local populations of plants and animals.

BY THE NUMBERS

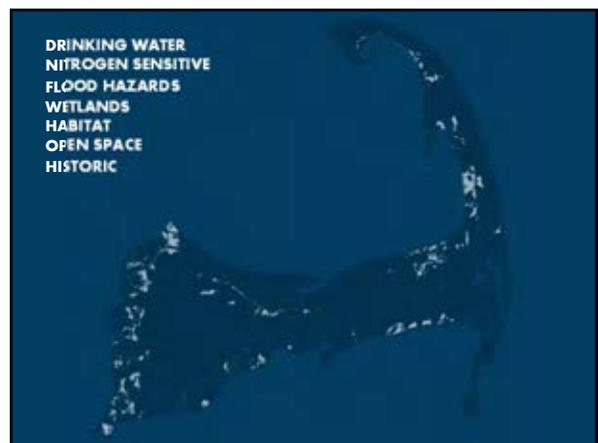
56
% OF CAPE COD THAT IS CRITICAL HABITAT

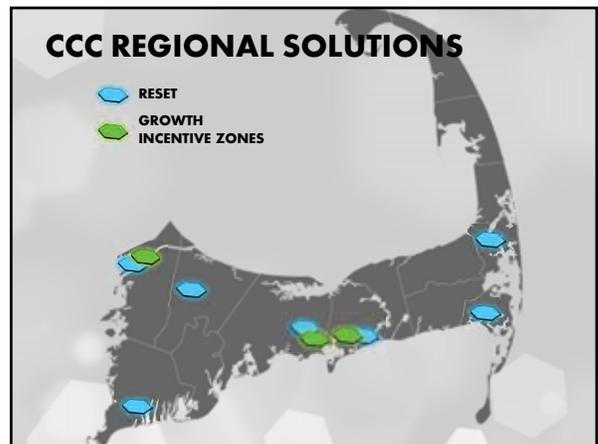


OPEN SPACE
Conservation areas protecting water supply, habitat, providing recreation opportunities, and preserving the character of Cape Cod.

BY THE NUMBERS

29
% OF CAPE COD PERMANENTLY PROTECTED







- ### CCC Regional Solutions
- CEDS Priority Projects
 - Wastewater Infrastructure in Targeted Growth Areas
 - Electronic Town Permitting & Licensing
 - Last-mile Broadband Build Out
 - Cape Cod Capital Trust Fund
 - Small Business Revolving Loan Fund
 - Integrated Infrastructure Planning





Appendix 11: CEDS Approval Presentation



Purpose of the CEDS

- Consensus on Vision & Goals for Economic Development on Cape Cod
- Maintain status of Economic Development District designation by US Economic Development Administration (EDA)
- Eligibility for US EDA funding for priority projects

CEDS Process

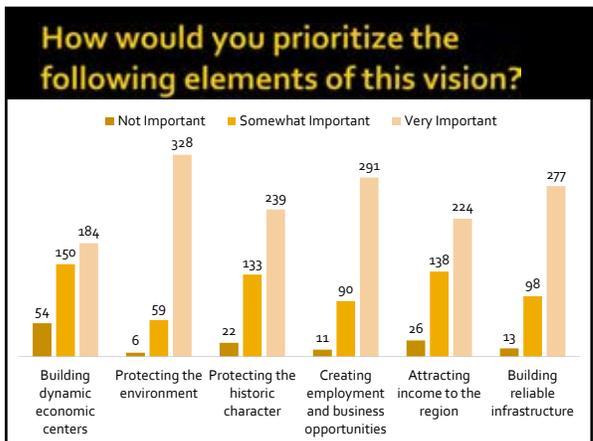
- Stakeholders identify needs and opportunities
- Stakeholders identify and vet regional priority projects
- Towns identify local priority projects

Contents of the CEDS

- Vision & Goals
- Demographic and Economic Context
 - What the data says
- CEDS Planning Process
- CEDS Action Plan
 - Regional and Local Priority Projects
- CEDS Implementation and Evaluation Plan
 - Annual work-plan for CCC

The CEDS Vision

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.



The CEDS Goals

From the Regional Policy Plan

CEDS Goal 1: Low Impact & Compatible Development

To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.



CEDS Goal 2: A Balanced Economy

To promote a balanced regional economy with a broad business, industry, employment, cultural and demographic mix capable of supporting year-round and quality employment opportunities.



CEDS Goal 3: Regional Income Growth

To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.



CEDS Goal 4: Infrastructure Capacity

To provide adequate capital facilities and infrastructure that meet community and regional needs, expand community access to services, and improve the reliability and quality of services.



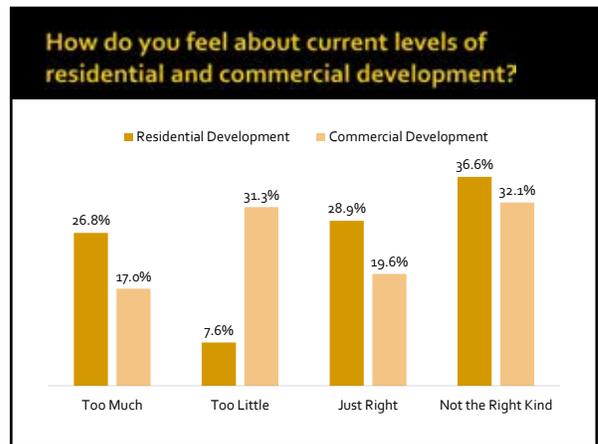
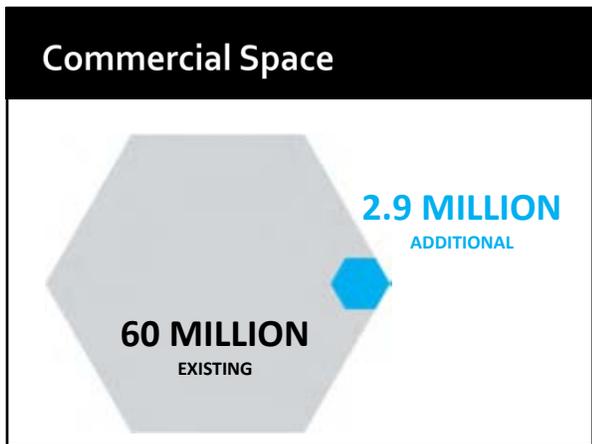
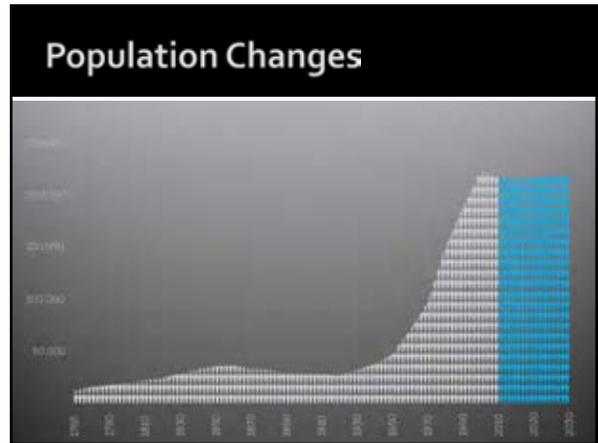
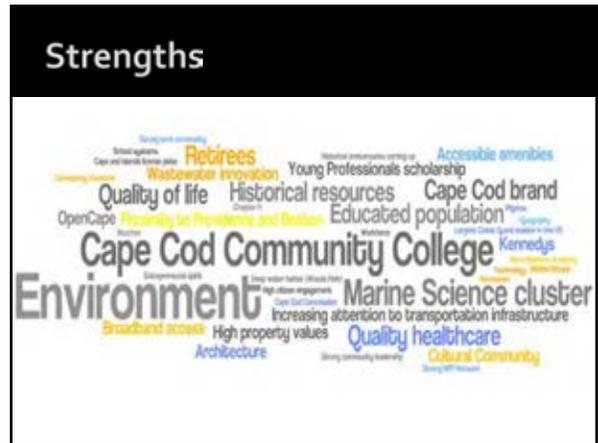
CEDS Goal 5: Regional Collaboration & Joint Commitment

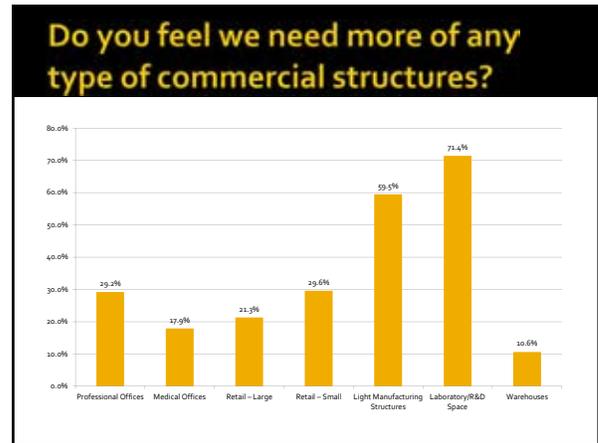
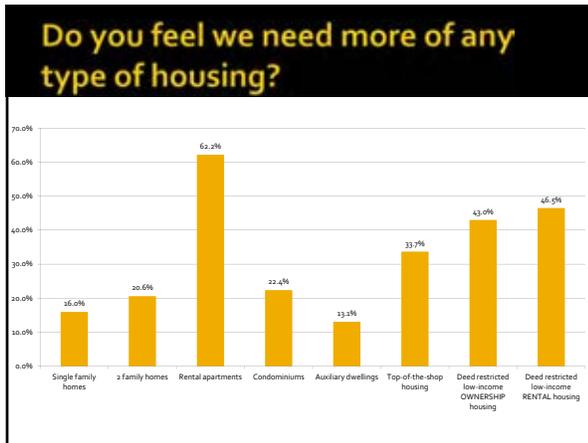
To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.



The Economic Context

Understanding Our Strengths & Opportunities





The CEDS 5-Year Action Plan

Regional and Local Priorities

- ### Priority Issue Areas
- Wastewater Infrastructure
 - Transportation Infrastructure
 - Telecommunications Infrastructure
 - Energy Infrastructure
 - Entrepreneurship/Research & Development
 - Demographic Diversity
 - Housing Affordability

- ### Criteria for Regional Priority Projects
- They must further the CEDS Goals and Vision
 - They should be consistent with the Regional Policy Plan Growth Policy to locate development where it can best be served by infrastructure
 - They should be consistent with EDA's investment goals

- ### EDA Investment Goals
- *Be market-based and results-driven.*
 - An investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator measured on EDA's Balanced Scorecard, such as an increased number of higher-skill, higher wage jobs; increased tax revenue; or increased private-sector investment.

EDA Investment Goals

- *Have strong organizational leadership.*
 - An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project's successful execution

EDA Investment Goals

- *Advance productivity, innovation, and entrepreneurship.*
 - An investment will embrace the principles of entrepreneurship; enhance regional industry clusters; and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

EDA Investment Goals

- *Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.*
 - An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.

EDA Investment Goals

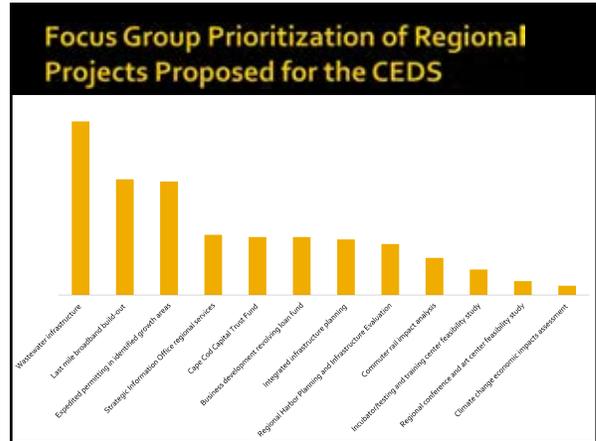
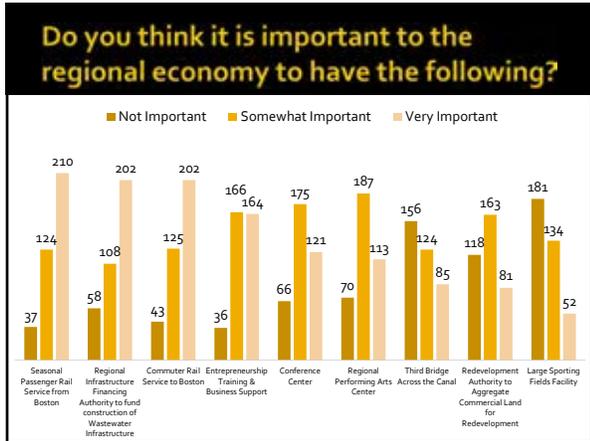
- *Demonstrate a high degree of commitment by exhibiting:*
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage
 - b. Clear and unified leadership and support by local elected officials
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments

Particulars of Regional Priority Projects

- **Who:**
 - Government or Not-for-Profit
- **What:**
 - Infrastructure Development, Planning, or Business Development
- **Where:**
 - Areas of distress on Cape Cod or serving a distressed population or addressing a risk to vulnerable populations
- **When:**
 - 5-years
- **How:**
 - Collaboration

Workshop Project Nominations

<ul style="list-style-type: none"> From Survey (in order of importance): ■ Seasonal Passenger Rail Service from Boston ■ Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure ■ Commuter Rail Service to Boston ■ Entrepreneurship Training & Business Support ■ Conference Center ■ Regional Performing Arts Center ■ Third Bridge across the Canal ■ Redevelopment Authority to Aggregate Commercial Land for Redevelopment ■ Large Sporting Fields Facility From Survey's Open-Ended Questions (sampling - full text will be included in appendix to CEDS): ■ More Post-Secondary Opportunities, a year college ■ Improved Workforce Development Efforts - Target Higher Paying Jobs ■ Drinking Water Treatment ■ Open Cape - last mile ■ Improved Rail Infrastructure - Boston & NY ■ Bike Infrastructure ■ Underground Utilities ■ Natural Resource Preservation ■ Streamlined permitting, regional permitting ■ Business Incubator, technology center, business assistance ■ Worker transportation ■ Better Paying jobs ■ Substance Abuse Treatment Centers ■ Road Expansion Projects ■ Affordable Housing ■ Ferry Service from Boston & NY ■ Seasonal Tourism Venues ■ Micro-medical services ■ Alternative Energy From Workshop (not in any order): ■ Expanding Rail Service - linkages to local transit ■ High Speed Rail Service Transit to Cape Cod ■ Tech School based Incubators 	<ul style="list-style-type: none"> ■ Buy Local ■ Commercial Kitchen ■ Senior Center linking seniors and youth and tourists ■ Non-Business Assistance Program ■ Regional Wastewater Infrastructure ■ Commuter Rail ■ Bourne Technology Campus Development ■ National Marine Life Center ■ MMA Hydrokinetic Energy Project ■ Upper Cape Conference Center ■ Redevelop Canal Power Plant ■ Advanced Manufacturing Center ■ Business Incubator ■ Magnet Schools ■ Capital for Direct Lending to Businesses ■ Regional Performing Arts Center ■ Last Mile build out of Open Cape ■ Scientific Analysis of Flood Maps ■ Electric Grid Enhancements ■ Wastewater Infrastructure - Public/Private Partnership in Bourne ■ Agriculture Research Center ■ Market Space ■ Interconnecting Bike Path for Commuters ■ Harbor maintenance and beach replenishment ■ Wastewater Infrastructure - organics ■ Broadband build out - last mile ■ Public Transportation - rail, bus, ferry, bike ■ Redevelopment of Marinas ■ Rail extensions ■ Exit 3 interchange improvements ■ Renewable Energy Research & Development Center ■ Ferry Service from Boston the more Cape locations ■ 2nd Bridge ■ Extension of the Rail Trail ■ Technology based incubator ■ Airport Infrastructure Improvements
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- ### Regional Priority Projects
- Wastewater infrastructure and planning for identified growth areas
 - Last mile broadband build-out
 - Expedited permitting in identified growth areas
 - Strategic Information Office regional services
 - Cape Cod Capital Trust Fund for infrastructure financing

- ### Regional Priority Projects
- Business development revolving loan fund
 - Integrated infrastructure planning
 - Regional Harbor Planning and Infrastructure Evaluation
 - Commuter rail impact analysis
 - Climate change economic

CEDS Implementation & Evaluation

Cape Cod Commission Plan of Work

- ### CEDS Annual Work Plan
- Planning
 - Research
 - Outreach
 - Data Dissemination
 - Regional Priority Project Implementation
 - RESET – Targeted Technical Assistance to Towns

Taking Stock Annually

- Evaluating the Region's Progress
- Evaluating the CEDS Planning Process
- Evaluating the CEDS Implementation Plan
- Evaluating progress on the CEDS Regional Priority Projects



Changes or Questions?

Appendix 12: CEDS Approval by the Cape Cod Commission



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CAPE COD
COMMISSION

AGENDA CAPE COD COMMISSION

**Thursday, June 19, 2014
3:00 p.m.**

**Strategic Information Office • Innovation Room
Barnstable County Complex
Barnstable, MA 02630**

3:00 p.m.

- Roll Call
- Public Comment
- Executive Director's Report
- Minutes: 5-8-14
- **2014 Five-Year Cape Cod Economic Development Strategy (CEDS)** — *Leslie Richardson*
Presentation of the 2014 Five-Year CEDS by Commission Staff, discussion and potential vote by the Commission to submit the CEDS to the U.S. Department of Commerce Economic Development Administration.
- **fRED—Flexible Regional Economic Development** — *Paul Niedzwiecki*
Demonstration and presentation of fRED.
- **Election of New Officers**
Vote on the slate of Commission officers nominated for the one year-term beginning July 1, 2014.
- Other Business
- Adjourn

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, please contact the Cape Cod Commission at (508)362-3828 or TTY (508)362-5885.