An aerial photograph of Cape Cod, Massachusetts, showing a lush green golf course in the foreground, a sandy beach, and a harbor with several boats. The background features a dense forest and a view of the ocean under a blue sky with light clouds.

# Cape Cod Comprehensive Economic Development Strategy

July 2019 - June 2024

**FRAMING THE CAPE COD ECONOMY**

PREPARED BY CAPE COD COMMISSION STAFF ON BEHALF OF THE CEDS STRATEGY COMMITTEE



CAPE COD  
COMMISSION

**2019 CAPE COD COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
JUNE 2019**

The maps and graphics in this document are for planning purposes only. They are not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis.



**CAPE COD  
COMMISSION**

**Prepared by Cape Cod Commission staff on behalf of the CEDS Strategy Committee**  
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UNITED STATES DEPARTMENT OF  
COMMERCE  
Economic Development Administration  
Robert N.C. Nix Federal Building  
900 Market Street, Room 602  
Philadelphia, PA 19107

REVISED - (org.10/16/2019)

June 9, 2021

Ms. Kristy Senatori, Executive Director  
Cape Cod Commission  
3225 Main Street  
P.O. Box 226  
Barnstable, Massachusetts 02630

Dear Ms. Senatori,

Thank you for the recent submission of your 2019-2023 CEDS document. EDA appreciated the opportunity to review your CEDS document for the period of **07/01/2019 through 06/30/2024**.

We are pleased to inform you that EDA's review of your CEDS document and process align with the regulatory and programmatic requirements and your CEDS has been accepted by EDA. The priorities and focuses outlined within your CEDS document will help form the foundation of how EDA reviews applications for Public Works and Economic Adjustment Assistance Programs from your region.

We greatly appreciate the work of the Board of the Barnstable County/Cape Cod Commission and CEDS Committee to develop this innovative, regionally-driven economic development strategy. EDA looks forward to continuing to work with you to help support the goals and priorities outlined in your recently submitted CEDS.

Sincerely,

DEBRA BEAVIN Digitally signed by DEBRA BEAVIN  
Date: 2021.06.09 10:03:30 -04'00'

Debra Beavin, EDA Economic Development Representative, MA/CT/RI  
Philadelphia Regional Office

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# Cape Cod Comprehensive Economic Development Strategy

July 2019 - June 2024

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CAPE COD  
COMMISSION

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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY STRUCTURE

*The five-year action plan was framed around the questions EDA uses in the CEDS guidance document:*

1	WHO CREATED THE CEDS, WHAT IS IT, AND WHY AND HOW WAS IT CREATED?	Chapter 1: CEDS Structure & Process
2	WHERE ARE WE NOW?	Chapter 2: Regional Economic Overview
3	WHERE DO WE WANT TO BE IN 2040?	Chapter 3: CEDS Strategic Framework
4	HOW WILL WE GET THERE?	Chapter 4: CEDS Action Plan
5	HOW ARE WE DOING AND WHAT CAN WE DO BETTER?	Chapter 5: CEDS Evaluation Framework

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## REGIONAL VISION STATEMENT

# Cultivating creativity, diversity, and innovation to build a strong and resilient economy

Cape Cod's economy is linked closely to its environment, its coastal character and natural resources driving its major industries for centuries. The region currently faces economic challenges related to climate change impacts along the coast and the effects of seasonal population changes on its environment and infrastructure. Residents and business owners face unaffordable land and housing values fueled by Cape Cod's unique position as a seasonal and retiree destination. The high cost of living and doing business on the Cape impedes the region's ability to achieve economic resiliency and sustainability.

These challenges also provide opportunities for the region to collaborate, innovate, and lead. The 2019 Comprehensive Economic Development Strategy (CEDS) establishes a five-year action plan that responds to challenges and embraces opportunities to foster a resilient and sustainable regional economy. The strategy is the result of a collaborative planning process, with stakeholders representing an array of economic development concerns facing the region.



## WHAT IS THE CEDS?

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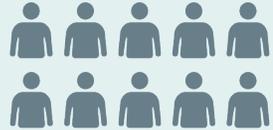
*A five-year strategic plan for economic development on Cape Cod*

---

The CEDS is a tactical economic development plan consistent with the growth policy and goals of the Regional Policy Plan (RPP), which provides a vision of the future and a framework for collaborative action. The CEDS, like the RPP, recognizes the importance of Cape Cod’s interrelated natural, built, and community systems while speaking directly to the economic development needs of the region.

## WHO CREATED THE CEDS?

Development of the CEDS was led by the Cape Cod Commission, the regional planning agency for the region, in partnership with the Barnstable County Economic Development Council, an advisory board to the Barnstable County Commissioners. Stakeholders from across economic sectors and representing different elements of the community, from education to social services and government, agreed on nine regional objectives and developed a comprehensive action plan around these priorities.

**122**   
**STAKEHOLDERS**

**42** WORKING GROUP  
MEMBERS

**60** PARTICIPATING  
ORGANIZATIONS

**16** SECTORS  
REPRESENTED

---

### **CEDS STAKEHOLDERS**

*The strategy is the result of a collaborative planning process, with stakeholders representing the array of economic development concerns facing the region.*

## WHY IS THE CEDS IMPORTANT?

This framework allows economic development stakeholders to better leverage limited regional capacity and attract outside resources to build a resilient economy. Once certified by the US Economic Development Administration (EDA), the 2019 Five Year CEDS will maintain the region's Economic Development District designation, the associated planning funds and regionwide eligibility for federal funding to accomplish projects identified within the plan.

## WHAT HAS THE CEDS HELPED ACHIEVE IN THE PAST?

Since 2009, the CEDS has played a pivotal role in garnering the resources and collaboration needed to address some of Cape Cod's most pressing and expensive regional issues.

The first major success was the building of the OpenCape middle-mile fiber-optic broadband network with federal, state, and regional funding, completed in 2013. This was followed by a county-sponsored regional area network connecting public facilities in 12 towns across the Cape and on-going efforts to advance e-permitting, data sharing, and regional GIS and IT services.

Next, the community addressed our serious water quality challenges with the adoption of the Cape Cod 208 Plan, a new, collaborative, and watershed-based framework for building wastewater treatment infrastructure necessary for economic prosperity and environmental health. This effort led to the establishment of the Cape Cod and Islands Water Protection Fund in 2018 and local and federal funding for wastewater treatment projects across the region – key priorities of the 2009 and 2014 CEDS.

The rapidly escalating cost of living on Cape Cod is the third major challenge to be addressed as a coordinated effort by CEDS partners. The Cape Cod Commission's Regional Economic Strategy Executive Team program has worked with towns across the region to overcome impediments to economic development and housing affordability through planning, regulatory changes, streamlined regulatory processes, and infrastructure investments. The Cape Community Housing Partnership was established in 2017 as a collaboration between Housing Assistance Corporation and Community Development Partnership to help Cape Cod towns address the economic crisis caused by a lack of housing affordable to working residents. Their Housing Institute, educating local policy makers on housing issues, has led to passage of new structures, by-laws and unprecedented funding for affordable housing in just two years.

## WHERE ARE WE NOW?

The region is closer to its goal of a sustainable, resilient economy since adoption and implementation of the CEDS over the past ten years, but the negative impacts of rapid population growth and development in the later half of the 20th century continue to impact the region. Environmental damage to our natural infrastructure and impacts from climate change has only begun to be remediated. The 2019 CEDS focuses on innovative approaches to adaptation and mitigation that create new economic opportunities in the region.

Affordability of land, housing, infrastructure, and goods and services continues to be challenged by strong demand for a limited supply of resources. This CEDS aims to continue protecting this special place while building an increasingly diverse, dynamic community and economy for residents and visitors alike.

## WHERE DO WE WANT TO BE?

This CEDS is dedicated to “Cultivating creativity, diversity, and innovation to build a strong and resilient economy.” Economic development on Cape Cod is about fostering local ingenuity and assets to solve problems while leveraging outside resources, trends, and opportunities. The vision for the region for Cape Cod to enjoy a robust year-round economy with a workforce that lives, plays, and shops locally. Our local economy will be supported by modern and resilient infrastructure, the strategic development of employment and business opportunities, and the resolute protection of the natural assets and historical character that define our region.

The strategic framework for the CEDS is articulated in six goals derived from the RPP and a set of nine regional priorities agreed to by stakeholders at the CEDS kick-off workshop.

### CEDS PLANNING AND DEVELOPMENT TIMELINE



**CEDS GOALS**

*Under the framework of the regional vision, the following six goals guide regional progress.*

 <p>Community Systems</p>	<p><b>GOAL: REGIONAL COLLABORATION AND JOINT COMMITMENT</b> <i>To provide a forum for local and regional organizations to identify and execute economic and environmental development policies and projects, and advance economic and environmental resiliency</i></p>	<p><b>GOAL: ECONOMY AND HOUSING</b> <i>To promote a sustainable regional economy comprised of a broad range of businesses, diverse employment opportunities, and an adequate supply of ownership and rental housing that is safe, healthy, and attainable for people with a variety of needs and income levels</i></p>
 <p>Built Systems</p>	<p><b>GOAL: BUILT RESOURCES</b> <i>To protect and enhance the unique character of the region's built and natural environment, including traditional development patterns, scenic resources, and cultural, historic, and archaeological resources</i></p>	<p><b>GOAL: CAPITAL FACILITIES AND INFRASTRUCTURE</b> <i>To advance reliable, resilient, and efficient infrastructure that is appropriately located, equitably distributed, and meets regional needs including energy independence, waste reduction, clean air and water, and multimodal transportation</i></p>
 <p>Natural Systems</p>	<p><b>GOAL: COASTAL RESOURCES</b> <i>To protect, preserve, or restore the quality and functions of ocean resources and to prevent or minimize loss of life, livelihood, and property or environmental damage resulting from climate change</i></p>	<p><b>GOAL: NATURAL RESOURCES</b> <i>To preserve, protect, and restore the region's natural resources including drinking water, surface water, and wetlands; plant and animal habitats; and open space and recreational resources</i></p>

**ACTION PLAN INITIATIVES**

The CEDS Action Plan is organized into nine initiatives, tied to the regional priorities identified by stakeholders. Each initiative contains multiple projects that support achieving the initiative’s goal.



**LOCAL BUSINESS DEVELOPMENT INITIATIVE**

Improve local business outcomes and increase employment opportunities to advance economic diversity and higher-wage employment opportunities across the region



**HOUSING ACCESS AND AFFORDABILITY INITIATIVE**

Improve housing diversity and access across the region, but particularly in existing centers of activity, directing development to areas with existing infrastructure while managing impacts to natural resources



**REGIONAL INFRASTRUCTURE PLANNING INITIATIVE**

Improve infrastructure planning to promote greater efficiency and coordination in infrastructure projects, protect the region’s resources, and improve resiliency to natural disasters



**BLUE ECONOMY SECTOR DEVELOPMENT INITIATIVE**

Develop and fund local STEM education and workforce training programs, business development programs, and technology commercialization opportunities to support the marine science and technology, fishing, energy efficiency, and renewable energy industries



**CLIMATE CHANGE INNOVATION INITIATIVE**

Continue efforts to mitigate climate change and address its potential impacts, including planning to move the region away from fossil fuels, encourage renewable energy, electrify transportation, and ensure protection of the region’s natural resources and natural carbon sinks, and identify and promote public and private opportunities for climate change mitigation and adaptation on a local and/or regional scale



**INFRASTRUCTURE DEVELOPMENT INITIATIVE**

Improve and expand critical infrastructure in areas appropriate for increased development, mitigating impacts to and restoring natural resources, community character, and economic diversity



**COMPREHENSIVE AND ACTIVITY CENTER PLANNING PROJECTS**

Work collaboratively with towns to complete and implement long-term comprehensive plans, area plans, and permitting improvements to effectively address local, sub-regional and regional needs, and concentrate growth away from sensitive natural areas and into areas efficiently served by infrastructure



**TRANSPORTATION AND AIR QUALITY IMPROVEMENT INITIATIVE**

Identify and promote actions to reduce traffic and greenhouse gas emissions on Cape Cod



**INFRASTRUCTURE FUNDING INITIATIVE**

Seek funding for infrastructure development that spreads the cost of infrastructure among residents, seasonal homeowners, and visitors to the region

Measurable objectives from the RPP relating to economic development are integrated into the CEDS, in addition to an objective for each regional priority. These objectives form the basis for measuring long-term success in realizing the region's vision.

## HOW WILL WE GET THERE?

CEDS stakeholders collaboratively developed a roadmap for addressing the priority issues impacting regional economic wellbeing over the next five years. Specific actions range from conducting feasibility and planning studies to building infrastructure and implementing programs, and address diverse topics such as housing, transportation, renewable energy, and workforce and business development. A variety of local partner organizations will work together to accomplish the deliverables laid out in the action plan. Projects may evolve over the CEDS five-year implementation timeframe as opportunities, circumstances, and resources change.

The Cape Cod Commission will lead many of the planning and infrastructure projects at the regional level, working closely with municipalities and community groups to effectively accommodate sustainable development while addressing the adverse impacts of past development. The regional and local chambers of commerce and industry associations will partner

with the public sector to strengthen local businesses, improve permitting processes, and embrace a modern "blue economy" that turns Cape Cod's challenges into economic opportunities.

Not-for-profit organizations across the region have committed to addressing housing access and affordability, climate change, and workforce needs and opportunities. All organizations will participate in regional efforts to reduce greenhouse gas emissions; improve transportation, energy, and telecommunication options; and advance economic resilience through strategic investments in infrastructure, planning, and technical assistance.

## HOW DO WE MEASURE PROGRESS?

The Commission will regularly compare performance against goals, adapt to changing circumstances and opportunities, and draft annual reports that outline any action plan changes.

Commission staff developed a comprehensive set of measures that benchmark regional progress against the past, the state, and the nation. These measures are based on the CEDS goals and objectives and EDA's measure of distress, and provide the first tier of evaluation on regional performance. The second tier focuses on regional practice, measuring how well the CEDS partners have collaborated to leverage local capacity and outside resources to implement the CEDS action plan.

The final tier looks specifically at what was achieved over the past year on the annual workplan for the Cape Cod Commission under the CEDS and by partners on individual projects.

*The CEDS facilitates a process by which the region promotes a resilient and sustainable economy.*

Turning Cape Cod’s regional challenges into economic opportunities will require broad joint commitment and continued collaboration throughout the region. The CEDS facilitates a process by which the region, as One Cape, promotes a resilient and sustainable economy





# Preface

This is the 2019 Five Year Comprehensive Economic Development Strategy (CEDS) for the Cape Cod region (also known as Barnstable County). It has been prepared in accordance with US Economic Development Administration (EDA) guidelines for submission to the EDA on June 30, 2019. The EDA's mission, investment policy, and expectations regarding the CEDS document, planning process, and implementation are outlined on the following pages.

## **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.

## **EDA INVESTMENT PRIORITIES**

The EDA's investment priorities are designed to provide an overarching framework to guide the agency's investment portfolio (grants) to ensure its investments make the strongest positive impact on sustainable regional economic growth and diversification. Competitive applications will be responsive to the evaluation criteria listed under each individual funding announcement, including at least one of the following investment priorities:

**1. Recovery and Resilience:** Projects that assist with economic resilience (including business continuity and preparedness) and long-term recovery from natural disasters and economic shocks to ensure U.S. communities are globally competitive.

**2. Critical Infrastructure:** Projects that establish the fundamental building blocks of a prosperous and innovation-centric economy and a secure platform for American business, including physical (e.g., broadband, energy, roads, water, sewer) and other economic infrastructure.

**3. Workforce Development and Manufacturing:** Projects that support the planning and implementation of infrastructure for skills-training centers and related facilities that address the hiring needs of the business community (particularly in the manufacturing

sector) with a specific emphasis on the expansion of apprenticeships and work-and-learn training models. Also includes projects that encourage job creation and business expansion in manufacturing, including infrastructure-related efforts that focus on advanced manufacturing of innovative, high-value products and enhancing manufacturing supply chains.

**4. Exports and Foreign Direct Investment (FDI):** Primarily infrastructure projects that enhance community assets (e.g., port facilities) to support growth in U.S. exports and increased FDI – and ultimately the return of jobs to the United States.

## THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS is both a document and a process. It is a process of establishing and maintaining a robust economic system by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success.<sup>1</sup> Certification of this document by the EDA allows the region and its towns 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 15 towns.

## THE CEDS PLANNING PROCESS

Regional Planning Agencies (RPAs) across the country are responsible for developing and implementing a CEDS

<sup>1</sup> EDA CEDS Overview. [https://www.eda.gov/ceds/#\\_ftn2](https://www.eda.gov/ceds/#_ftn2)

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 CEDS and the interim annual reports.

The five-year CEDS must include a comprehensive summary of the region's economy, including identification of regional strengths and weaknesses as well as opportunities and threats

posed by forces outside the region. A comprehensive action plan, founded on a regional vision and a set of goals and priorities, must be included in the five-year CEDS along with a framework for evaluating progress on action plan implementation and reaching regional goals. The action plan is a set of key priority projects determined by stakeholders to address the most critical needs and have the greatest potential to improve the region's economy over the next five years.

During the interim years, the annual reports employ the evaluation framework to record 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 19, 2013.<sup>2</sup> 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. To be designated an EDD, the applicant must have an EDA-approved CEDS and at least one geographical area within the designated service boundaries that meets the EDA's regional distress criteria.<sup>3</sup>

EDA assistance was essential in obtaining the EDD designation as well as completing and implementing the CEDS. Continued EDA funding will be instrumental in reducing distress in this region.

2 EDA Economic Development Districts. <https://www.eda.gov/edd/>

3 EDA Economic Distress Criteria legislation: <https://www.law.cornell.edu/cfr/text/13/301.3>





# 1. CEDS Structure and Process

## THE CEDS PLANNING STRUCTURE

### THE LEAD AGENCY

The Cape Cod Commission, as the regional planning agency for the Cape Cod region, works to balance environmental protection and economic progress for Barnstable County.

### The Cape Cod Commission Act

The Cape Cod Commission was established in 1990 through the Cape Cod Commission Act and a county-wide referendum.<sup>4</sup> The Act outlines the agency's purpose as follows:

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*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.*

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<sup>4</sup> Cape Cod Commission Act, 1989. <http://www.capecodcommission.org/index.php?id=15&maincatid=2>

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 Commission’s work recognize that the Cape’s economy is inextricably linked to the health and beauty of the region’s natural and built environment, the preservation of which will provide positive and durable returns both in terms of private investment and public benefit.

The Cape Cod Commission’s 19-member board includes representation from each town on Cape Cod, the County of Barnstable, the Governor, and the Native American and minority communities on Cape Cod. The Commission is supported by a staff of planners and technical specialists in water resources, transportation, housing,

natural resources, GIS and application development, community design, and economic development. The Chief Economic Development Officer is the CEDS Project Manager.

### Cape Cod Commission Members (April 2019)

- Fred Chirigotis (Town of Barnstable)
- Richard Conron (Town of Bourne)
- Elizabeth Taylor (Town of Brewster)
- Thomas Wilson (Town of Chatham)
- Richard Roy (Town of Dennis)
- Joyce Brookshire (Town of Eastham)
- Charles McCaffrey (Town of Falmouth)
- Jacqueline Etsten (Town of Harwich)
- Ernest Virgilio (Town of Mashpee)
- Leonard Short (Town of Orleans)
- Dr. Cheryl Andrews (Town of Provincetown)
- Harold Mitchell (Town of Sandwich)
- Kevin Grunwald (Town of Truro)
- Roger Putnam (Town of Wellfleet)
- John H. McCormack, Jr. (Town of Yarmouth)
- Ronald Bergstrom (Barnstable County Commissioner Representative)

- John D. Harris (Minority Representative)
- David Weeden (Native American Representative)
- Michael Maxim (Governor’s Appointee)

### THE STRATEGY COMMITTEE

The Barnstable County Economic Development Council (BCEDC) serves as the region’s CEDS Strategy Committee and, with the Cape Cod Commission, is the governing body of the EDD. The BCEDC is a 14-member advisory council to Barnstable County, representative of the regional economy in accordance with EDA regulations. The mission of the BCEDC is to guide economic development policy in a manner that will improve the quality of life for all, foster a healthy economy offering a range of employment opportunities at livable wages for year-round residents, and protect the region’s natural and built assets today and in the future.

The BCEDC guides regional economic development policy, the implementation of that policy through the CEDS, and the allocation of county funding from Cape and Islands License Plate fees in support of CEDS implementation.<sup>5</sup>

The BCEDC is also instrumental in the CEDS planning process. They contribute to and approve a public participation plan for the five-year CEDS, hosting public planning sessions and events and facilitating collaborations and information dissemination about both the development and implementation of the CEDS.<sup>6</sup>

## REGIONAL STAKEHOLDERS

CEDS stakeholders represent the business community, key segments of the labor force, municipalities, the Mashpee Wampanoag Tribe, and numerous organizations on Cape Cod with an interest in economic

### CEDS STRATEGY COMMITTEE (BCEDC)

- Alisa Galazzi, Cape Cod Housing Assistance Corporation (Social Services)
- Julie Wake, Arts Foundation of Cape Cod (Creative Economy)
- Peter Karlson, NeuEon (Information Technology)
- Robert Brennan, CapeBuilt Homes (Development)
- Duane Fotheringham, Hydroid (Marine Sciences)
- Tammi Jacobsen, Cape Cod Community College (Higher Education)
- Lauren Barker, Cape Cod Young Professionals (Workforce)
- Terri Ahern, Cape Cod Healthcare (Healthcare)
- David Augustinho, Cape & Islands Workforce Development Board (Workforce)
- Sheryl Walsh, Cooperative Bank of Cape Cod (Finance)
- Harold “Woody” Mitchell, Cape Cod Commission Chair (Public, non-voting)
- Ronald Beaty, Barnstable County Commissioner (Public, non-voting)
- Susan Moran, Barnstable County Assembly of Delegates (Public, non-voting)

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*The BCEDC serves as the region’s CEDS Strategy Committee. Members are representative of key sectors in our economy, they engage stakeholders throughout the CEDS planning process, and oversee its implementation.*

5 Cape Cod License Plate Grant Fund Webpage. <http://www.capeandislandsplate.com/index.php/about-the-plate/>

6 BCEDC Overview and Ordinance. <http://www.capecodcommission.org/index.php?id=673#tab=5>

122   
STAKEHOLDERS

42 WORKING GROUP  
MEMBERS

60 PARTICIPATING  
ORGANIZATIONS

16 SECTORS  
REPRESENTED

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#### CEDS STAKEHOLDERS

*The strategy is the result of a collaborative planning process, with stakeholders representing the array of economic development concerns facing the region.*

development. Stakeholders contribute in many ways to a stronger regional economy, providing workforce training and education, business training and access to capital, networking and partnership development, market access and access to affordable commercial and residential property, and other necessary goods and services. The CEDS process outlined in this document engages these many different stakeholders in the development of the CEDS vision, goals, and action plan around which economic development will be conducted over the next five years. The CEDS Program Manager for the Commission also meets regularly with staff of other Economic Districts throughout the state and other EDA grant recipients and partners to coordinate efforts and improve CEDS outcomes.

## DEVELOPMENT OF THE CEDS FIVE-YEAR PLAN

The public participation process and this document were organized around answering the five questions EDA uses to outline its CEDS guidance document:

1. What have we done in the past?
2. Where are we now?
3. Where do we want to be in 2040?
4. How will we get there?
5. How are we doing and what can we do better?

[Chapter 2](#) of this document includes a detailed assessment of where we have been and where we are today as an economic region. [Chapter 3](#) describes where the region would like to be in 2040, establishing the region's vision for the future, six specific goals to guide regional progress, and a set of priority objectives for the next five years that guide the CEDS action plan.

The CEDS action plan, outlined in [Chapter 4](#), addresses how the region will make progress over the next five years to achieve the CEDS vision and goals. The action plan includes nine initiatives, each with its own set of projects, as well as a more specific implementation plan for the Cape Cod Commission to follow in Year 1 to advance the action plan. The final chapter of the CEDS, [Chapter 5](#), is the evaluation strategy that will be used annually to assess how the region is doing and what could be improved. The evaluation strategy will dictate the contents of the CEDS annual reports that document progress, changes, and challenges the region has faced each year in implementing the CEDS.

## PUBLIC PARTICIPATION GOALS

CEDS stakeholders shaped the plan's strategic direction and the five-year action plan. The outreach goals for the CEDS included:

- Host planning and outreach activities accessible to all residents using a variety of methods for engagement and conveying information
- Obtain high quality input from stakeholders that provides insights into the region's economic and related challenges and opportunities
- Involve stakeholders in meaningful and engaging planning exercises worthy of their participation, time, and effort
- Establish a sense of community ownership of the plan and a commitment to its implementation to advance economic resilience

- Engage and obtain input from all stakeholders, particularly hard to reach communities and constituencies not typically engaged in regional planning
- Deliver clear and consistent communications that engage a broad audience from across the region

## PLANNING STAGES

### CEDS Strategy Committee – Adoption of the Strategic Framework

The CEDS Strategy Committee (BCEDC) refined and adopted the strategic framework for the CEDS which includes the regional economic vision, goals, priorities, and associated objectives. Extensive stakeholder outreach went into each of these elements, either as part of the CEDS process or the Regional Policy Plan (RPP) update process completed in 2018.<sup>7</sup> BCEDC members weighed in on the CEDS vision, first through a survey and then a face-to-face discussion, and

7 Cape Cod Commission Regional Policy Plan, 2018. [www.capecodcommission.org/rpp](http://www.capecodcommission.org/rpp)

a subcommittee of the BCEDC refined the language, which was adopted by the full BCEDC in December 2018. The goals and growth policy were derived from the RPP, reviewed and discussed by the BCEDC at their September 2018 meeting, and adopted into the CEDS at their December 2018 meeting. The priorities and objectives were developed through an extensive stakeholder process as part of the CEDS kick-off workshop.

### **CEDS Kickoff Stakeholder Workshop – Establishing Regional Priorities**

The CEDS kickoff workshop took place on January 31, 2019 at the Cape Cod Cultural Center (see Appendix 1 for workshop meeting materials). There were approximately 50 attendees, including municipal and county staff, and representatives of non-profits, chambers of commerce, employers, and educational and research institutions. Speakers discussed the present and future of Cape Cod's economy and

how to build its resilience, before breaking out into working groups to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis (the full SWOT outcomes list is available in Appendix 2). The [SWOT analysis](#) then informed the identification of nine [regional priorities](#). The Consensus Building Institute facilitated the workshop.

The working group sessions were organized around three topics essential to economic development: Infrastructure; Sector and Workforce Development; and Business Climate and Development. The participants in these groups focused on the following:

- The ***Sector and Workforce Development*** groups assessed key and emerging industry sectors, such as tourism and marine technology, and education from K-12 to workforce and entrepreneurship training programs. They were asked to consider platforms for collaboration, availability and access to markets, labor, or educational services.
- The ***Business Climate and Development*** groups assessed resources for business growth, such as capital access and business planning, as well as local and regional regulations, business cost factors, and public costs associated with business activities. They were asked to consider the availability of support services, labor, and space; the clarity, fairness, and consistency of regulations and the permitting process; and the costs of business support services, regulatory processes, and the mitigation of externalities.

Each group reported out its top three issues identified in the SWOT process, discussed in a full plenary session (for more on the SWOT process and outcomes, see [Chapter 3](#)). Attendees

next considered which of these ideas were most achievable, would likely have the greatest impact, and would best promote economic resilience.

### Workgroup Process – Developing the Action Plan

Following the January CEDS kickoff workshop, the CEDS workgroup process helped to develop the action plan around the nine regional priorities identified

at the workshop. The workgroups were organized around the same key elements of economic development – infrastructure, sector and workforce development, and business climate and development. Each group identified projects and initiatives that could directly address the regional priorities within the five-year planning horizon. The full priority list was shared with each group, but attention was focused on stakeholders’ specializations.

The workgroups met twice, first to brainstorm and then to consolidate and refine their ideas. They discussed project goals, potential partner agencies, timeframes, potential costs and funding sources, and ways to identify and measure success. Workgroup meeting materials are provided in Appendix I.

*The CEDS Workgroup process helped to develop the action plan around the nine regional priorities identified at the kickoff workshop.*

## Regional Priorities by Workgroup

INFRASTRUCTURE	SECTOR AND WORKFORCE DEVELOPMENT	BUSINESS CLIMATE AND DEVELOPMENT
<ul style="list-style-type: none"> <li>■ Infrastructure in Activity Centers</li> <li>■ Last Mile Broadband – Financing Strategy</li> <li>■ Expanded Financing Tools for Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Expansion of the Blue Economy</li> <li>■ Business Development for Job Growth</li> <li>■ Education and Workforce Development for Wage Growth</li> </ul>	<ul style="list-style-type: none"> <li>■ Housing Diversity and Affordability</li> <li>■ Zoning and Regulatory Reform for Smart Growth/Activity Centers</li> <li>■ Regionalization for Greater Efficiency in Government</li> </ul>

## Public Comment

The draft CEDS was released for a 30-day public comment period on April 26, 2019. During this comment period, the Cape Cod Commission held three public listening sessions for members of the public to provide any feedback or comments on the draft plan. These public listening sessions were held in three different places across the region: Sandwich in the Upper Cape, Barnstable in the Mid Cape, and Eastham in the Lower/Outer Cape. In addition to these listening sessions, two workgroup follow-up sessions were also held where workgroup participants were invited to provide feedback on the draft plan, and in particular the action plan.

In addition to these meetings, Commission staff also presented an overview of the plan and asked for

feedback at meetings with town planners from across the region, the Work Smart Committee, and met with individual stakeholders upon request. Stakeholders could also provide comments by submitting them in writing via email. For more details on the comments and feedback provided during the public comment period and how that feedback was addressed, please see Appendix V.

## CEDS Webpage

The Cape Cod Commission provided information on the 2019 CEDS report on its website, located at <http://capecodcommission.org/ceds>. The website outlined the planning process, linked to other relevant regional plans and previous versions of the CEDS, listed CEDS participants (See Appendix III), and shared meeting dates and materials.

## THE CEDS APPROVAL PROCESS

The CEDS Strategy Committee endorses and the Cape Cod Commission adopts the CEDS on behalf of Barnstable County, as follows:

- Draft plan released for public comment period: April 26, 2019
- Barnstable County Economic Development Council endorsed the CEDS and recommended adoption by the Cape Cod Commission on behalf of Barnstable County and incorporated CEDS implementation into work plan: June 6, 2019
- Cape Cod Commission certified the CEDS as consistent with the Regional Policy Plan and adopted it for implementation: June 13, 2019
- EDA approved the 2019 CEDS document on October 16, 2019



## 2. Regional Economic Overview

*Where have we  
been and where  
are we now?*

### THE CAPE COD REGION

Southwest of Boston, Massachusetts and extending 60 miles into the Atlantic Ocean, Cape Cod is an iconic peninsula

of 15 towns home to approximately 214,000 year-round residents.<sup>8</sup> With over 500 miles of coastline and beaches, almost 1,000 freshwater ponds covering more than 17 square miles, more than 100,000 acres of habitat, wetlands, and protected open space, and rich cultural history, its natural beauty, environmental resources, and historic character provide Cape Cod with its intrinsic wealth. These features have made the region a globally recognized visitor destination, and the Cape's economy reflects this, presenting both significant challenges and opportunities.

The Cape Cod region is comprised of 15 incorporated towns that make up Barnstable County:

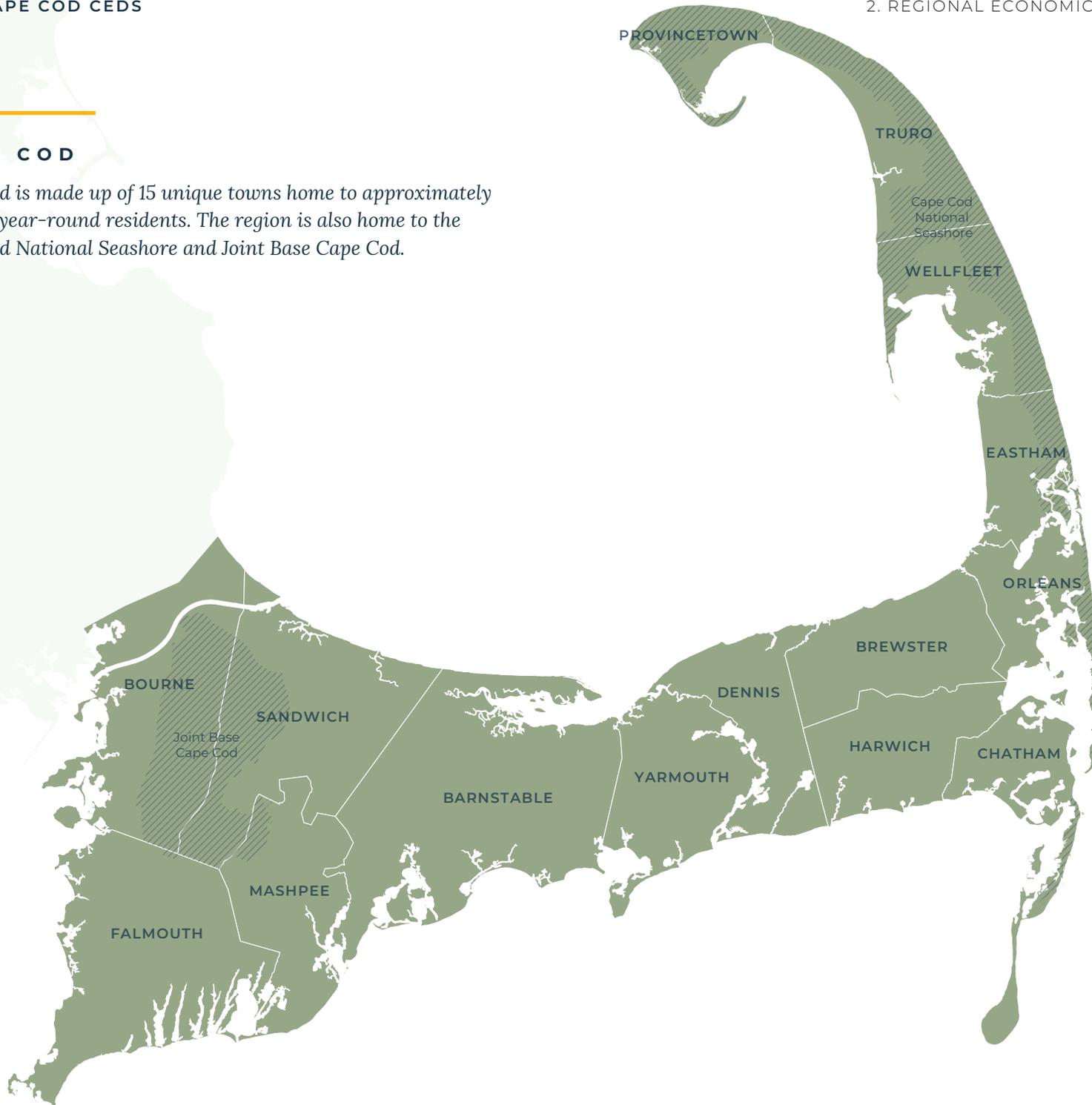
- Barnstable
- Bourne
- Brewster
- Chatham
- Dennis
- Eastham
- Falmouth
- Harwich
- Mashpee
- Orleans
- Provincetown
- Sandwich
- Truro
- Wellfleet
- Yarmouth

<sup>8</sup> U.S. Census Bureau; American Community Survey, 2017. <http://factfinder.census.gov>

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**CAPE COD**

*Cape Cod is made up of 15 unique towns home to approximately 214,000 year-round residents. The region is also home to the Cape Cod National Seashore and Joint Base Cape Cod.*



## SUBREGIONAL PROFILES

Though each town is unique, the Cape is often described as four subregions of towns with shared characteristics—Upper, Mid, Lower, and Outer Cape.

### UPPER CAPE

The Upper Cape subregion consists of four towns: Bourne, Sandwich, Falmouth, and Mashpee. This subregion of the Cape is closest to Boston and contains the Cape Cod Canal and the Bourne and Sagamore bridges. Although seasonality permeates the entire Cape region, the Upper Cape communities tend to be less seasonal than the Lower and Outer Cape towns, with Bourne and Sandwich having the lowest proportions of seasonal housing in the region and the youngest populations. The Upper Cape

tends to have higher median incomes than the other Cape towns, lower median home prices than the Lower and Outer Cape towns, and economies that are somewhat less focused on tourism.<sup>9</sup> Woods Hole Oceanographic Institute, Marine Biological Laboratory, the National Oceanic and Atmospheric Administration, and associated spin-off businesses in Falmouth and Bourne make the Upper Cape a key area for oceanographic research and related industries.

Also unique to this subregion is Joint Base Cape Cod (JBCC), a military installation of approximately 22,000 acres that currently hosts five military commands and the Massachusetts National Cemetery.<sup>10</sup> It includes land in parts of Bourne, Mashpee, and Sandwich and abuts the Town of Falmouth.

Approximately 15,000 acres of JBCC have been designated as the Upper Cape Water Supply Reserve.<sup>11</sup> This area is permanently protected open space for future water supply and wildlife habitat while allowing compatible military training. The Upper Cape is relatively densely developed outside of JBCC but does contain significant natural resources and open spaces.

### MID CAPE

The Mid Cape subregion is comprised of three towns—Barnstable, Yarmouth, and Dennis—and is home to almost 40% of the region's year-round population.<sup>12</sup> In addition to historic villages and downtowns, the Mid Cape also has large areas of suburban development, particularly in Barnstable and along Route 28 in Yarmouth. Barnstable has approximately one-third of all

<sup>9</sup> Regional Housing Market Analysis and 10-Year Forecast of Housing Supply and Demand for Barnstable County, Massachusetts (Cape Cod Housing Market Analysis). 2017. [www.capecodcommission.org/housing](http://www.capecodcommission.org/housing) and U.S. Bureau of Labor Statistics, 2017 ES-202 data via the Massachusetts Executive Office of Labor and Workforce Development: [http://lmi2.detma.org/lmi/lmi\\_es\\_a.asp](http://lmi2.detma.org/lmi/lmi_es_a.asp)

<sup>10</sup> Joint Base Cape Cod. <https://www.massnationalguard.org/JBCC/jbcc-overview.html>.

<sup>11</sup> Massachusetts Executive Order No. 414: Establishing the Upper Cape Water Supply Reserve and Commission: <https://www.mass.gov/executive-orders/no-414-establishing-the-upper-cape-water-supply-reserve-and-commission>

<sup>12</sup> U.S. Census Bureau; American Community Survey, 2016. <http://factfinder.census.gov>

## BOURNE



41 mi<sup>2</sup>

Population  19,749

Total Housing Units  11,510

Seasonal Housing Units  2,626 (23%)

Top 3 Employment Sectors  
EDUCATION & HEALTH SERVICES (23%)  
LEISURE & HOSPITALITY (16%)  
RETAIL TRADE (15%)

Median Age 47.7

Median Household Income \$69,157

Town Area in Flood Zone 11% 

Building Square Footage  3,512,038 COMMERCIAL  
 16,234,795 RESIDENTIAL

Town Area Protected Open Space 46% 

## SANDWICH



44 mi<sup>2</sup>

Population  20,605

Total Housing Units  9,518

Seasonal Housing Units  1,753 (18%)

Top 3 Employment Sectors  
EDUCATION & HEALTH SERVICES (32%)  
LEISURE & HOSPITALITY (22%)  
RETAIL TRADE (11%)

Median Age 45.3

Median Household Income \$83,305

Town Area in Flood Zone 11% 

Building Square Footage  1,593,623 COMMERCIAL  
 15,703,796 RESIDENTIAL

Town Area Protected Open Space 36% 

## FALMOUTH



46 mi<sup>2</sup>

Population  31,576

Total Housing Units  21,976

Seasonal Housing Units  7,731 (35%)

Top 3 Employment Sectors  
EDUCATION & HEALTH SERVICES (28%)  
LEISURE & HOSPITALITY (18%)  
PROFESSIONAL & BUSINESS SERVICES (16%)

Median Age 51.6

Median Household Income \$66,670

Town Area in Flood Zone 15% 

Building Square Footage  4,928,455 COMMERCIAL  
 37,352,068 RESIDENTIAL

Town Area Protected Open Space 24% 

## MASHPEE



26 mi<sup>2</sup>

Population  13,988

Total Housing Units  10,048

Seasonal Housing Units  3,570 (36%)

Top 3 Employment Sectors  
EDUCATION & HEALTH SERVICES (23%)  
LEISURE & HOSPITALITY (22%)  
RETAIL TRADE (21%)

Median Age 50.5

Median Household Income \$70,313

Town Area in Flood Zone 10% 

Building Square Footage  2,001,872 COMMERCIAL  
 14,299,876 RESIDENTIAL

Town Area Protected Open Space 27% 

# BARNSTABLE



Population 44,750

Total Housing Units 26,504      Median Age 47.9

Seasonal Housing Units 6,251 (24%)      Median Household Income \$59,711

Top 3 Employment Sectors      EDUCATION & HEALTH SERVICES (32%)      Town Area in Flood Zone 20%

RETAIL TRADE (18%)      Building Square Footage 14,651,072 COMMERCIAL

LEISURE & HOSPITALITY (16%)      RESIDENTIAL 46,419,130

Town Area Protected Open Space 28%

# YARMOUTH



Population 23,680

Total Housing Units 17,226      Median Age 51.5

Seasonal Housing Units 5,601 (33%)      Median Household Income \$57,569

Top 3 Employment Sectors      LEISURE & HOSPITALITY (23%)      Town Area in Flood Zone 25%

EDUCATION & HEALTH SERVICES (22%)      Building Square Footage 4,543,704 COMMERCIAL

RETAIL TRADE (12%)      RESIDENTIAL 25,726,470

Town Area Protected Open Space 26%

# DENNIS



Population 14,113      Median Age 55.2

Total Housing Units 16,285      Median Household Income \$53,381

Seasonal Housing Units 8,819 (54%)      Town Area in Flood Zone 26%

Top 3 Employment Sectors      LEISURE & HOSPITALITY (26%)      Building Square Footage 3,130,991 COMMERCIAL

RETAIL TRADE (22%)      RESIDENTIAL 28,437,402

EDUCATION & HEALTH SERVICES (13%)      Town Area Protected Open Space 24%

## BREWSTER



26 mi<sup>2</sup>

Population 9,858  
Total Housing Units 7,708  
Seasonal Housing Units 3,252 (42%)  
Top 3 Employment Sectors  
EDUCATION & HEALTH SERVICES (39%)  
LEISURE & HOSPITALITY (22%)  
CONSTRUCTION (9%)

Median Age 54.7  
Median Household Income \$66,220  
Town Area in Flood Zone 5%   
Building Square Footage   
Town Area Protected Open Space 33%

## HARWICH



23 mi<sup>2</sup>

Population 12,205  
Total Housing Units 10,118  
Seasonal Housing Units 4,215 (42%)  
Top 3 Employment Sectors  
LEISURE & HOSPITALITY (23%)  
RETAIL TRADE (18%)  
CONSTRUCTION (16%)

Median Age 50.9  
Median Household Income \$68,267  
Town Area in Flood Zone 14%   
Building Square Footage   
Town Area Protected Open Space 16%

## ORLEANS



15 mi<sup>2</sup>

Population 5,874  
Total Housing Units 5,367  
Seasonal Housing Units 2,199 (41%)  
Top 3 Employment Sectors  
RETAIL TRADE (27%)  
LEISURE & HOSPITALITY (20%)  
EDUCATION & HEALTH SERVICES (18%)

Median Age 62.0  
Median Household Income \$64,861  
Town Area in Flood Zone 28%   
Building Square Footage   
Town Area Protected Open Space 30%

## CHATHAM



17 mi<sup>2</sup>

Population 6,129  
Total Housing Units 7,065  
Seasonal Housing Units 3,991 (56%)  
Top 3 Employment Sectors  
LEISURE & HOSPITALITY (33%)  
EDUCATION & HEALTH SERVICES (23%)  
RETAIL TRADE (13%)

Median Age 57.4  
Median Household Income \$67,587  
Town Area in Flood Zone 44%   
Building Square Footage   
Town Area Protected Open Space 27%

## PROVINCETOWN



Population 2,959

Total Housing Units 4,507

Seasonal Housing Units 2,469 (55%)

Top 3 Employment Sectors

- LEISURE & HOSPITALITY (44%)
- RETAIL TRADE (21%)
- EDUCATION & HEALTH SERVICES (12%)

Median Age 54.3

Median Household Income \$36,958

Town Area in Flood Zone 45%

Building Square Footage

- 1,468,091 COMMERCIAL
- 3,637,015 RESIDENTIAL

Town Area Protected Open Space 78%

## TRURO



Population 1,738

Total Housing Units 3,279

Seasonal Housing Units 2,404 (73%)

Top 3 Employment Sectors

- LEISURE & HOSPITALITY (28%)
- CONSTRUCTION (14%)
- EDUCATION & HEALTH SERVICES (11%)

Median Age 57.6

Median Household Income \$60,432

Town Area in Flood Zone 21%

Building Square Footage

- 702,274 COMMERCIAL
- 4,494,800 RESIDENTIAL

Town Area Protected Open Space 68%

## WELLFLEET



Population 3,011

Total Housing Units 4,497

Seasonal Housing Units 2,753 (61%)

Top 3 Employment Sectors

- LEISURE & HOSPITALITY (42%)
- RETAIL TRADE (11%)
- PROFESSIONAL & BUSINESS SERVICES (9%)

Median Age 62.2

Median Household Income \$45,735

Town Area in Flood Zone 26%

Building Square Footage

- 602,825 COMMERCIAL
- 5,772,930 RESIDENTIAL

Town Area Protected Open Space 54%

## EASTHAM



Population 4,932

Total Housing Units 6,024

Seasonal Housing Units 3,509 (58%)

Top 3 Employment Sectors

- LEISURE & HOSPITALITY (25%)
- CONSTRUCTION (21%)
- EDUCATION & HEALTH SERVICES (12%)

Median Age 56.6

Median Household Income \$60,760

Town Area in Flood Zone 25%

Building Square Footage

- 708,218 COMMERCIAL
- 9,177,448 RESIDENTIAL

Town Area Protected Open Space 33%

commercial building square footage in the region and Route 132 in Barnstable is the Cape's retail and commercial center, with a regional mall as well as several larger, national retailers.<sup>13</sup> The Town of Barnstable is the largest town on the Cape and has the largest population. Education and Health Services make up nearly one-third of all employment in Barnstable, but moving west to east within the Mid Cape, the towns generally become more seasonal and tourism-oriented both in terms of housing units and employment opportunities.<sup>14</sup>

## LOWER CAPE

The Lower Cape, consisting of the towns of Brewster, Harwich, Orleans, and Chatham, is where the typical development patterns of the region start to transition from denser suburban development to somewhat

more rural landscapes and includes large tracts of open space such as Nickerson State Park and Punkhorn Parklands. Year-round populations and the number of housing units in this subregion are a fraction of the Upper and Mid Cape towns, though still higher than the Outer Cape towns. The Lower Cape communities tend to have older populations and higher median incomes than the Mid Cape towns.<sup>15</sup> This subregion is much more seasonal than the Upper and Mid Cape, though not as seasonal as the Outer Cape. Though this region tends to have higher median incomes than the Mid Cape, housing is also more expensive, with Chatham and Orleans having the highest median house prices on Cape Cod.<sup>16</sup>

## OUTER CAPE

The four towns of Eastham, Wellfleet, Truro, and Provincetown make up the Outer Cape. These towns have significantly smaller year-round populations than the rest of the region: Truro's year-round population is only 1,738 people.<sup>17</sup> These towns are much more rural in nature than the rest of the region. Part of what makes this subregion unique and contributes to the rural and natural development patterns that typify these towns is the presence of the Cape Cod National Seashore. This National Park, established in 1961, contains more than 27,000 acres in the Outer Cape (as well as portions of Orleans and Chatham) and provides critical and stunning wildlife habitat, open space, and recreational opportunities, with limited development within its borders. In all towns within this subregion, more than half of the housing

13 Cape Cod Commission analysis using a Cape Cod Commission Parcel Data Set (2014), which uses individual town assessing data.

14 U.S. Bureau of Labor Statistics, 2017 ES-202 data via the Massachusetts Executive Office of Labor and Workforce Development: [http://lmi2.detma.org/lmi/lmi\\_es\\_a.asp](http://lmi2.detma.org/lmi/lmi_es_a.asp)

15 U.S. Census Bureau; American Community Survey, 2015 and 2016. <http://factfinder.census.gov>

16 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

17 U.S. Census Bureau; American Community Survey, 2016. <http://factfinder.census.gov>

stock is seasonal and housing units outnumber the year-round population. This subregion of the Cape experiences the most significant seasonal changes in population, housing, and the economy, and is very heavily focused on the tourism industry.

## DEMOGRAPHIC AND SOCIOECONOMIC PROFILE

Though the region has been inhabited for thousands of years, Cape Cod began experiencing rapid population growth in the 1950s. By the 2000 Decennial Census, Cape Cod had grown over 400% in five decades, adding just over 175,000 year-round residents.<sup>18</sup> Cape Cod's year-round population peaked at about 228,000 residents around 2003, then declined by about 10,000-

12,000 according to the 2010 Decennial Census. Recent estimates have the population holding steady at about 213,400 year-round residents and around 160,000 housing units.<sup>19</sup>

Cape Cod has a number of vulnerable populations including minority populations, Environmental Justice populations, and a growing number of retired and elderly residents. The limited diversity of Cape Cod's population and its associated challenges are described in the [Economic and Resilience Challenges](#) section.

Cape Cod's population includes the Mashpee Wampanoag Tribe, which has inhabited present day Massachusetts for more than 12,000 years. The Mashpee Wampanoag Tribe became a federally recognized tribe in 2007, authorizing the tribe to acquire land and re-establish

their Indian Reservation. In 2015, the US Department of the Interior declared 150 acres of land in Mashpee as the Tribe's initial reservation, on which the Tribe can exercise its tribal sovereignty rights.<sup>20</sup>

Population projections vary, but a 2017 study of Cape Cod's housing supply and demand suggest that the resident population could grow by about 6,000 people between 2015 and 2025 (though other population projections indicate a continued loss of population in the region).<sup>21</sup> Declining natural growth has long characterized the region: since 1992 there have been more deaths than births every year. Since 2005, there are 1,000 more deaths each year on average than births. Population projections showing an increase in population attribute that increase to employment growth and in-migration.<sup>22</sup>

18 U.S. Census Bureau, Massachusetts State Census

19 U.S. Census Bureau; American Community Survey, 2010-2018. <http://factfinder.census.gov>

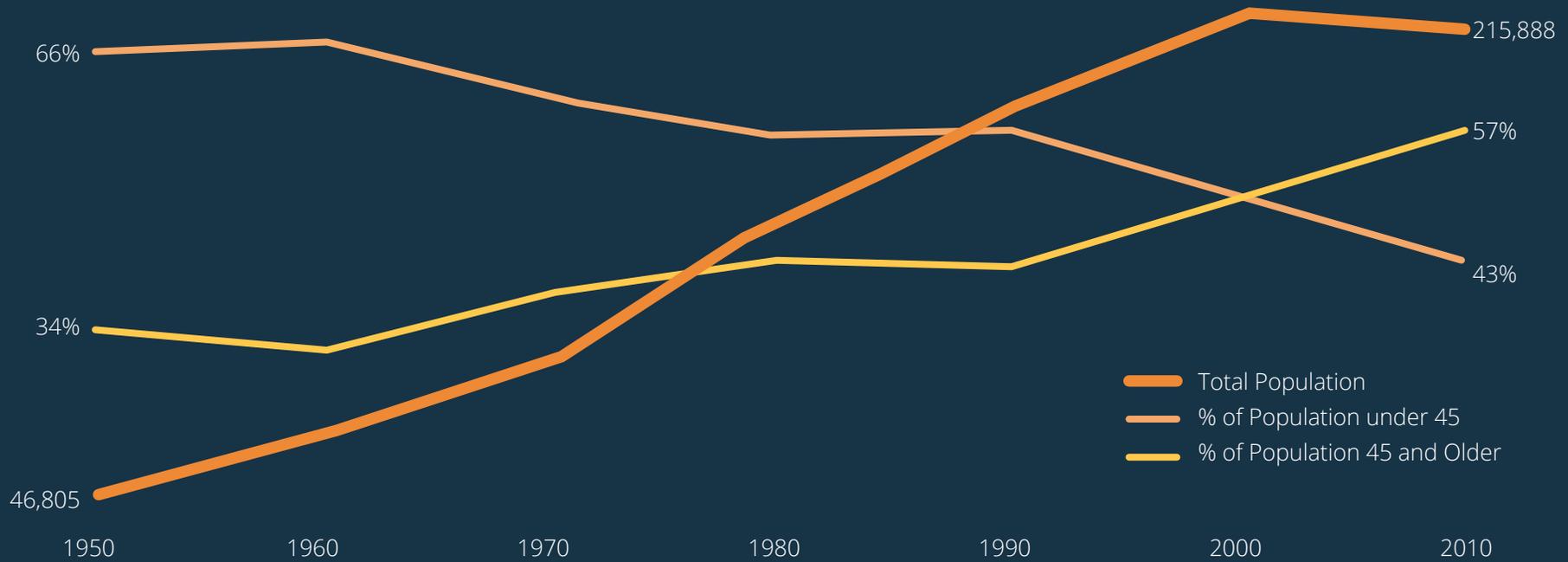
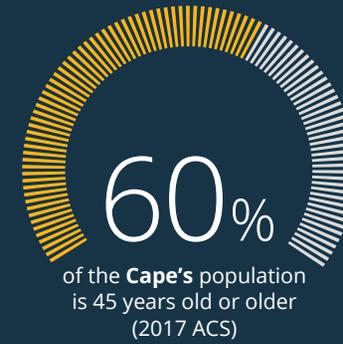
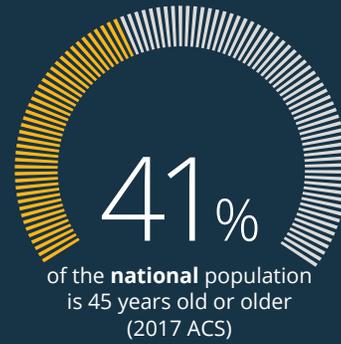
20 Mashpee Wampanoag Tribe. 2019. <https://mashpeewampanoagtribe-nsn.gov/>

21 Long-term Population Projections for Massachusetts Regions and Municipalities. Prepared for the Office of the Secretary of the Commonwealth of Massachusetts. March 2015. [http://www.pep.donahue-institute.org/downloads/2015/new/UMDI\\_LongTermPopulationProjectionsReport\\_2015%2004%20\\_29.pdf](http://www.pep.donahue-institute.org/downloads/2015/new/UMDI_LongTermPopulationProjectionsReport_2015%2004%20_29.pdf)

22 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

**POPULATION TRENDS**

*Cape Cod has experienced a dramatic population increase since the 1950s. Today the median age is significantly higher than the national average.*



With second homes making up more than 30% of the region’s housing, second home owners have long played a major role in the region’s economy and housing market.<sup>23</sup> Visitors are also an important segment of the Cape community, arriving mostly in the summer but also on weekends throughout the fall and spring (Cape Cod’s “shoulder season”).

### EMPLOYMENT AND INCOME DATA

The dominant industries in the region are related to Cape Cod’s seasonal economy and retiree population: 17% are in healthcare, 16% of jobs are in accommodations and food services, and 16% are in retail trade.<sup>24</sup> Just under a quarter of jobs on Cape Cod are in emerging industry sectors including creative economy sectors, financial and information sectors, and

professional services and technical services sectors, with wages around or above the average for the region.<sup>25</sup> The region’s marine assets, location, and the presence of global marine industry leaders provide valuable employment opportunities in the marine sciences and technology sector. Additionally, Cape Cod Community College, Bridgewater State College, Massachusetts Maritime Academy, and strong K-12 schools provide educational opportunities that contribute to the region’s economy.

The county’s labor force is over 110,000 residents, with over 95% of the population holding a high school degree and over 40% holding a bachelor’s or more advanced degree (compared with approximately 90% of all Massachusetts residents holding a high school degree and about 42% holding a bachelor’s

23 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

24 US Bureau of Labor Statistics, 2017 ES-202 data via the Massachusetts Executive Office of Labor and Workforce Development: [http://lmi2.detma.org/lmi/lmi\\_es\\_a.asp](http://lmi2.detma.org/lmi/lmi_es_a.asp)

25 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

Health Services  17%

Accommodation and Food Services  16%

Retail Trade  16%

#### TOP INDUSTRIES

*Nearly half of all jobs are related to Cape Cod’s seasonal economy and retiree population.*

**MEDIAN HOUSEHOLD INCOME**

*While the median household income (MHI) is higher than the national MHI, it is lower than the state.*



degree or higher).<sup>26</sup> The average age of Cape Cod’s workforce is also older compared with the state average: in 2017, 32.2% of residents in the workforce were aged 55-64 in Barnstable County, compared to 21.8% in Massachusetts. Conversely, in Barnstable County, 24.8% of residents in the workforce were aged 20-34, compared to 34.6% in Massachusetts.<sup>27</sup>

Over 48% of resident incomes come from non-labor income sources such as real estate, social security, and investments, which signifies the strength of its retired resident population.<sup>28</sup>

The median household income (MHI) for Barnstable County is about \$63,000, lower than the state’s MHI of over \$68,000, but higher than the national MHI of about \$54,000.<sup>29</sup> The average wages paid by Cape employers, when adjusted for inflation, have been largely

stagnant and consistently below state and national averages since 1990, even though employment growth in the region has been steady, nearly doubling from 76,400 jobs in 1980 to over 148,000 in 2016.<sup>30</sup> Employment growth is not distributed evenly among all sectors, but the following industries have all grown in recent years, and have location quotients that indicate economic specialization:

- Construction and manufacturing,
- Arts, entertainment, and recreation,

26 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing) and U.S. Census Bureau; American Community Survey, 2017. <http://factfinder.census.gov>

27 American Community Survey, 2017. <http://factfinder.census.gov>

28 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

29 U.S. Census Bureau; American Community Survey, 2015. <http://factfinder.census.gov>

30 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

- Administration and support,
- Waste management and remediation services,
- Transportation and warehousing, and
- Wholesale trade.<sup>31</sup>

Based on the 2017 Cape Cod Housing Market Analysis, average wages in all of the top seven Cape Cod sectors—accommodation and food services, retail trade, healthcare, professional and technical services, construction, local government, and administrative/waste services—are below the amount of household income per year required to afford a median priced house in the region. (The US Department of Housing and Urban Development defines housing affordability as paying 30% or less of a household's income on housing)<sup>32</sup>. Only

the highest paid employees within the county's major employment categories were able to afford owning a house in 2015.<sup>33</sup> Household income has not kept up with rising costs of housing on Cape Cod, an issue that will be greatly exacerbated given the forecasted trends in population and employment.

## INDUSTRY PROFILES

Cape Cod's environment is its economy. The water-dependent, "Blue Economy" is driven by the extensive shoreline and direct access to open water, acknowledges the fact that a healthy Cape Cod environment drives a healthy regional economy. The region's character and amenities attract a wide range of people who want to visit,

live, or work on the Cape, including scientists, entrepreneurs, fishermen, retirees, tourists, second homeowners, and artists. Most businesses on Cape Cod are small businesses (only one percent of the Cape's businesses have workforces greater than 100 people).<sup>34</sup> Additional resources, such as greater access to capital, more opportunities for mentorship, and a larger skilled workforce, could support entrepreneurs' ability to work and live on Cape Cod year-round.

Cape Cod's major industries and areas of growth and opportunity are highlighted on the following pages.

31 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

32 U.S. Housing and Urban Development: Affordable Housing. 2019. [https://www.hud.gov/program\\_offices/comm\\_planning/affordablehousing/](https://www.hud.gov/program_offices/comm_planning/affordablehousing/)

33 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

34 U.S. Census Bureau, American Community Survey, 2017. <http://factfinder.census.gov>.




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## MARINE SCIENCE AND TECHNOLOGY INDUSTRY

Marine science focuses on improving understanding of and protecting marine ecosystems and researching ways to leverage ocean resources to improve human wellbeing. The marine science sector relies on the region's coastline and pristine beaches and is anchored by the Woods Hole Oceanographic Institute (WHOI), the Marine Biological Laboratory, and the National Oceanographic and Atmospheric Administration. From these institutions a number of companies have been established locally, including Hydroid, McLane Labs, and Teledyne Benthos. The marine science and technology industry of Cape Cod and the surrounding region (Nantucket, Martha's Vineyard, and Southern Plymouth County) includes over 400 firms employing almost 5,500 people with over \$500 million in annual revenues.<sup>35</sup>

New economic sectors continue to emerge that are directly dependent on marine resources and Cape Cod is in a

strong position to embrace these new ventures. The Cape Cod Blue Economy Foundation identifies "dark blue" areas of the economy, industries that are directly depend on water. The dark blue industries are worth 6% of the region's revenues and employees 4% of the workforce, and its top five industries are shellfish fishing, marinas, environmental conservation organizations, finfish fishing, and recreational businesses like yacht clubs and charter boats.<sup>36</sup>

Other regional assets that support the expansion of the marine cluster include the educational and training opportunities provided by Massachusetts Maritime Academy in Bourne, the region's K-12 and technical school system, and Cape Cod Community College in Barnstable.

<sup>35</sup> Research, Education, Advocacy, Support Services and Marine Technology sector data from the Cape Cod Blue Economy Project: A Call to Action. Cape Cod Chamber of Commerce. 2017. Report available at <https://www.bluecapecod.org/implementation-plan>.

<sup>36</sup> Cape Cod Blue Economy Project Implementation Report, 2017. <https://www.bluecapecod.org/implementation-plan>



## FISHING AND AQUACULTURE

Historically, the Cape's blue economy was based on extracting resources from the sea, such as fish, whales, salt, or shellfish. Commercial fishing and aquaculture continue today along with new ventures around enjoying and understanding the region's blue resources. Cape Cod is proximate to rich fishing grounds, and local fishermen catch skate, scallops, mussels, Atlantic cod, oysters, clams, bluefin tuna, monkfish, and striped bass. In 2017, Barnstable County landings totaled over 61 million live pounds, worth nearly \$74 million.<sup>37</sup> Much of the fish landed by Cape Cod fishermen are exported internationally.<sup>38</sup>

The Cape supports almost 1,900 commercial fishermen (30% of all Massachusetts fishermen), though the population of the Cape's fishermen is aging, with less than one-third of commercial fishermen under the age of 40.<sup>39</sup> The local fishing industry is supported by several non-profit

organizations, including the Cape Cod Commercial Fishermen's Alliance, Community Development Partnership, and the Cape Cod Fisheries Trust.

Cape Cod is also creating year-round employment for fishermen by growing its aquaculture industry, primarily with oysters and quahogs. In 2016, there were 249 shellfish farms in Barnstable County span over 629 acres. Over 19.3 million oysters were landed totaling \$10.9 million dollars, and over 5.3 million quahogs were landed with a value of approximately \$1.2 million dollars.<sup>40</sup> A 2016 Cape Cod Aquaculture Capacity report noted that some towns (Provincetown, Orleans, Brewster, and Falmouth) could expand the aquaculture industry a substantial amount over a very short term.<sup>41</sup>

<sup>37</sup> 2017 Barnstable County Landings, Value and Effort. SAFIS Dealer Database. <https://www.accsp.org/what-we-do/safis/>

<sup>38</sup> Pier to Plate. Cape Cod Commercial Fishermen's Alliance. 2017. <https://capecodfishermen.org/piertoplate>

<sup>39</sup> Spring Appeal Overview. Cape Cod Commercial Fishermen's Alliance. 2018. [https://capecodfishermen.org/images/CCCFA\\_SpringAppeal18\\_digital\\_revised.pdf](https://capecodfishermen.org/images/CCCFA_SpringAppeal18_digital_revised.pdf)

<sup>40</sup> Aquaculture Production. Barnstable County Extension. 2016. <https://www.capecodextension.org/marine/semac/production/>

<sup>41</sup> Cape Cod Aquaculture Capacity, 2016. Michael Low. <http://capecodfishermen.org/images/documents/Cape-Cod-Aquaculture-Capacity-Michael-Low-Report-7.2016-FINAL.pdf>




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## HEALTHCARE

Approximately 17% of the region's employment is in healthcare and social assistance, compared with about 20% statewide.<sup>42</sup> There are two hospitals on Cape Cod (Falmouth Hospital and Cape Cod Hospital in Hyannis) as well as numerous smaller medical facilities and offices. In 2017, there were 1,130 Healthcare and Social Assistance establishments in Barnstable County, and 17,072 employees (reflecting a 5.5% increase since 2013). The average annual wage per employee in 2017 was \$53,480, a 12% increase over 2013 wages.<sup>43</sup>

Cape Cod Healthcare, the parent organization for the Cape's two hospitals, employs more than 450 physicians, 5,000 employees, and 800 volunteers, fulfilling local needs for acute care, primary care, specialty care, homecare and hospice services, skilled nursing, assisted living and rehabilitation services, Cape-based laboratory services, blood donation programs, and numerous community health programs.<sup>44</sup>

As the Cape's population continues to age, healthcare will continue to be a major player in the region's economy.

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<sup>42</sup> Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

<sup>43</sup> Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics. 2017. <https://data.bls.gov/cgi-bin/dsrv?en>

<sup>44</sup> Community Health Needs Assessment Report and Implementation Plan, 2017-2019. <https://www.capecodhealth.org/app/files/public/3927/community-health-needs-assessment-2017-2019.pdf>




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## TOURISM & HOSPITALITY

Every year, the population of the region essentially doubles during the warmer months with seasonal residents and visitors coming to the region to enjoy the Cape's natural and cultural resources. One recent study looking at hotel accommodations on the Upper Cape found that occupancy in the peak season is up to 60% higher than during the off-season.<sup>45</sup>

About one-third of all employment in the region is directly related to tourism in the Accommodation and Food Services and Retail Trade industries, compared with about 20% or less statewide.<sup>46</sup> However, most jobs in these industries pay lower wages, making it difficult for employees to afford to live on the Cape.

The seasonal population and visitors bring resources to the region that increase economic output and generate jobs and wages. Visitors and seasonal residents

support arts, cultural, and other nonprofit organizations and shop at local stores for groceries and hardware supplies.<sup>47</sup>

Heavy reliance on the tourism industry is a risk to economic resilience, however. Visitor patterns change with national and international economic and political changes; typically, the Cape has weathered recessions well and been successful at attracting both international visitors and those from the larger northeast region to maintain steady levels across the decades.

The regional economy is also impacted by the changing nature of tourism. According to the Upper Cape Hotel Demand Study conducted in 2015, multiple hotel operators noted that the historical "high" season has eroded due to the second home market and alternate accommodations available on AirBnB.<sup>48</sup> The strength of the short-term rental market, compounded by the growth of websites like AirBnB and VRBO, is also a significant driver of Cape Cod's housing shortage.<sup>49</sup>

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45 Lodging Accommodation Demand Study for the Upper Cape, Cape Cod, MA. Pinnacle Advisory Group. 2015. <http://www.capecodcommission.org/>

46 Cape Cod Housing Market Analysis. 2017. [www.capecodcommission.org/housing](http://www.capecodcommission.org/housing)

47 Cape Cod Second Homeowners Survey, 2017. [http://www.capecodcommission.org/resources/economicdevelopment/Report\\_Cape\\_Cod\\_Second\\_Homeowners\\_2017\\_FINAL.pdf](http://www.capecodcommission.org/resources/economicdevelopment/Report_Cape_Cod_Second_Homeowners_2017_FINAL.pdf)

48 Lodging Accommodation Demand Study for the Upper Cape, Cape Cod, MA. Pinnacle Advisory Group. 2015. <http://www.capecodcommission.org/>

49 Quinn and Coxe, "Housing on Cape Cod: The High Cost of Doing Nothing". Cape Cod Housing Assistance Corporation. 2018. <http://www.haconcapecod.org/blog/editorial-the-high-cost-of-doing-nothing>




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 ARTS AND CULTURE

Cape Cod's arts and cultural community has been a defining characteristic of the region since the 19<sup>th</sup> century. Provincetown became known as an arts colony when the Cape Cod School of Art was founded in 1899, and the region's unique environment continues attracting artists today.<sup>50</sup> Arts, entertainment, and recreation is a growing sector, employing 6,220 residents in 2017, compared to 5,184 in 2012.<sup>51</sup> Those 6,220 residents also represent a higher percent of the County's employment (4.1%) compared to the same sector for Massachusetts (2.7%).<sup>52</sup>

Cultural tourism includes performance, artistic, architecture, historical, recreational, and natural resources. The Cape's rich cultural heritage and historic character attracts visitors and residents, shaped by the region's Native American beginnings, maritime industries, and success as a resort destination.

Thousands of the Cape's buildings are listed on the National Register of Historic Places, either individually or in one of the region's 45 National Register Historic Districts, and many more are within the Cape's 16 Local Historic Districts.<sup>53</sup> These resources, including Cape Cod's rural areas and historic villages, are tangible connections to the region's rich past and play a key role in attracting and retaining residents and visitors to Cape Cod.

The industry is also an important economic driver, attracting visitors and second homeowners to Cape Cod. About three quarters of the respondents to Cape Cod's 2017 Second Homeowner survey reported actively supporting arts and cultural organizations and other non-profit organizations on the Cape, primarily through purchasing tickets or goods and making charitable contributions.<sup>54</sup>

<sup>50</sup> Cape Cod School of Art, History. 2019. <http://capeschoolofart.org/history/>

<sup>51</sup> U.S. Bureau of Economic Statistics. 2019. <https://www.bea.gov/data/all>

<sup>52</sup> U.S. Bureau of Economic Statistics. 2019. <https://www.bea.gov/data/all>

<sup>53</sup> Massachusetts Historical Commission MACRIS Data. 2018. <http://gis-ccccommission.opendata.arcgis.com/datasets/historic-places>

<sup>54</sup> Cape Cod Second Homeowners Survey, 2017. [http://www.capecodcommission.org/resources/economicdevelopment/Report\\_Cape\\_Cod\\_Second\\_Homeowners\\_2017\\_FINAL.pdf](http://www.capecodcommission.org/resources/economicdevelopment/Report_Cape_Cod_Second_Homeowners_2017_FINAL.pdf)

## ENVIRONMENTAL BASELINE

Natural systems are an integral part of life on Cape Cod, providing drinking water and supporting the habitats and landscapes that draw people to the region, guiding development patterns, and driving the region's economy. The following facets of Cape Cod's environment may influence the resiliency of the regional economy.

The natural systems of the Cape center around water, water-dependent resources, and habitat. One of the most productive groundwater systems in New England, the Cape Cod Aquifer provides 100% of the Cape's drinking water. The aquifer is designated a Sole Source Aquifer under the Safe Drinking Water Act by the Environmental Protection Agency, a designation that requires Federally-funded projects to assess project impacts to the aquifer.

Marine systems include open ocean, smaller segments such as Nantucket and Vineyard Sound, and estuaries and coastal embayments. The ocean waters support rich marine life, including many rare or threatened fish, birds, reptiles, and marine mammals, and complex ecosystems, and provide primary recreational areas for Cape Cod residents and visitors. The marine waters around Cape Cod also support the last population of the federally endangered North Atlantic Right Whale and continue to support fisheries that sustain recreational and commercial shellfishing and fin-fishing. The land under the ocean, seawater, and the space above the ocean surface are increasingly in demand for new marine uses.

Nearly 80% of the region's land area drains to 53 coastal embayments and estuaries, and the Cape's groundwater and stormwater runoff discharge to surface water in ponds, lakes, rivers,

streams, coastal waters, and wetlands. As part of the regional aquifer system, the Cape's nearly 1,000 freshwater ponds are directly linked to drinking water and coastal estuaries. The freshwater ponds are particularly sensitive to additions of phosphorous, which is associated with development and land uses close to a pond such as wastewater, fertilizer, and stormwater sources.<sup>55</sup>

The Cape has approximately 30,000 acres of wetlands that support much of the plant species and wildlife that makes the Cape such an environmentally rich and interesting place.<sup>56</sup> Wetlands play a vital role in regulating the environment by absorbing and filtering storm and flood waters, providing natural removal of nitrogen, recharging the aquifer, storing carbon in wetland peat and vegetation, and providing vital habitat.

<sup>55</sup> Cape Cod Area Wide Water Quality Management Plan Update (208 Plan Update), 2015. <http://www.capecodcommission.org/208>

<sup>56</sup> Cape Cod Commission analysis on assessed land only in the region; 2012 assessing data.



The entire Cape Cod peninsula is located within the southeastern Massachusetts pine barrens eco-region. Pine barrens are a globally rare habitat type comprised of a unique assemblage of plants and animals that thrive on the nutrient-poor soils and variable climate found on Cape Cod. Within the pine

barrens eco-region, there are many and varied habitat types, including pitch pine-oak woodlands, transitional hardwood-pine forests, streams and rivers, ponds and lakes, vernal pools, shrub and forested swamps, estuaries, salt marshes, dunes, beaches, grasslands, and others. This rich mosaic of habitat types supports 132 state listed rare plant and animal species, including Important Bird Areas, as well as hundreds more species that rely on Cape Cod habitats year-round or seasonally when migrating through or for breeding.

The open space of the Cape – over 90,000 acres of which is protected in perpetuity – is critical to the health of the region’s natural systems, economy, and population.<sup>57</sup> Open space provides habitat for the region’s diverse species and protection of the region’s drinking water supply. Wooded open space

provides a carbon sink for mitigating the impacts of climate change, both through the storage of carbon that would otherwise be lost to the atmosphere through development, and through the carbon-absorbing capacity of trees. Open space contributes significantly to the natural and rural character of the region and supports key industries. The beaches, farms, woodlands, and marshes of the Cape provide recreational outdoor activities that attract visitors and residents to the region and provide the necessary land and resources for the Cape’s agricultural activities. When healthy naturally functioning habitats are protected from the impacts of development, humans benefit from the many ecosystem services that these habitats provide.

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57 MassGIS Protected and Recreational Open Space Data. 2018.

## CAPITAL INFRASTRUCTURE ASSETS

The built environment, comprised of human-made infrastructure and resources, accommodates the people who visit and live on Cape Cod. Protecting and enhancing the built environment, including providing infrastructure that supports the region and vibrant activity centers, is vital for supporting the Cape's population. Infrastructure, such as wastewater treatment, is necessary to improve and maintain the integrity of the region's natural environment. These systems must serve not only the year-round population but the doubly large seasonal population, which requires building and maintaining infrastructure that functions under the strain of the peak season without negatively impacting Cape Cod's community character.

Clean and reliable drinking water is essential to support the population of Cape Cod. Throughout the Cape, this need is met through a combination of public and private water supply infrastructure. Approximately 85% of Cape Cod is serviced with public water. The remaining 15% relies on private or privately-owned small volume wells that serve the public in portions of East Sandwich, West Barnstable, Eastham, Wellfleet, and Truro. Since 2000, public drinking water suppliers have pumped, on average, about 10.7 billion gallons of groundwater per year from Cape Cod's Sole Source Aquifer.<sup>58</sup>

Ensuring that development does not significantly degrade water quality on the Cape requires effective wastewater management. Title 5 septic systems are the predominant type of wastewater management on Cape Cod, and only 3% of the parcels or 15% of total wastewater flows on Cape Cod are handled with

shared or centralized public or private wastewater treatment facilities. Barnstable, Chatham, Falmouth, and Provincetown are the four Cape Cod communities with municipally owned and operated centralized wastewater treatment facilities; across Cape Cod there are 60 smaller, typically privately owned, wastewater treatment facilities. Portions of the Buzzards Bay section of Bourne utilize the Wareham Wastewater Treatment Facility.<sup>59</sup>

The generally permeable soils throughout the Cape region make on-site Title 5 systems highly effective for wastewater disposal, and the relatively low density of development can make the cost of collecting and conveying wastewater to centralized treatment facilities expensive. Consequently, less than 4% of the state's population lives on Cape Cod yet the region is home to 20% of the standard Title 5 septic systems. There are more than 123,000 standard

58 Cape Cod 208 Plan Update, 2015. <http://www.capecodcommission.org/208>

59 Cape Cod 208 Plan Update, 2015. <http://www.capecodcommission.org/208>

Title 5 septic systems and more than 1,700 denitrifying septic systems installed on Cape Cod.<sup>60</sup>

Varying levels of stormwater infrastructure exist on Cape Cod, from gray infrastructure (systems of curbs, gutters, and conveyances to divert the flow of stormwater from buildings, streets, and parking areas) to green or Low Impact Development infrastructure that have been designed to mimic natural hydrologic processes and improve the quality of stormwater runoff while still allowing for aquifer recharge. While stormwater infrastructure may vary, 12 of the 15 towns on Cape Cod are now required, under the Environmental Protection Agency's Municipal Separate Storm Sewer permit (MS4) permit, to inventory existing infrastructure and identify problems such as illicit discharges.<sup>61</sup>

Numerous subsystems make up Cape Cod's transportation network including vehicular roadways, railways, public transit, air travel, marine transportation, and pedestrian and bicyclist accommodations and networks. These systems are responsible for safely and effectively moving the people and the goods they rely on throughout the region. Central to Cape Cod's transportation system is its over 3,800 miles of roadways, 80% of which are smaller, local roads. Route 6, Route 28, and Route 6A—the three major arteries of the Cape—only account for 6% of the region's roadways. The remaining 14% of roadways are medium-sized local or state roads.<sup>62</sup>

Although bicyclists and pedestrians face numerous challenges on roadways, destinations and pathways for bicyclists and pedestrians to use on Cape Cod are abundant. Cape Cod has over 90 miles



60 Cape Cod 208 Plan Update, 2015. <http://www.capecodcommission.org/208>

61 Massachusetts Small MS4 General Permit, 2016. <https://www.epa.gov/npdes-permits/massachusetts-small-ms4-general-permit>

62 Massachusetts Department of Transportation. 2018.



of multi-use paths, including the Cape Cod Rail Trail and Extension, Cape Cod Canal Bike Paths, Shining Sea Bike Path and Extension, and numerous paths in the Cape Cod National Seashore and Nickerson State Park.<sup>63</sup> While these pathways provide safe, separated accommodations for bicyclists and pedestrians, they frequently do not connect to one another, inhibiting bicyclists' and pedestrians' abilities to use them to travel throughout the region.

Today the extent and usage of rail is reduced to a single rail line, the Cape Cod Line, which travels through Bourne before branching off to termini in Hyannis, Yarmouth, and Joint Base Cape Cod. Together, these branches and the single line form a network of rail infrastructure for freight services, scenic rail excursions, and CapeFlyer seasonal weekend passenger service. The Cape Cod Regional Transit Authority (CCRTA) provides public transit throughout the region and connects Cape Cod to neighboring

communities and regions. The CCRTA offers several types of services, including fixed route service, flexible route service, and demand-response or paratransit service. Six of the fixed CCRTA routes run year-round, primarily through the Upper, Mid, and Lower Cape subregions. Ride sharing is also increasing in popularity in the region, providing another transportation option in the region.

Water also plays a large role in the transportation network of Cape Cod. Harbors and channels provide connections between marine transportation and land transportation routes and nine ferry routes connect Cape Cod to Martha's Vineyard, Nantucket, Boston, and Plymouth.

Electricity supply to the Cape comes from many fuel sources and is primarily distributed through miles of overhead wires. Eversource is the local distribution company and is responsible for distributing electricity to the region.

63 Cape Cod Commission. 2018. <http://gis-cccommission.opendata.arcgis.com/>

The Cape Light Compact Joint Powers Entity (JPE) is the largest single energy supplier for residents and businesses on the Cape; however, electric customers may choose their competitive supplier. Natural gas lines are not provided everywhere on Cape Cod, and there are no lines north of Eastham, but approximately 100,000 customers get natural gas from National Grid, the sole natural gas service provider on Cape Cod. For municipalities, schools, counties and local fire/water districts, the Cape & Vineyard Electric Cooperative (CVEC) provides installation guidance for municipal renewable energy projects. To date CVEC has managed the installation of over 33 megawatts of renewable energy. Municipal, residential and commercial renewable energy systems contribute significantly to the electric profile of Cape Cod, with over 3% of the Cape's electric needs met with locally installed renewable energy<sup>64</sup>.

Energy Efficiency programs are administered by the towns through the Cape Light Compact JPE. The energy efficiency programs invest over \$30 million dollars annually into the residents and businesses on Cape Cod to reduce their kilowatt hour consumption, lower the operating costs, and reduce their carbon footprint. The region also has a nascent electric vehicle charging network.

Residential internet service is available virtually throughout the region and is primarily served by a single provider (Comcast). Depending on where a business is located, it may have a choice of internet service providers with continual expansion of OpenCape's fiber optic internet services infrastructure. Most of the region is served by multiple wireless communications providers, but there remain some places underserved or without service. Maintaining and enhancing the wireless communications infrastructure is increasingly critical to

the region's need for emergency and non-emergency communications but must also be developed in a way that protects the region's scenic and historic character. Education, government, energy, healthcare, and other service and innovation sectors of the economy rely on effective and reliable access to broadband and telecommunications.

Cape Cod is an intricate web of natural, built, and community systems. The challenge Cape Cod continues to face is balancing the protection of the environment and natural systems while supporting the residents, business owners, workers, and visitors with the services and infrastructure necessary to thrive over the long term.

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64 Cape and Vineyard Electric Cooperative

## ECONOMIC RESILIENCE

### WHAT DOES IT MEAN TO BE ECONOMICALLY RESILIENT?

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*Economic resilience is “positive adaptability” to disruptions and change with little long-term loss of function or potential for growth.*<sup>65</sup>

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The US EDA notes that economic resilience includes “three primary attributes: the ability to recover quickly

from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.”<sup>66</sup>

Resilience is achieved through planning with the intent to prevent loss and evaluate unavoidable impacts; anticipate and build capacity to withstand change; recover from disruptions quickly; and ultimately improve overall economic conditions.

Cape Cod has a long history of economic resiliency defined by its relationship with the environment. As a region, the Cape has evolved from an agricultural economy to a whaling and maritime economy to a tourism economy over the course of 300 years. Cape Cod’s economic history is one of repeated reinventions in response to changes in technology, resources and competition.

With creative planning and leadership, the region can build capacity to withstand shocks and disruptions. The 2019 CEDS is the perfect opportunity for the region to commit to advancing economic resilience across Cape Cod.

### ECONOMIC AND RESILIENCE DISTRESS FACTORS AND CHALLENGES

The challenges to Cape Cod’s economic sustainability and resiliency are related to its geographic location, development patterns, and demographic profile.

The attributes that make Cape Cod a popular place to live, work, and play also make the region vulnerable to environmental degradation. Climate change, sea level rise, and increased storm intensity and frequency impact the region’s fragile coastline. Excess nitrogen

<sup>65</sup> Martin, R. and Sunley, P., 2015. On the notion of regional economic resilience: conceptualization and explanation. *Journal of Economic Geography*, 15(1), pp.1-42.

<sup>66</sup> US EDA, Comprehensive Economic Development Strategy Content Guidelines: Economic Resilience. <https://www.eda.gov/ceds/content/economic-resilience.htm>

impairs the region’s water quality, primarily from the abundance of septic systems across the Cape.

Historic development patterns, an increasing wealth gap, a significant retiree population, and seasonality on Cape Cod have all led to housing affordability issues, further exacerbated by the limited availability of developable area due to existing development or protections. The limited capacity, availability, and age of the region’s infrastructure discourages and impedes future development. All of these factors contribute to making the Cape an expensive place to live and work, further compounding and reinforcing the Cape as a resort and retirement destination and challenging the ability of the year-round population to flourish. These challenges were acknowledged in the SWOT analysis at the stakeholder kickoff meeting as key challenges to the region’s economic future (see Appendix II).

### Climate Change

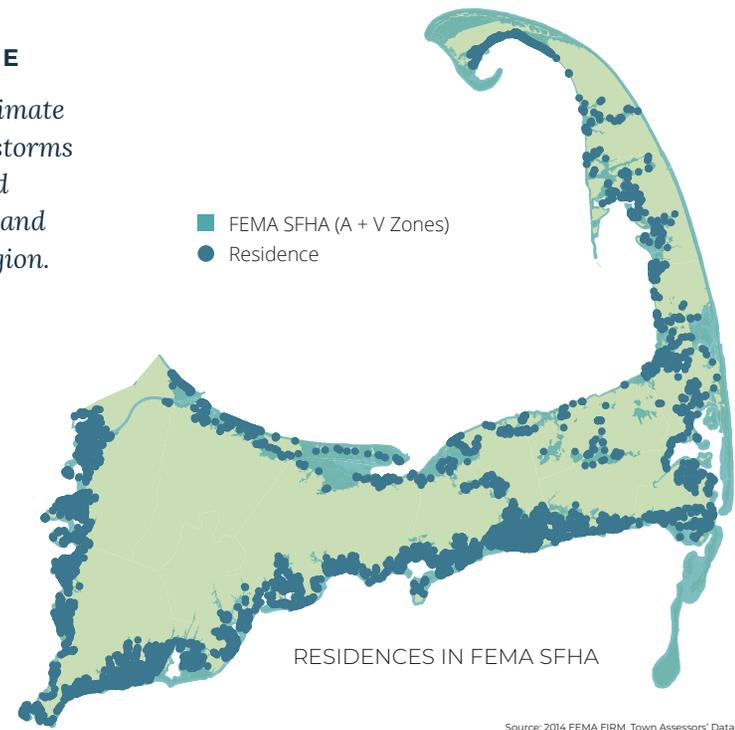
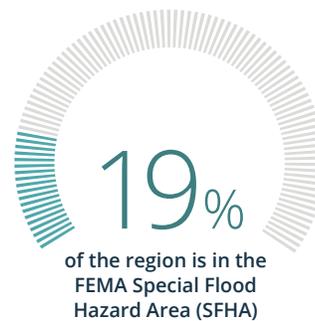
Cape Cod faces threats due to climate change that can cause loss of life, damage to buildings and infrastructure, impairment of coastal environments, interruptions to supply chains, and

otherwise impact a community’s economic, social, and environmental well-being.

Under existing conditions, flooding threatens more than 19% of the region’s land area—with a combined assessed value of tens of billions of dollars—

#### CLIMATE CHANGE

*Scientists anticipate that climate change will bring stronger storms with more precipitation and the threat of more frequent and extensive flooding to the region.*



Source: 2014 FEMA FIRM, Town Assessors' Data

located within the Federal Emergency Management Agency special flood hazard areas.<sup>67</sup>

Scientists anticipate that climate change will bring stronger storms with more precipitation and the threat of more frequent and extensive flooding to the region. Recent storms have resulted in power outages, limiting access to necessary services, and increased storm activity is likely to further impact the region's power resources. Temperatures are anticipated to continue rising, degrading air quality, straining local indigenous flora and fauna, increasing foreign pest migration, exacerbating health-related problems, and, significantly for Cape Cod, changing sea surface temperature and the viability of the coastal environments for the region's native wildlife.

The 2018 Intergovernmental Panel on Climate Change Special Report projects continued sea level rise into the next century, with the rate of rise depending on how future greenhouse gas emissions are managed.<sup>68</sup> Sea level rise is a major threat, as Cape Cod has over 500 miles of vulnerable, tidal shoreline; projected sea level rise will increase flooding, both elevating the height of storm and non-storm surges and flood levels, and worsen inundation and storm surge. Floodwaters will flow further inland, resulting in potential impacts to critical facilities (such as first response facilities) and substantial loss to property, habitat, and negative impacts on economic prosperity. Increased sea level rise also threatens Cape Cod's groundwater with potential higher groundwater levels and saltwater intrusion.

## Water Quality

Nitrogen is impacting Cape Cod's coastal water quality. The physical characteristics of Cape Cod's embayment watersheds make them susceptible to nitrogen impacts; 34 have been found to be impaired and require nitrogen reduction to meet water quality goals. The Massachusetts Estuaries Project identified wastewater as the primary source of nitrogen to the Cape's coastal embayments. About 80% of the nitrogen that enters Cape Cod watersheds is from septic systems. The conditions it creates destroy animal habitat and result in frequent violations of water quality standards indicated in part by fish kills and diminished shellfisheries. The Cape Cod seasonal economy relies on the water that surrounds the region and the degraded water quality is negatively impacting important economic drivers including coastal property values.<sup>69</sup>

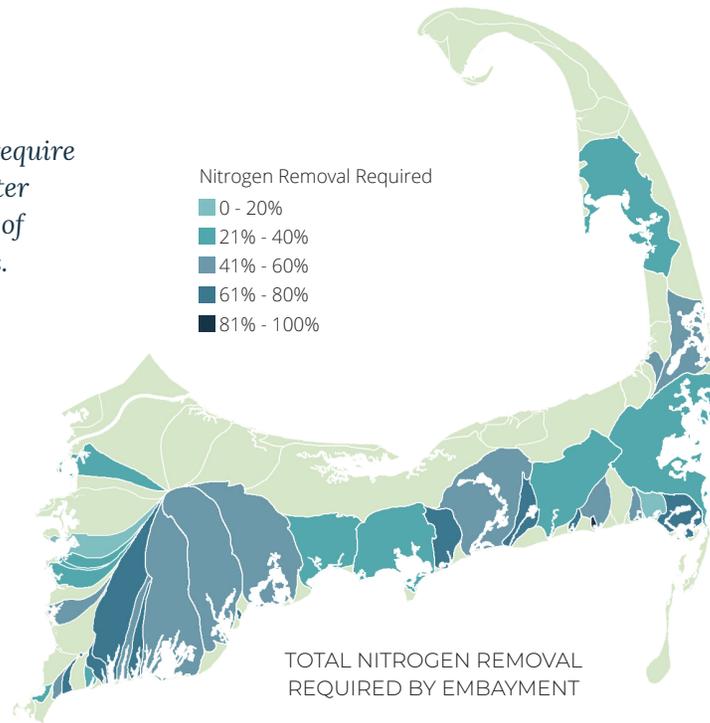
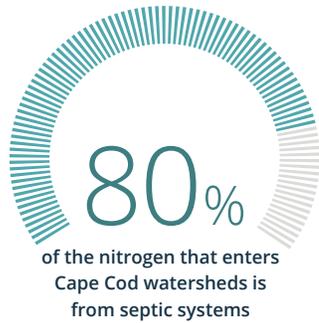
67 2018 Cape Cod Commission analysis using 2014 FEMA FIRM maps and individual town assessing data.

68 International Panel on Climate Change. Global Warming of 1.5°, 2018. <https://www.ipcc.ch/sr15/>

69 Cape Cod 208 Plan Update, 2015. <http://www.capecodcommission.org/208>

**WATER QUALITY**

34 of Cape Cod's embayment watersheds are impaired and require nitrogen reduction to meet water quality goals. The main source of nitrogen is from septic systems.



Source: Massachusetts Estuaries Project

Cape Cod's freshwater ponds are fragile systems especially vulnerable to pollution and human activity. Water quality in Cape Cod ponds is significantly impacted by surrounding development. The key nutrient of concern for freshwater ponds is phosphorus. A comparison

of 1948 and 2001 dissolved oxygen concentrations suggest that many of these pond ecosystems are not only impacted, but also seriously impaired.<sup>70</sup>

Water quality is also affected by stormwater runoff. The same highly

permeable soils that allow precipitation to recharge the Cape Cod Aquifer also readily allow infiltration of runoff from roofs, parking lots, and roadways. These stormwater flows recharge the aquifer but can contain toxic substances (such as petroleum products, pesticides, and heavy metals) as well as nutrients (nitrogen and phosphorus from fertilizers and animal waste).

**Housing**

Cape Cod's housing supply lacks diversity. Detached, single-family homes comprise more than 80% of the region's housing stock, compared with just over 50% for Massachusetts as a whole and 62% nationwide.<sup>71</sup> There are limited housing options available for people who cannot afford or do not need a single-family home. Younger families lack housing options that are often a building block to long-term financial stability. Similarly, older individuals looking

70 Cape Cod 208 Plan Update, 2015. <http://www.capecodcommission.org/208>

71 U.S. Census Bureau; American Community Survey, 2016. <http://factfinder.census.gov>

to downsize struggle to find suitable options and often stay in single-family homes that are oversized for their needs, further constraining the housing market.

High demand for housing by both year-round residents and second-home owners combined with low average wages on Cape Cod result in a housing

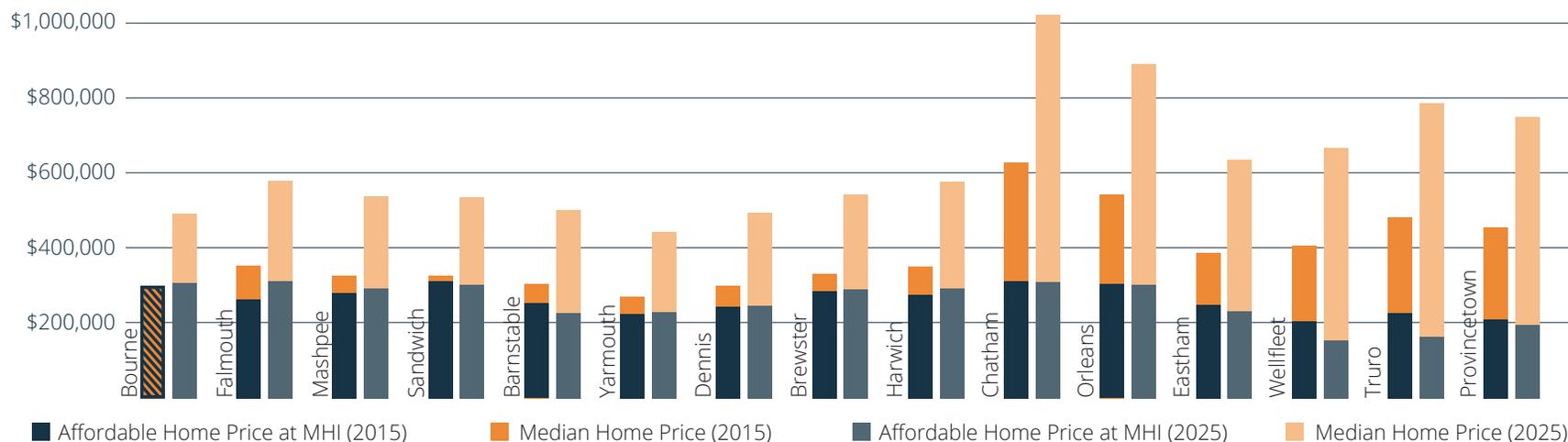
market that is unaffordable for many year-round residents. About 22,000 Barnstable County households earning \$90,000 or less experience housing-cost stress, meaning they spend more than the recommended 30% of their income on housing costs. In all but one of the 15 towns on the Cape (Bourne), the median home value exceeds the affordable

home price for residents earning the median household income.<sup>72</sup> Additionally, rental housing is limited on Cape Cod given that over one-third of homes in the region are seasonal and many property owners earn more money renting their property for six weeks in the summer compared to year-round.

72 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

## HOUSING

*In 2015 in all but one town—Bourne—the median home value exceeded the affordable home price for those earning the median household income (MHI) of homeowners. Without changes, this problem is projected to become more acute in the next several years as the median household incomes and related affordable median home prices are only expected to increase minimally, if at all. Source: Crane/EPR 2017*



In the future, it is anticipated that Cape Cod will experience an increase in housing stress due to a continued decline in household size and an estimated net new demand for 2,715 year-round housing units.<sup>73</sup> Nearly half of the region’s population is projected to experience housing-cost stress in 2025, even for employees earning over the median household income.<sup>74</sup> The existing supply of homes will not meet the community and economic needs of the region in the future; the region’s housing stock must diversify.

### Seasonal Economy

Cape Cod’s economy is better characterized as a “second homeowner economy,” rather than a tourism economy. Cape Cod attracts residents and visitors due to its natural resources

and beauty, arts and cultural heritage, and unique historic character. More than one-third of all employment in the region directly relates to the tourism industry, but this industry has some of the lowest wages in the region.<sup>75</sup> Accommodations and food services and retail trade wages are \$500-\$600 weekly, significantly lower than the regional average weekly wage of nearly \$900.<sup>76</sup> In addition to low wages, because the tourism industry is most active in the summer months and many tourism-related businesses close during the winter, unemployment rates fluctuate drastically throughout the year, especially in Lower and Outer Cape towns.<sup>77</sup> In the summer and fall, businesses typically employ seasonal laborers, including international workers.

73 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)  
 74 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)  
 75 US Bureau of Labor Statistics, 2017 ES-202 data via the Massachusetts Executive Office of Labor and Workforce Development: [http://lmi2.detma.org/lmi/lmi\\_es\\_a.asp](http://lmi2.detma.org/lmi/lmi_es_a.asp)  
 76 US Bureau of Labor Statistics, 2017 ES-202 data via the Massachusetts Executive Office of Labor and Workforce Development: [http://lmi2.detma.org/lmi/lmi\\_es\\_a.asp](http://lmi2.detma.org/lmi/lmi_es_a.asp)  
 77 U.S. Bureau of Labor Statistics Local Area Unemployment Statistics. 2019. <https://beta.bls.gov/dataViewer/view/timeseries/LAUCN250010000000004>

### SEASONAL ECONOMY

*More than one-third of all houses in the region are seasonal or second homes, and visitors and second homeowners nearly double the population of the region during the summer months.*

Seasonal Homes  38%

**61,000 HOUSING UNITS**

Seasonal & Visitor Population  2x

**POPULATION DOUBLES IN SUMMER MONTHS**

The imbalance between wages and cost of living is a threat to the economy and social structure of the region.

The seasonal population in the county, when averaged over a full calendar year, is equivalent to 68,856 full-time residents and this number will steadily increase based on population projections.<sup>78</sup>

According to a 2017 survey of second homeowners on Cape Cod, 19% of respondents anticipate converting their second home into their primary residence over the next 20 years. This shift would imply that about 11,000 second homes on Cape Cod would become primary residences, growing the number of older residents potentially seeking employment opportunities in the region.<sup>79</sup>

Cape Cod second homeowners are actively involved in and supportive of their local community, with about

three quarters of respondents actively supporting arts and cultural organizations and other non-profit or charitable organizations based on the Cape.<sup>80</sup>

Strong seasonal demand makes housing unobtainable to many year-round residents. While second homes have been part of Cape Cod's landscape and economy for decades, the Great Recession, housing crisis, and subsequent recovery by households near Boston and New York, resulted in a historically large number of new seasonal unit demand, including new additions and conversions from year-round units.

Continued growth in seasonal units and the strength of the short-term rental market (e.g. VRBO, AirBnB) will likely make it more difficult for year-round households to find year-round units at affordable prices, as increasing seasonal

unit demand puts upward pressure on housing prices. Seasonal unit demand will grow by 6% or twice as fast as year-round units, and a majority of the projected 4% growth in the total housing stock through 2025 will serve seasonal home buyers.<sup>81</sup>

The region's seasonality drives Cape Cod's economy, but the seasonal and tourism industry is heavily reliant on external factors such as disposable income, the impacts of which were strongly felt in the 2008 Recession. To help improve the region's economic resiliency and ability to weather such external shocks, as well as provide jobs with wages in line with the Cape's cost of living, the region should strive for a more balanced and diverse economy.

78 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

79 Cape Cod Second Homeowner Survey: Technical Report of 2017 Findings. [http://www.capecodcommission.org/resources/economicdevelopment/Report\\_Cape\\_Cod\\_Second\\_Homeowners\\_2017\\_FINAL.pdf](http://www.capecodcommission.org/resources/economicdevelopment/Report_Cape_Cod_Second_Homeowners_2017_FINAL.pdf)

80 Cape Cod Second Homeowner Survey: Technical Report of 2017 Findings. [http://www.capecodcommission.org/resources/economicdevelopment/Report\\_Cape\\_Cod\\_Second\\_Homeowners\\_2017\\_FINAL.pdf](http://www.capecodcommission.org/resources/economicdevelopment/Report_Cape_Cod_Second_Homeowners_2017_FINAL.pdf)

81 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing)

### Demographic Diversity

Cape Cod has limited demographic diversity. The 2017 American Community Survey data indicate that 92.2% of the total population is White, 2.7% is Black or African American, 0.5% is American Indian or Alaska Native, and 1.5% is Asian. Out of the total population, 2.7% of residents identify as Hispanic or Latino.<sup>82</sup>

Minority populations identified for their origin or language include about 8% of regional residents who speak a language other than English at home; most of those (70%) speak English as well. About

2% of the region’s population (over 5 years of age) speak little or no English. The largest number of non-English speakers are Portuguese speaking (and this represents 1% of the county population).<sup>83</sup>

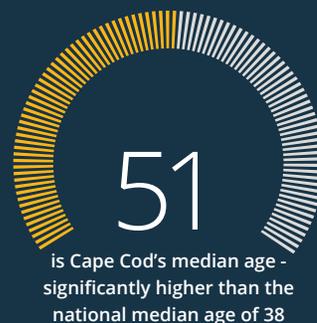
Barnstable County has several Environmental Justice populations, typically due to income criteria (household earns 65% or less of statewide median household income, at the Census 2010 block group level). Barnstable also has many native Portuguese speakers that meet the English isolation criteria, where

25% or more of households have no one over the age of 14 who speaks English only or very well.<sup>84</sup>

Cape Cod also faces limited age diversity, as the region’s natural growth rate, births over deaths, is currently negative and the resident population continues to age. The Cape’s population is older and more homogeneous than both Massachusetts and the nation. While the median age of the population is getting older across the US, as a retirement community Cape Cod’s median age, 51 in 2016, is significantly higher than the national median age of 38 and Massachusetts’ median age of 39.<sup>85</sup> In 1990 most of the population (58%) was under the age of

#### DEMOGRAPHIC DIVERSITY

*Cape Cod has limited demographic diversity.*



82 U.S. Census Bureau; American Community Survey, 2017. <http://factfinder.census.gov>

83 U.S. Census Bureau; American Community Survey, 2017. <http://factfinder.census.gov>

84 Massachusetts 2010 Environmental Justice Populations: Southeast Region. <https://www.mass.gov/files/documents/2016/07/rh/southeast-ej-2010-map.pdf>

85 U.S. Census Bureau; American Community Survey, 2016. <http://factfinder.census.gov>

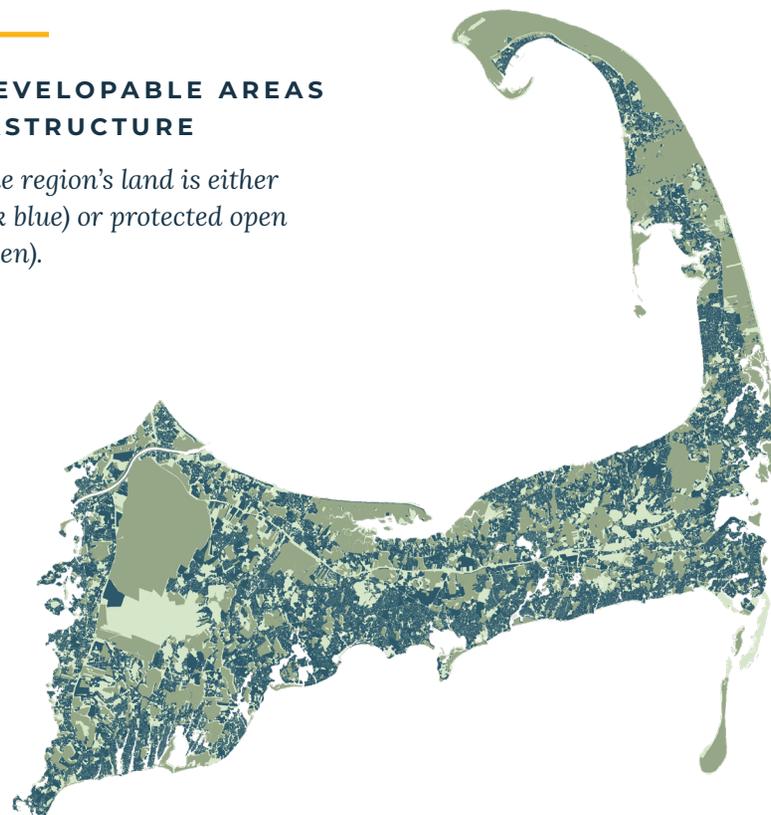
45, but now about 60% of the population is over the age of 45, compared with about 40% nationwide.<sup>86</sup>

### Limited Developable Areas and Infrastructure

Over 80% of the region’s land is either developed or protected, leaving little opportunity for new development. Limited vacant land, coupled with regulations that create sprawling development patterns, particularly for housing, leads to increased land costs and therefore a higher cost of living and development in the region. These development patterns also make providing adequate infrastructure more expensive on a per-unit or per-user basis, as networks are typically more spread out, with fewer users able to utilize and pay for the same systems or materials. These development patterns also require greater development and disturbances of natural resources. The issue of limited developable land will likely become more acute as sea levels rise and flooding

#### LIMITED DEVELOPABLE AREAS AND INFRASTRUCTURE

*Over 80% of the region’s land is either developed (dark blue) or protected open space (dark green).*



intensifies, and coastal development becomes less feasible and sustainable. Existing infrastructure fundamentally limits the region’s ability to grow in a way that balances economic and social wellbeing with the protection of natural

and cultural resources. The appeal of Cape Cod has long resulted in backups at the two bridges, crowded beaches and downtowns, and parking frustrations. Road congestion has increased year-round and can result in complete

86 Cape Cod Housing Market Analysis. 2017. [www.capecodcommisison.org/housing](http://www.capecodcommisison.org/housing). and U.S. Census Bureau, American Community Survey, 2016. <http://factfinder.census.gov>

gridlock on the main arterials in the summer. Ambulances cannot reach hospitals in a timely manner, goods cannot reach businesses efficiently, and workers have difficulty reaching their places of employment.

Lack of investment in wastewater treatment systems has also hindered growth in the regional economy; without wastewater infrastructure, there is little incentive to expand businesses or build more affordable housing options.

The region's utility-owned electricity and telecommunications networks are primarily carried through above ground wires, vulnerable to high winds and frequently knocked out during storms. Energy independence through microgrids and renewables paired with storage offer better resilience during

storm events as well as lowered electric costs. Additionally, while businesses can connect to the OpenCape fiber optic network, much of the region does not have access to the high-speed internet that is becoming ever more necessary in today's economy. Access can provide significant opportunities for remote work and healthcare, allowing more people to live and work on the Cape.

Development has also reduced drinking and surface water quality in ways that threaten human health and have already diminished the productivity of our marine habitats for shell and fin fishing. High demand for land and natural resources has led to high land and housing prices and biodiversity loss. Low density patterns have led to loss of tree cover, impacting air quality, and distorted

the native hierarchy of plant and animal systems, resulting in over-populations of certain species and infiltration by non-native invasive species further reducing habit availability and resulting in conflicts between humans and animals

Directed, improved, and expanded transportation, water, wastewater, electric, and broadband infrastructure that mitigates and adapts to climate change will be necessary to support long-term regional economic stability. Independent regional electric and internet networks must be resilient and ubiquitous, bringing the benefits of regional investments to the people, businesses, and institutions that are the backbone of the economy.

## Threats to Community Character

The popularity of Cape Cod coincided with the post-war growth in suburbs guided by low-density, single-use zoning conflicts with more traditional development styles and patterns. Automobile-oriented, suburban style development used up available land and led to higher land, housing, and infrastructure costs.

Suburban commercial development undercut downtown village centers and small business viability, as well as wages. On a per acre basis, strip malls underperform downtown businesses in terms of property tax revenue while expanding areas of impervious surface for parking and one-story box structures. In an area dependent on tourism, the abundance of suburban commercial strips threatens Cape Cod's traditional character. The importance of being unique should not be underestimated in this era of standardization.



## ACHIEVING RESILIENCY GOING FORWARD

Resiliency provides the framework for regional economic development, informing how Cape Cod can embrace its challenges to create a more diverse, vibrant economy.

### Resiliency Tools

There is a suite of tools available to decisionmakers and stakeholders to build regional economic resiliency, including:

- **Integrated Planning** involves using scenario planning to understand systems and interconnections. This method aligns local planning efforts into a larger regional vision, and across issue areas, political jurisdictions, and governance scales (from municipalities to federal government).
- **Infrastructure Assessment** identifies vulnerable infrastructure and dependencies to better understand the link between infrastructure

and economic activity, and the cost of shocks and disruptions on the economy and workforce.

- **Disaster Preparedness** addresses the response, recovery, governance network of public and private organizations. Programs may include counseling and training for households, individuals, and businesses before and after disruptions; coordinated communications systems for post-disaster response and recovery; and developing business resources and support available to improve recovery from shocks and disruptions.
- **Economic research** leverages robust data and data systems that describe the regional economy, improving our understanding of the existing economy and developing projections that can guide current resiliency and planning efforts.
- **Ready money identification** plans for funding availability before shocks or disruptions happen, and cultivates local resources and insurance options for when they do. Providing training in federal or state funding rules and procedures better prepares communities to leverage financial resources in the wake of major events.
- **Recovery by Local Businesses** is critical to the resilience of a community. Recovery networks and procurement procedures can be pre-emptively established to allow for quick action following an emergency. Similarly to ready money identification, providing training in federal or state funding rules and procedures, including procurement, can better prepare local businesses to leverage financial resources in the wake of major events.
- **Business Continuity Planning** can reduce local businesses' dependency on government action. Establishing a system for providing necessary equipment to operate in an emergency situation, such as generators, may also reduce the amount of recovery time needed following an external shock. Communities can also pre-emptively establish expedited emergency recover permitting procedures to speed recovery efforts.

- ***Vulnerable Populations & Workforce Support*** should be provided by communities in the form of ongoing training, displacement procedures and support systems, and household readiness and coping systems to address basic needs in order to build resiliency into the workforce.
- ***Economic Diversification*** involves developing alliances and partnerships to expand business opportunities and markets. Communities should analyze and address vulnerabilities in commercial activities and supply chains and encourage redundancies where appropriate.

### Implementing Resiliency Tools

Cape Cod communities can strengthen their economic resiliency by assessing their existing, baseline economic conditions to better understand future impacts of disruptions and shocks. Developing a framework for an organizational network that can guide planning, information sharing, and actions can also better leverage each organization's distinctive roles, provide leadership on resiliency issues, and coordinate resources to better support economic development.

Economic development and regional sector growth depend on a healthy natural environment, resources that

support a strong workforce and infrastructure, effective regulatory and land use policies, and early, coordinated planning to mitigate impacts to resiliency. Cape Cod faces significant economic and resilience challenges, but many can be transformed into opportunities to improve quality of life long-term.

The 2019 CEDS infuses resiliency planning into its vision, goals, objectives, and action plan, establishing a community-wide effort to lead Cape Cod into a more sustainable economic future.





### 3. Strategic Direction: Vision, Goals, and Objectives

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#### *Where do we want to be in 2040?*

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Economic development on Cape Cod begins with the protection of the natural, built, and community assets that make this region unique. Cape Cod has the enviable advantage of having international 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.

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 a failure to cultivate the links between the economy, land use, and environment. The decline of these traditional industries, combined with the use of suburban zoning, a changing climate, and the entrance of national formula businesses, threaten

the Cape's unique character and the ability for residents to make a living in traditional ways.

The CEDS process was designed to find a way forward that honors the region's character, industries, and natural environment, while identifying a plan to address the region's challenges and ensure its economic resiliency. The vision, goals, and priorities lay the groundwork for the CEDS action plan.

## 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 protect its resources. The Act requires that the RPP identify the Cape's critical resources and management needs, articulate a growth policy for the Cape, set regional goals, and establish a policy for coordinating local, regional, and other planning activities.

The 2018 RPP focuses on the interrelated natural, built, and community systems that comprise Cape Cod.<sup>87</sup> Protecting and enhancing the built environment, including providing infrastructure that supports the region and robust activity centers and protects the natural environment, is vital to supporting the Cape's population. The

needs of the built environment must be balanced with maintaining the integrity of the region's natural environment.

Cape Cod's community systems, which include the culture, people, and economic activity of the area, are critical for fostering and maintaining vibrant communities and social networks that serve and support the people who live, work, and recreate in the region.

To support the regional vision, the RPP establishes a basis for economic development planning on Cape Cod that envisions interconnectivity between economic development and the protection and preservation of the Cape's resources and heritage. The Plan outlines four core economic development principles:

- Protect and build on the region's competitive advantage, the unique natural environment, historic village character, harbors, and cultural heritage

- Use natural assets, capital facilities, infrastructure, and human capital and land use patterns efficiently
- Foster balance and diversity through a mixture of industries, businesses, workers, ownership types, and employment options
- Expand opportunity and regional wealth by increasing exports, substituting imports locally, attracting capital, and fostering local ownership

Additionally, the updated RPP includes a goal and objectives for the region's economy to guide future development, planning efforts, and policies.

### Economy Goal

To promote a sustainable regional economy comprised of a broad range of businesses providing employment opportunities to a diverse workforce.

### Economy Objectives

- Protect and build on the Cape's competitive advantages

<sup>87</sup> Cape Cod Commission Regional Policy Plan, 2018. [www.capecodcommission.org/rpp](http://www.capecodcommission.org/rpp)

- Use resources and infrastructure efficiently
- Foster a balanced and diverse mix of business and industry
- Encourage industries that provide living wage jobs to a diverse workforce
- Expand economic activity and regional wealth through exports, value added, import substitution,<sup>88</sup> and local ownership

Though the Cape Cod Commission does not have the authority to dictate local zoning or regulations, the RPP establishes a growth policy for the region that local and regional plans must be consistent with, including the CEDS. The CEDS adopts this growth policy to guide the CEDS action plan and implementation, because economic development goals are unlikely to be realized without alignment with land use policies and zoning.

<sup>88</sup> Import substitution means creating products locally that were previously imported from areas outside the region.

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## GROWTH POLICY FOR BARNSTABLE COUNTY

*Growth should be focused in centers of activity and areas supported by adequate infrastructure and guided away from areas that must be protected for ecological, historical or other reasons. Development should be responsive to context allowing for the restoration, preservation and protection of the Cape's unique resources while promoting economic and community resilience.*

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The CEDS builds upon the RPP, considering economic development from a land use and resource protection perspective and recognizing that these issues determine the mix and size of economic activities on the Cape. The focus in economic development is often on job creation or quality, workforce availability, or how to attract or grow businesses. However, if land use policy and zoning are not aligned with economic goals, the goals are unlikely to be realized.

## THE ECONOMIC VISION FOR CAPE COD

Cape Cod's long-term economic vision, developed by the [CEDS Strategy Committee](#), is based on the economic development principles articulated in the RPP and the principle of sustainability: the opportunities of today shall not undermine the opportunities of future generations.

## ECONOMIC VISION FOR CAPE COD

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*Cultivating creativity,  
diversity, and innovation  
to build a strong and  
resilient economy*

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CAPE COD ENJOYS A ROBUST YEAR-ROUND ECONOMY WITH A WORKFORCE THAT LIVES, PLAYS, AND SHOPS LOCALLY. OUR LOCAL ECONOMY IS SUPPORTED BY MODERN AND RESILIENT INFRASTRUCTURE; STRATEGIC DEVELOPMENT OF EMPLOYMENT AND BUSINESS OPPORTUNITIES; AND RESOLUTE PROTECTION OF THE NATURAL ASSETS AND HISTORICAL CHARACTER THAT DEFINE OUR REGION.

**CEDS GOALS**

The CEDS goals support the CEDS regional economic vision established by the BCEDC and reflect the RPP’s growth policy, goals, and organizing framework: community, built, and natural systems. The CEDS goals are also consistent with EDA Guidelines and have been prioritized based on regional needs and stakeholder input.

**GOAL: REGIONAL COLLABORATION AND JOINT COMMITMENT**

To provide a forum for local and regional organizations to identify and execute economic and environmental development policies and projects, and advance economic and environmental resiliency

**GOAL: ECONOMY AND HOUSING**

To promote a sustainable regional economy comprised of a broad range of businesses, diverse employment opportunities, and an adequate supply of ownership and rental housing that is safe, healthy, and attainable for people with a variety of needs and income levels

Community Systems



**GOAL: BUILT RESOURCES**

To protect and enhance the unique character of the region’s built and natural environment, including traditional development patterns, scenic resources, and cultural, historic, and archaeological resources

**GOAL: CAPITAL FACILITIES AND INFRASTRUCTURE**

To advance reliable, resilient, and efficient infrastructure that is appropriately located, equitably distributed, and meets regional needs including energy independence, waste reduction, clean air and water, and multimodal transportation

Built Systems



**GOAL: COASTAL RESOURCES**

To protect, preserve, or restore the quality and functions of ocean resources and to prevent or minimize loss of life, livelihood, and property or environmental damage resulting from climate change

**GOAL: NATURAL RESOURCES**

To preserve, protect, and restore the region’s natural resources including drinking water, surface water, and wetlands; plant and animal habitats; and open space and recreational resources

Natural Systems



## DEVELOPMENT OF REGIONAL PRIORITIES

Regional priorities were developed through the CEDS stakeholder outreach process, initially identified at the [kickoff workshop](#) through the SWOT analysis process.

## SWOT ANALYSIS AND IDENTIFICATION OF REGIONAL PRIORITIES

Kickoff workshop attendees identified the internal and external factors impacting the region's economy and discussed priorities for action going forward.

The top strengths identified at the workshop were:

- The natural environment, which draws people to Cape Cod
- Small businesses that foster innovation and talent in the community

- Entrepreneurial/creative spirit, especially in emerging leader groups
- Public education, including Cape Cod Community College and the diversity of educational opportunities
- Competitive advantage of the Blue Economy
- Strength of the scientific community, especially WHOI and its collaboration with MIT

The top opportunities identified at the workshop are:

- Wastewater, providing employment opportunities and new revenue streams to reduce the impacts on low-income households
- Opportunity Zones<sup>89</sup>, a federal designation for economically distressed communities where new investments, under certain conditions, may be eligible for preferential tax treatment
- Blue Economy and potential opportunities in marine science and technology for students and the workforce

- Zoning changes for higher density and mixed-use development, facilitating more appropriate development types throughout the region
- Changing face of retail, with more people shopping online and retail becoming more experience driven

The top weaknesses identified at the workshop are:

- Insufficient workforce training and lost opportunities in education-workforce collaboration
- Inadequate infrastructure to support housing and other development, including wastewater, transportation, broadband, and telecommunications
- Lack of affordable housing
- Outdated zoning

The top threats identified at the workshop are:

- The high cost of living on Cape Cod
- Disconnect between incomes and price of housing

<sup>89</sup> Opportunity Zones overview. <https://www.irs.gov/newsroom/opportunity-zones-frequently-asked-questions>

- Concerns that the high cost of living and housing, combined with low wages, will result in a smaller working age population cohort
- Climate change and sea level rise, including their impacts on infrastructure and insurance rates
- Limited funding to address regional issues, including infrastructure, workforce development, and climate change threats

The full list of SWOT analysis feedback is available in Appendix II.

## REGIONAL PRIORITIES

Each group shared their key findings from the SWOT analysis in a full plenary session, and major regional concerns were grouped into nine regional priorities. Following are the identified regional priorities.

### Housing Diversity and Affordability

Increase diversity of ownership types (more rentals and year-round housing). Ease permitting of accessory dwelling units and support changes in zoning to allow for density in activity centers. Improve housing affordability through density, subsidies for moderate as well as low income housing, tax incentives, and other public subsidies. Allow for home offices and mixed-use buildings.

### Infrastructure in Activity Centers

Target and coordinate investment in infrastructure (wastewater systems, telecommunications, transportation improvements, and others) to allow for development of activity centers and key economic sectors. Train a local workforce and employ local construction companies in the construction, maintenance, and management of infrastructure.

### Last Mile Broadband – Financing Strategy

Link OpenCape and other high-speed internet middle-mile options with the home/business (i.e., build the last mile). Evaluate business plan and financing options considering technological changes and public services currently met through agreements with cable providers. Consider options for public financing and management structures that encourage competition.

### Zoning and Regulatory Reform for Smart Growth/Activity Centers

Strategic reform of local zoning and regulations, as well as state and regional regulations, to support job creation and greater housing diversity and affordability within activity centers. Revise zoning and regulations to facilitate development of dense, mixed-use, pedestrian, and transit-friendly centers that provide a diversity of business and residential options. Consider zoning and

regulations in light of sea level rise and access to the water in support of marine based businesses, including but not limited to tourism.

### **Expansion of the Blue Economy**

Capitalize on the region's unique location relative to the sea and the Cape's inland ponds and estuaries, to develop new business and employment opportunities that provide livable wages and help to address challenges faced by the region from water quality, habitat and species protection, sea level rise, and climate change.

### **Education and Workforce Development to Support Wage Growth**

Focus educational and workforce training programs on our existing and emerging industries, such as marine sciences and technology, to support job growth, wage equity, and economic resilience through diversity. Develop educational

programs around areas of need, such as wastewater and renewable energy, and external challenges the region will face, such as climate change. Expand understanding and awareness of career options, especially construction trades, and build training programs as needed to ensure a local workforce in the future.

### **Targeted Business Development to Support Job and Wage Growth**

Cultivate industries that directly address the region's internal and external challenges. Help reduce the costs of doing business, including healthcare and property costs, to support a continued base of locally-owned businesses and entrepreneurship. Consider federal Opportunity Zones and other financing mechanisms to capture private funding for businesses and entrepreneurs. Identify areas well suited to business growth in emerging industries or employing emerging technologies and reform local and regional regulations to support their development in

those areas, including simplifying and reducing the cost of permitting while still protecting the Cape's regional resources.

### **Expanded Financing Tools for Infrastructure**

Identify revenue streams that could help fund infrastructure improvements that mitigate the affordability challenges felt by the workforce and local business community and capitalize on the financial assets brought to the region through tourism and second home ownership. Support resiliency for multiple infrastructure types, including: wastewater, renewable energy, broadband, transit, and the bridges.

### **Regionalization for Greater Efficiency in Government**

Identify and pursue opportunities for inter-municipal collaborations and regionalization to reduce overhead costs for both government and businesses. Identify collaborations

and regionalization that will facilitate the region’s ability to address housing affordability, climate change, infrastructure, and other regional needs.

The graphic lists the final set of priorities identified and how the stakeholders characterized them based on which are most achievable, which would likely have the greatest impact, and which would best promote economic resilience.

The regional priorities directly address the [CEDS goals](#).



**CEDS GOALS AND SUPPORTING REGIONAL PRIORITIES**

*The regional priorities directly address and support the six CEDS goals.*

Community Systems	Built Systems	Natural Systems
<p><b>GOAL   REGIONAL COLLABORATION AND JOINT COMMITMENT</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ All regional priorities require regional collaboration and joint commitment</li> </ul> <p><b>GOAL   ECONOMY AND HOUSING</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ Housing Diversity and Affordability</li> <li>■ Infrastructure in Activity Centers</li> <li>■ Last Mile Broadband – Financing Strategy</li> <li>■ Zoning and Regulatory Reform for Smart Growth/Activity Centers</li> <li>■ Expansion of the Blue Economy</li> <li>■ Education and Workforce Development to Support Wage Growth</li> <li>■ Business Development to Support Job Growth</li> <li>■ Expanded Financing Tools for Infrastructure</li> <li>■ Regionalization for Greater Efficiency in Government</li> </ul>	<p><b>GOAL   BUILT RESOURCE</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ Housing Diversity and Affordability</li> <li>■ Zoning and Regulatory Reform for Smart Growth/Activity Centers</li> </ul> <p><b>GOAL   CAPITAL FACILITIES AND INFRASTRUCTURE</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ Infrastructure in Activity Centers</li> <li>■ Last Mile Broadband – Financing Strategy</li> <li>■ Expanded Financing Tools for Infrastructure</li> <li>■ Regionalization for Greater Efficiency in Government</li> </ul>	<p><b>GOAL   COASTAL RESOURCES</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ Infrastructure in Activity Centers</li> <li>■ Expansion of the Blue Economy</li> </ul> <p><b>GOAL   NATURAL RESOURCES</b></p> <p>SUPPORTING PRIORITIES:</p> <ul style="list-style-type: none"> <li>■ Infrastructure in Activity Centers</li> <li>■ Zoning and Regulatory Reform for Smart Growth/Activity Centers</li> <li>■ Expanded Financing Tools for Infrastructure</li> </ul>

## CEDS OBJECTIVES

The CEDS objectives are specific, measurable, and concrete methods for achieving the goals and vision outlined in this section. Objectives were set in the 2018 RPP, and in the stakeholder process through establishing [regional priorities](#).

## ECONOMIC DEVELOPMENT OBJECTIVES FROM RPP

The objectives for the 2018 RPP [Economic Development goal](#) are:

- Protect and build on the region's competitive advantages
- Use resources and infrastructure efficiently
- Foster a balanced and diverse mix of business and industry
- Encourage industries that provide living wage jobs to a diverse workforce
- Expand economic activity and regional wealth through exports, value added, import substitution, and local ownership

These objectives are based on the principles of economic development and are measured using the Balanced Economy Benchmarks developed by the Commission over the past decade. They will be tracked annually as part of the evaluation process and documented in the CEDS Annual Reports. These benchmarks and the CEDS evaluation process are covered in detail in [Chapter 5](#).

## REGIONAL PRIORITIES AS OBJECTIVES

Based on the stakeholder SWOT and prioritization exercises at the CEDS kickoff workshop, measurable objectives were developed for each regional priority.

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*“The CEDS objectives are specific, measurable, and concrete methods for achieving the goals and vision outlined in this section.”*

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**REGIONAL PRIORITIES AS OBJECTIVES**

OBJECTIVE	REGIONAL PRIORITY	DATA SOURCE
Increase the number and affordability of housing options Cape-wide and particularly within RPP identified activity centers	HOUSING DIVERSITY AND AFFORDABILITY	Census ACS and CCC
Increase the parcels within RPP identified activity centers that are connected to effective wastewater treatment systems, transit, electric vehicle networks, renewable energy, and broadband	INFRASTRUCTURE IN ACTIVITY CENTERS	CCC
Increase the number or last mile connections to the OpenCape middle-mile network or the equivalent	LAST MILE BROADBAND – FINANCING STRATEGY	OpenCape
Increase the number of activity centers with zoning and regulations that allow for housing density, mixed-uses, and business diversity	ZONING AND REGULATORY REFORM FOR SMART GROWTH/ ACTIVITY CENTERS	CCC/Towns
Increase the number of “dark blue” businesses and jobs on Cape Cod (particularly those paying wages consistent with the cost of living)	EXPANSION OF THE BLUE ECONOMY	CC Chamber
Increase in annual Earned Income among Barnstable County residents	EDUCATION AND WORKFORCE DEVELOPMENT FOR WAGE GROWTH	ACS/BEA REIS
Increase business creation and longevity (positive business churn) and overall employment by firms in Barnstable County	BUSINESS DEVELOPMENT FOR WAGE AND JOB GROWTH	Census/BLS ES202
Adoption of new revenue streams to fund the building and operating of necessary infrastructure	EXPANDED FINANCING TOOLS FOR INFRASTRUCTURE	CCC/Towns
Increase the number of local public services consolidated or facilitated through regional systems and investments	REGIONALIZATION FOR GREATER EFFICIENCY IN GOVERNMENT	CCC/Towns



## 4. CEDS Action Plan

*How are we going  
to get where we  
want to be?*

The CEDS action plan lays out a roadmap for the entities involved in economic development on Cape Cod to coordinate their resources to achieve the greatest impact towards meeting CEDS goals and objectives.

### **THE STRUCTURE OF THE CEDS ACTION PLAN**

The CEDS action plan uses the goals and regional priorities as its framework (see [Chapter 3](#)).

The action plan consists of two parts: the overall [five-year action plan](#) and the [year-one tactical implementation plan](#) for the Cape Cod Commission, describing initiatives and projects that address the nine [regional priorities](#).

### **WHAT IS AN INITIATIVE OR PROJECT?**

The CEDS action plan consists of both initiatives and projects. An initiative is a broad program without a defined start and end date but with a clear purpose and approach; a variety of related projects may be included under an initiative. Projects are specific actions that use the SMART framework: Specific, Measurable, Achievable, Realistic, and with a specific Timeframe. Projects will end with a tangible result, such as a structure, policy, report, or program, and are grouped under broad initiatives in the action plan.

## HOW WERE THE INITIATIVES AND PROJECTS PRIORITIZED?

The prioritization process began at the CEDS kickoff workshop where stakeholders identified the nine most pressing regional issues that needed to be addressed in this action plan through a series of facilitated working sessions.

To prioritize initiatives and projects Commission staff evaluated their consistency with the RPP and regional growth policy, CEDS goals, and EDA resiliency factors and investment priorities. Projects are either capital investments in infrastructure, a planning effort, or a technical assistance program to workers or businesses. They direct growth to activity centers, improve the number and quality of jobs in the region directly or indirectly, attract

private investment directly or indirectly, and/or foster regional solutions and partnerships.

## POTENTIAL FUNDING SOURCES

Potential funding sources for projects include private investment and funding from towns, Barnstable County, Cape Cod license plate grants, the Cape Cod and Islands Water Protection Fund, the Commonwealth of Massachusetts, and federal grants. Additionally, some of the initiatives and projects identify possible new funding sources such as a lodging tax set-aside, a jet tax, congestion-pricing, development of a housing affordability trust, and other issue-specific funds.

## THE FIVE-YEAR ACTION PLAN

The action plan contains nine initiatives and 53 individual projects. Many of the individual projects are included in other subject area plans, such as the Regional Transportation Plan<sup>90</sup>, or are tasks identified by partner organizations in their strategic planning efforts. The full descriptions, goals, agencies, timeline, potential funding, and evaluation measures are described in Appendix IV.

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90 Cape Cod Regional Transportation Plan 2019 Update. [www.capecodcommission.org/rtp](http://www.capecodcommission.org/rtp)

## ACTION PLAN INITIATIVES

The CEDS Action Plan is organized into nine initiatives, tied to the regional priorities identified by stakeholders. Each initiative contains multiple projects that support achieving the initiative's goal.



### LOCAL BUSINESS DEVELOPMENT INITIATIVE

Improve local business outcomes and increase employment opportunities to advance economic diversity and higher-wage employment opportunities across the region



### BLUE ECONOMY SECTOR DEVELOPMENT INITIATIVE

Develop and fund local STEM education and workforce training programs, business development programs, and technology commercialization opportunities to support the marine science and technology, fishing, energy efficiency, and renewable energy industries



### COMPREHENSIVE AND ACTIVITY CENTER PLANNING PROJECTS

Work collaboratively with towns to complete and implement long-term comprehensive plans, area plans and permitting improvements to effectively address local, sub-regional and regional needs, and concentrate growth away from sensitive natural areas and into areas efficiently served by infrastructure



### HOUSING ACCESS AND AFFORDABILITY INITIATIVE

Improve housing diversity and access across the region, but particularly in existing centers of activity, directing development to areas with existing infrastructure while managing impacts to natural resources



### CLIMATE CHANGE INNOVATION INITIATIVE

Continue efforts to mitigate climate change and address its potential impacts, including planning to move the region away from fossil fuels, encourage renewable energy, electrify transportation, ensure protection of the region's natural resources and natural carbon sinks, and identify and promote public and private opportunities for climate change mitigation and adaptation on a local and/or regional scale



### REGIONAL INFRASTRUCTURE PLANNING INITIATIVE

Improve infrastructure planning to promote greater efficiency and coordination in infrastructure projects, protect the region's resources, and improve resiliency to natural disasters



### TRANSPORTATION AND AIR QUALITY IMPROVEMENT INITIATIVE

Identify and promote actions to reduce traffic and greenhouse gas emissions on Cape Cod



### INFRASTRUCTURE DEVELOPMENT INITIATIVE

Improve and expand critical infrastructure in areas appropriate for increased development, mitigating impacts to and restoring natural resources, community character, and economic diversity



### INFRASTRUCTURE FUNDING INITIATIVE

Seek funding for infrastructure development that spreads the cost of infrastructure among residents, seasonal homeowners, and visitors to the region



## LOCAL BUSINESS DEVELOPMENT INITIATIVE

Improve local business outcomes and increase employment opportunities to advance economic diversity and higher-wage employment opportunities across the region

### POTENTIAL PARTNERS

Cape Cod Chamber of Commerce, Cape Cod Commission, Towns, Arts Foundation of Cape Cod, Local Chambers of Commerce, Local Technical High Schools, Cape Cod Community College, K-12 schools, colleges and universities in the region, Cape Cod & Islands Association of Realtors, Cape Cod Young Professionals, Community Development Partnership, Coastal Community Capital, Small Business Administration, SCORE, Cape Cod Technology Council,

Love Live Local, Cape Cod Commercial Fishermen's Alliance, Farm Bureau, Aquacultural Research Corporation, Massachusetts Brewers Guild, Job Training and Employment Corporation, Local Banks, Small Business Groups, E for All, State and Federal Government Agencies, Home Builders & Remodelers Association of Cape Cod, MassHire Cape and Islands Workforce Board, Local Economic Development Industrial Corporations, MA Office of Business Development, Cape Light Compact, Cape & Vineyard Electric Cooperative, Bridgewater State University, Cape Cod Culinary Incubator, Massachusetts Clean Energy Center

**PROJECTS**

- **Business Development Institute**  
Establish an institute for small businesses and public officials to coordinate resources, discuss needs and concerns, and work together to improve business outcomes
- **The Trades Workforce and Business Development Program**  
Coordinate and work to expand trades-related workforce and business training programs at technical high schools, colleges, and universities
- **Creative Economy Sector Integration**  
Evaluate the economic benefits of the creative economy, including its fine and performing arts sector, and identify opportunities to integrate the sector into economic development efforts, including infrastructure investment, activity center planning, and housing

- **Buy Fresh, Buy Local Cape Cod Program**  
Expand Cape Cod's Buy Fresh, Buy Local program to raise awareness of and access to locally-sourced products, including facilitating business-to-business opportunities for producers, restaurants, and wholesale establishments
- **Cape-First Construction and Procurement Program**  
Encourage private developers and municipal governments to use local businesses for construction and other services
- **Entrepreneurship Revolving Loan Fund**  
Establish a program that will identify workforce and business retention issues on Cape Cod, and support potential solutions such as ways to defray the cost of childcare and housing
- **Workforce and Business Retention Program**  
Identify ways to expand funding programs to support local start-ups and existing small businesses

**MEASURES**

- Number of residents in workforce
- Number of jobs and annual average wages per industry
- Annual gross regional product
- Number of apprenticeship & mentor programs and number of participants in each
- Number of business and workforce training programs and number of participants in each
- Number of positive evaluations of business and workforce training programs
- Number of businesses with resiliency plans
- Survival rates for businesses by industry, especially locally-owned firms
- Ratio of public sector Requests for Proposals bid on by local firms compared to projects awarded to local firms
- Number of local businesses started in each town



## BLUE ECONOMY SECTOR DEVELOPMENT INITIATIVE

Develop and fund local STEM education and workforce training programs, business development programs, and technology commercialization opportunities to support the marine science and technology, fishing, energy efficiency, and renewable energy industries

### POTENTIAL PARTNERS

Blue Economy Foundation, Cape Cod Commission, Towns, Association to Preserve Cape Cod, Center for Coastal Studies, Woods Hole Oceanographic Institution, Massachusetts Technology Collaborative, Massachusetts Clean Energy Center, Private Marine Technology Companies, Cape Cod Community College, Massachusetts Maritime Academy, Cape Cod Commercial Fishermen's Alliance, UMass Dartmouth, National Oceanic and Atmospheric Administration, Aquaculture Research Corporation, Local Technical Schools, Self-Reliance, Cape Cod Chamber of Commerce, Cape

and Islands Harbormasters Association, Cape Cod National Seashore, Cape Light Compact, Cape & Vineyard Electric Cooperative, Cape Cod Technology Council, Cape Cod Young Professionals

### PROJECTS

- **Blue Technology Commercialization Center**  
 Expand Blue Economy Foundation's work to establish a Blue Technology Commercialization Center for the development of new technologies and businesses related to the Blue Economy
- **Coastal Resiliency Innovation Center**  
 Establish an innovation center to support the development of materials, technologies, and businesses focused on resilience to or mitigation of climate change
- **Wastewater Treatment Innovation and Testing Center**  
 Expand the existing Massachusetts Alternative Septic Systems Tech Center to identify and test affordable options for distributed wastewater

treatment and build expertise in new water quality and wastewater-treatment related technology

- **Regional Harbor and Dredge Services**  
Expand the County's capacity to help communities maintain harbors and navigation channels for commercial, transportation, and recreational boating
- **Economic Sector Impact Assessments**  
Assess the economic impacts of key and emerging industry sectors and identify industry cluster development opportunities based on supply chain analysis
- **Tourism and Leisure Economy Assessment**  
Assess changing trends in the tourism and leisure sector, including patterns of vacationing, retirement, seasonal homeownership, ecotourism, and the potential future impacts of climate change on this sector

#### MEASURES

- Number of residents in workforce in 'blue sectors'
- Number of jobs and annual wages per industry in 'blue sectors'
- Annual gross regional product in 'blue sectors'
- Number of licenses and patents issued to Cape-based entities in the Blue Economy
- Total sales or revenue for Cape-based entities in the Blue Economy
- Annual catch totals for Cape-based fishermen
- Number of active fishing boats based out of Cape Cod harbors
- Number of commercial shellfish permits issued to Cape Cod residents
- Estimated number of seasonal visitors based on bridge crossings and National Seashore visitation data
- Number of retired residents on Cape Cod
- Number of second homeowners on Cape Cod
- Total revenues from tourism industry



**COMPREHENSIVE AND  
ACTIVITY CENTER  
PLANNING INITIATIVE**

Work collaboratively with towns to complete and implement long-term comprehensive plans, area plans, and permitting improvements to effectively address local, sub-regional and regional needs, and concentrate growth away from sensitive natural areas and into areas efficiently served by infrastructure

**POTENTIAL PARTNERS**

Cape Cod Commission, Towns, Cape Cod Chamber of Commerce, Cape Cod Young Professionals, Local Chambers of Commerce, Association to Preserve Cape Cod, State Agencies, Community Development Partnership, Cape Cod Housing Assistance Corporation, Home Builders & Remodelers Association of Cape Cod, Cape Cod & Islands Association of Realtors, Cape & Vineyard Electric Cooperative, MassHire Cape and Islands Workforce Board

**PROJECTS**

- **RESET Project: Assessing Centers of Activity**  
Commission staff will work with towns through RESET projects to evaluate centers of activity for housing diversity and affordability; economic diversity and locally-owned businesses; multi-modal transportation and transit; waste and utility infrastructure; and public amenities and community character
- **Local Comprehensive Planning**  
Commission staff will work collaboratively with towns to update, certify, and implement Local Comprehensive Plans
- **Local Capital Planning**  
Commission staff will work with towns to complete, update, and implement local capital plans that focus development in centers of activity
- **Regulating for Housing and Economic Diversity**  
Commission staff will work collaboratively with towns to complete, update, and implement housing and economic strategies that focus development in centers of activity

- **Zoning Analysis Tools**  
Commission staff will collaborate with towns to increase public access to and understanding of local regulations through continued implementation of online tools such as OpenCounter
- **Model Bylaws for Zoning and Design**  
Commission staff will work to support adoption of form-based code, hybrid zoning, and/or design guidelines/standards where appropriate that address individual towns' needs, respond to and complement the local context, and will help fulfill visions for their communities
- **Housing Prototype Library**  
Commission staff will actively engage the developer community to develop a library of housing building prototypes designed to help addresses regional housing needs, including affordability and mixed use

- **Expedited Permitting**  
Coordinate with state and local agencies to identify, support, and pursue opportunities to streamline permitting and regulations to support economic development, public-private partnerships, and private investment
- **E-Permitting Expansion**  
Encourage towns to adopt electronic permitting and similar online tools to improve the clarify and efficiency of local and regional permitting

**MEASURES**

- Density of structures, residential density in activity centers
- Ratio of residential to commercial uses in activity centers
- Square footage of new development in activity centers compared to square footage outside activity centers
- Number of towns with Certified local comprehensive plans
- Number of local plans consistent with town's local comprehensive plan
- Number of master plans for regional activity centers and town-proposed activity centers
- Number of towns adopting form-based code, hybrid zoning, or design guidelines/standards
- Number towns using OpenCounter
- Number of towns offering e-permitting
- Average length of time needed to obtain local and regional development permits
- Percent of development in activity centers served by wastewater infrastructure
- Number of energy storage facilities and their capacity



## HOUSING ACCESS AND AFFORDABILITY INITIATIVE

Improve housing diversity and access across the region, but particularly in centers of activity, directing development to areas with existing infrastructure while minimizing impacts to natural resources

### POTENTIAL PARTNERS

Cape Cod Commission, Towns, Cape Cod Chamber of Commerce, Cape Cod Young Professionals, Local Chambers of Commerce, Association to Preserve Cape Cod, State Agencies, Community Development Partnership, Cape Cod Housing Assistance Corporation, Home Builders & Remodelers Association of Cape Cod, Cape Cod & Islands Association of Realtors, Habitat for Humanity

### PROJECTS

- **Regional Housing Plan**  
Commission staff will develop a comprehensive regional housing plan that supports sustainable development of affordable and varied housing options for Cape Cod residents of all income levels and ages

- **Housing Affordability Resource Development Program**  
Provide housing affordability information and a forum for advancing understanding of housing affordability and its importance to economic development in the region
- **Housing Affordability Trust/ Workforce Housing Fund**  
Assess the feasibility of establishing local and/or regional workforce housing funds to support development and ownership of “missing middle” housing types, especially those affordable to low- and middle-income residents
- **Year-Round Resident or Rental Property Tax Exemption**  
Evaluate models and potential impacts of year-round resident property tax exemptions by Cape Cod towns and provide information to towns interested in adopting the exemption for its permanent residents

**MEASURES**

- Number of new and existing housing units by type of housing
- Average and median home prices by town
- Density of housing in activity centers
- Length of time required to permit affordable housing projects
- Number of affordable units by income requirement categories
- Number of housing units constructed as a percent of local and regional housing supply goals
- Percent of population in workforce compared to percent of retired population
- Percent of households considered housing stressed (housing costs 30% or more of gross income)
- Number of public Community Solar developments serving low-income communities



**CLIMATE CHANGE  
INNOVATION INITIATIVE**

Identify and promote public and private opportunities for climate change mitigation and adaptation on a local and/or regional scale

**POTENTIAL PARTNERS**

Cape Cod Commission, Cape Cod Climate Change Collaborative, Towns, Association to Preserve Cape Cod, Center for Coastal Studies, Woods Hole Oceanographic Institution, Waquoit Bay National Estuarine Research Reserve, MA Department of Environmental Protection, MA Department of Energy Resources, US Environmental Protection Agency, Cape Cod & Islands Association of Realtors, Cape Light Compact, Cape & Vineyard Electric Cooperative, Utilities

**PROJECTS**

- **Climate Change Mitigation and Adaptation Planning**  
Establish a methodology for and complete an inventory of greenhouse gases for the region, to ultimately develop a climate change action plan for Barnstable County
- **Resilient Utilities Coalition**  
Improve coordination among utilities, government entities, towns, and independent energy providers to support resilient development in centers of activity, including efficient development of wastewater, telecommunications, and energy distribution infrastructure
- **Regional Economic Resiliency Information Clearinghouse**  
Establish a clearinghouse focused on preparation for and recovery from economic and natural disasters
- **Obstacles to Opportunities Challenge**  
Coordinate and implement community events and/or competitions centered around proposing creative solutions, technologies, and approaches that address climate change and other regional resiliency challenges

**MEASURES**

- Regional greenhouse gas emissions
- Number of electric vehicles in municipal fleets
- Number of Municipal Vulnerability Preparedness communities
- Number of installed charging stations for electric vehicles
- Number of installed utility-scale solar installations
- Number of battery storage systems
- Percent of electricity from non-utility scale, distributed sources
- Miles of utilities placed underground
- Miles of transportation network at risk
- Percent of assessed value of residents in and out of FEMA Flood Zones
- Number of businesses with resiliency strategies
- Number of critical facilities with battery storage available
- Number of public Community Solar developments
- Number of coastal resiliency projects designed, implemented




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**REGIONAL  
INFRASTRUCTURE  
PLANNING INITIATIVE**

Improve infrastructure planning to promote greater efficiency and coordination in infrastructure projects, protect the region's resources, and improve resiliency to disasters

#### **POTENTIAL PARTNERS**

Cape Cod Commission, OpenCape, Towns, Cape and Islands Vineyard Electric Commission, Cape Cod Chamber of Commerce, Public Access TV, State Agencies, Joint Base Cape Cod, Barnstable County Department of Health and Environment, Sustainable Practices, Local Departments of Public Works, Bourne Transfer Station, Association to Preserve Cape Cod, Cape & Vineyard Electric Cooperative, Cape Light Compact, Utilities, Cape Cod Young Professionals, SWANA Southern New England

#### **PROJECTS**

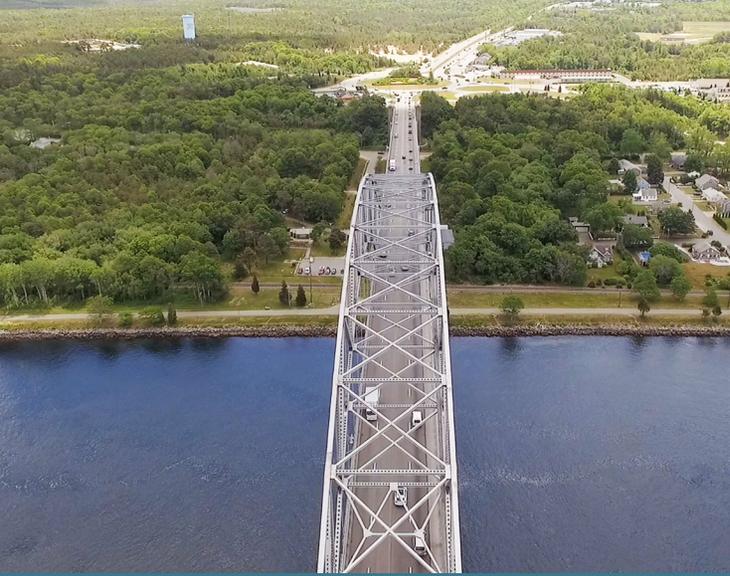
- **Regional Capital Plan**  
Commission staff will seek funding for and develop a regional capital plan to identify key needs, priorities, and available funding options for capital infrastructure, and create tools for communities to help identify potential efficiencies
- **Natural and Green Infrastructure Assessment**  
Assess and support the use of natural and green infrastructure to meet land use, resiliency, and economic development needs
- **Cape-wide Drinking Water Plan**  
Update 208 Plan to expand drinking water protection and increase the protection of ponds and other freshwater resources
- **Local Water Quality Planning**  
Support development and adoption of local water quality plans to restore drinking water and surface water quality
- **Zero-waste Policies**  
Identify and evaluate existing and potential zero-waste programs, policies, and regional and municipal

regulations that could be adopted on Cape Cod as part of a regional solid waste planning and education effort

- **Renewable Energy Siting and Permitting Study**  
Conduct a study of potential utility-scale, renewable energy sites and local policies around energy generation
- **Last-mile Broadband Deployment Strategy**  
Determine the optimal management structure and deployment plans for last-mile buildout of the OpenCape broadband network
- **Regional Solid Waste Planning**  
Identify improvements and ideas for regional solid waste planning, including feasibility for and funding of a Materials Recovery Facility, if appropriate

#### MEASURES

- Number of towns with comprehensive wastewater plans
- Number of towns with comprehensive drinking water plans
- Percent of amount of drinking water requiring treatment for contaminants in groundwater
- Acres of protected drinking water supply areas
- Pond and coastal water quality
- Air quality index changes
- Acres of salt marsh, unfragmented forest, and other natural infrastructure
- Tons of municipal and construction waste shipped off Cape Cod
- Percent of energy utilized from renewable sources
- Number of public Community Solar developments
- Percent of businesses (including home-based businesses) served by high-speed internet
- Cost of infrastructure maintenance and operations
- Number of installed utility-scale solar installations
- Number of projects identified and included in the Regional Capital Plan inventory
- Number of coordinated capital projects begun and/or completed
- Miles of utilities placed underground



**TRANSPORTATION  
AND AIR QUALITY  
IMPROVEMENT INITIATIVE**

Identify and promote actions to reduce traffic and greenhouse gas emissions on Cape Cod

#### POTENTIAL PARTNERS

Cape Cod Commission, Cape Cod Regional Transit Authority, State Agencies, Towns, Cape Cod Chamber of Commerce, Local Chambers of Commerce, MassHire Cape and Islands Workforce Board, Cape & Vineyard Electric Cooperative, Cape Light Compact, Cape Cod Young Professionals

#### PROJECTS

- **Public Transit Expansion Feasibility Analysis**  
Evaluate strategies for transit improvements to better facilitate movements within and among towns
- **Complete Regional Multiuse Path**  
Seek design and construction funding to complete a regional multiuse path
- **Hyannis Access Buildout**  
Carry out and implement the recommendations from the Hyannis Access Study
- **Electric Transit**  
Identify the resources needed to electrify the transit vehicle fleets that serve Cape Cod
- **Buildout Electric Vehicle Infrastructure**  
Plan for buildout of electric vehicle charging stations and other infrastructure that does not rely on fossil fuels to support use of vehicles
- **Expand Commuter Rail to Hyannis**  
Support extension of the MBTA Commuter Rail to Buzzards Bay and later Hyannis, with rail upgrades for speed and on-Cape stops along the way
- **Water Ferry/Taxi System**  
Support expanding water-based transit services to and from Cape Cod, and between Cape Cod's harbors
- **Autonomous Vehicle Planning**  
Evaluate the potential impacts of autonomous vehicles to Cape Cod

- **Canal Bridges**

Support upgrades to the Sagamore and Bourne bridges to reduce traffic congestion, lower maintenance costs and disruption, and maintain the iconic character of the bridges

#### MEASURES

- Number of chronic congestion areas during peak season
- Number of transit riders by type of transportation
- Number of transit stops and frequency of travel
- Air quality index changes
- Number of alternative methods of reaching Cape Cod and moving between Cape town centers
- Number of automobile rentals that are electric vehicles
- Number of miles of off-road bike routes
- Number of miles of on-road bike routes
- Number of bike-related crashes
- Number of motor vehicle-related crashes
- Number of serious injury crashes per year
- Number of charging stations for electric vehicles
- Percent of electric versus gas powered vehicles owned by Cape Cod residents
- Percent of transit system that is powered by electricity
- Cost of infrastructure maintenance and operation



## INFRASTRUCTURE DEVELOPMENT INITIATIVE

Improve and expand critical infrastructure in areas appropriate for increased development, mitigating impacts to and restoring natural resources, community character, and economic diversity

### POTENTIAL PARTNERS

Cape Cod Commission, OpenCape, Towns, Utilities, Association to Preserve Cape Cod, Cape Cod Chamber of Commerce, MA Department of Environmental Protection, Cape & Vineyard Electric Cooperative, Cape Light Compact

### PROJECTS

- **Buildout of Last-Mile Broadband**  
Complete buildout high-speed telecommunications based on the outputs of the last-mile broadband planning assessment
- **Wastewater Infrastructure in Centers of Activity**  
Continue to build wastewater infrastructure, particularly for

existing centers of activity, and through regional and sub-regional collaborations among towns, JBCC, and other entities

### MEASURES

- Percent of drinking water requiring treatment for contaminants in groundwater
- Percent of activity centers served by wastewater treatment infrastructure
- Pond and coastal water quality changes
- Air quality index changes
- Tons of municipal and construction waste reused, and tons shipped off Cape Cod
- Number of installed charging stations for electric vehicles
- Percent of businesses (including home-based businesses) served by high-speed internet
- Cost of infrastructure maintenance and operation



## INFRASTRUCTURE FUNDING INITIATIVE

Seek funding for infrastructure development that spreads the cost of infrastructure among residents, seasonal homeowners, and visitors to the region

### POTENTIAL PARTNERS

Cape Cod Chamber of Commerce, Cape Cod Commission, Association to Preserve Cape Cod, Towns, MA Department of Environmental Protection, Cape Cod & Islands Association of Realtors, Home Builders & Remodelers Association of Cape Cod, Municipal Airports, OpenCape, Barnstable County, State Agencies, Cape & Vineyard Electric Cooperative, Cape Light Compact

### PROJECTS

- **Congestion Pricing on Bridges**  
Conduct a feasibility and impact study on a vehicle fee system, using congestion-related pricing for travel to, movement within, and parking on Cape Cod (such as bridge tolls), with potential consideration of fuel type in determining the fee schedule

- **Last-Mile Buildout Fund**  
Identify and pursue new funding streams to finance last-mile buildout development
- **Lodging Tax Set-aside for Infrastructure**  
Support the establishment of a municipal infrastructure fund that channels new and existing lodging tax revenues into funding for building critical infrastructure, particularly in centers of activity
- **Expand Infrastructure Funding**  
Identify and pursue new funding streams to finance wastewater, energy, and other regionally-significant infrastructure development
- **Jet Tax**  
Assess the feasibility and impacts of taxes or fees on private jet transport on- and off-Cape Cod as a way to fund regional wastewater and infrastructure initiatives affected by seasonal visitors and second homeowners

### MEASURES

- Amount of off-cape funding received for infrastructure development
- Percent of infrastructure funding coming from property taxes
- Percent of infrastructure funding from user fees

## THE YEAR-ONE TACTICAL IMPLEMENTATION PLAN

Successful implementation of the CEDS requires County leadership. The Commission must obtain and maintain the resources necessary to coordinate and collaborate with stakeholders to complete projects over the CEDS' five-year implementation timeframe. The year-one implementation plan describes the Commission's initial work plan for the projects and initiatives it is directly responsible for. Commission staff will engage partners and stakeholders on additional projects and initiatives identified in the action plan (see Appendix IV).

### YEAR-ONE TACTICAL IMPLEMENTATION PLAN ELEMENTS

#### ADMINISTRATION AND GENERAL PLANNING

#### OUTREACH AND INFORMATION SHARING

#### TARGETED TECHNICAL ASSISTANCE TO TOWNS

- Local Comprehensive Plan (LCP) Development
- RESET Projects: Assessing Centers of Activity
- Cape-wide Drinking Water Plan

#### REGIONAL INITIATIVES AND PROJECTS IMPLEMENTATION

- Comprehensive and Activity Center Planning Initiative
- Creative Economy Sector Integration
- Regional Capital Plan
- Regional Housing Plan
- Model Bylaws for Zoning and Design
- Climate Change Mitigation and Adaptation Planning

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*The above outlines the initial work plan for the Commission during the first year of implementation of the CEDS.*

The Commission's year-one implementation plan includes the following four main elements:

- Administration and General Planning
- Outreach and Information Sharing
- Targeted Technical Assistance to Towns
- Regional Initiatives and Projects Implementation

## ADMINISTRATION AND GENERAL PLANNING

CEDS implementation requires the continuous involvement of the CEDS Strategy Committee (BCEDC), which is engaged in the annual implementation review process and is responsible for granting partner agencies funding for CEDS projects and initiatives.

Commission staff supports the BCEDC in these efforts and works with partner agencies to plan and obtain funding for CEDS projects and initiatives. Examples of Commission support include regulatory review of large-scale projects

in municipalities, technical assistance to towns using planning or regulatory tools to incentivize development in centers of activity, and support in submitting funding applications to the EDA and other federal and state agencies.

## OUTREACH AND INFORMATION SHARING

Outreach is essential to the implementation of the CEDS and to maintaining the partnerships upon which it's built. The Commission has worked with partners throughout the region to hold an annual conference on issues relating to economic development, beginning in 2010 with the Smarter Cape Summit Series. Since 2015, the Commission has held the annual OneCape Summit that brings together hundreds of local elected leaders, municipal staff and appointed board members, industry practitioners, and community activists to discuss environmental and economic issues

and solutions for Cape Cod. The 2019 Summit will continue to explore the intersection of the environment and economy and ongoing efforts to become a more resilient region.

Commission staff members also make regular presentations to the Cape Cod Commission Members, BCEDC, Barnstable County Board of Regional Commissioners, Barnstable County Assembly of Delegates, and other stakeholder groups, as opportunities arise or upon request.

The Commission continues to seek new ways to make information more accessible. STATSCapeCod continues to be the Commission's primary vehicle for data relative to the economy. Through tools and resources, such as those offered by ESRI and Tableau, the Commission provides information in a flexible, often map-based, format. The Commission is also working with several Cape Cod communities to make

local regulations more accessible to the public through an online tool called OpenCounter. Commission staff will continue to seek additional opportunities for data sharing and interpretation.

### TARGETED TECHNICAL ASSISTANCE TO TOWNS

The Commission continually provides targeted technical assistance to towns throughout the region on specific issues. The Regional Economic Strategy Executive Team (RESET)<sup>91</sup> approach was developed in the 2009 CEDS and has provided the Commission the opportunity to lend its multi-disciplinary staff to towns to tackle impediments to economic development.

The Commission also supports towns through District Local Technical Assistance (DLTA) projects, based on annual municipal requests for assistance.<sup>92</sup> The DLTA Program is

funded annually by the Commonwealth of Massachusetts to help municipalities with sustainable development and to encourage communities to form partnerships to achieve planning and development goals consistent with state and regional priorities.

The Commission will continue these efforts, prioritizing technical assistance to towns on:

- **Local Comprehensive Plan (LCP) Development:** completing and/or updating LCPs consistent with the RPP, amended regulations, and guidance, as described above, including development of local housing production plans and local capital plans
- **RESET Projects: Assessing Centers of Activity:** evaluating centers of activity for housing diversity and affordability, economic diversity and business climate, multi-modal transportation and transit, waste and utility infrastructure, and public amenities and community character

- **Cape-wide Drinking Water Plan:** supporting development and adoption of local water quality plans to improve the quality of the region's groundwater, surface water, and drinking water quality

### REGIONAL INITIATIVES AND PROJECTS IMPLEMENTATION

The year-one implementation plan focuses on six foundational projects and initiatives:

#### Comprehensive and Activity Center Planning Initiative

Supporting the development and implementation of long-term plans in centers of activity that address both local and regional needs is consistent with the RPP and is necessary to sustain and improve upon a robust economy. Within the year one the Commission will update Local Comprehensive Plan (LCP) regulations and guidance to streamline

91 Cape Cod Commission RESET Program. <http://www.capecodcommission.org/initiatives/RESET>

92 Cape Cod Commission DLTA Program. <http://www.capecodcommission.org/index.php?id=50&maincatid=23>

the LCP update and certification process and encourage more communities to develop LCPs consistent with the RPP. Through the amended process and direct technical assistance, the Commission will begin collaborating with towns to update, certify, and implement LCPs that address infrastructure needs, housing diversity and affordability, resource protection, and climate change across land use types.

### **Creative Economy Sector Integration**

The Commission will work with partners to evaluate the economic benefits of Cape Cod's creative economy, including its arts and culture sector, and identify opportunities to integrate the sector into economic development efforts including infrastructure investments, activity center vitalization, and housing. The project includes an update to "Leveraging Cultural Assets for

Economic Development," a guide for towns previously published by the Cape Cod Commission.

### **Regional Capital Plan**

To support LCP development and investment in regional infrastructure, the Commission will seek funding for and develop a regional capital plan. A regional capital plan will identify key needs, priorities, and funding options for capital infrastructure and create tools for communities to help evaluate and identify potential efficiencies. Development of the regional capital plan will include creating an inventory of planned infrastructure improvements, planning and implementing a facilitated public process around capital planning efforts, and identifying tools/resources needed to improve coordination and efficiency in planning. Additionally, the Commission will develop a decision support tool to identify coordination opportunities among towns and potential related funding opportunities.

### **Regional Housing Plan**

To support housing diversity and affordability, the Commission will seek funds to develop a comprehensive regional housing plan that supports sustainable development of affordable and varied housing options for Cape residents of all income levels and ages. The plan will identify regional, subregional, and town-specific housing supply goals and appropriate areas for housing development, especially multi-unit development. It will identify policies, actions, and strategies for furthering the goals of the plan, including how to foster infrastructure investment to support an increase in housing supply, and will include a community engagement strategy for education, visioning, and planning purposes.

### **Model Bylaws for Zoning and Design**

Building on the work of the Community Resilience by Design project, the Commission will work to support adoption of form-based code, hybrid zoning, and/or design guidelines/standards, where appropriate, that address individual towns' needs, respond to and complement the local context, and will help fulfill the visions for their communities. The Commission will draft a form-based code framework and work with towns to develop and adopt form-based code, design guidelines or standards, or hybrid zoning tailored to the unique needs of the community.

### **Climate Change Mitigation and Adaptation Planning**

The region must continue to plan for mitigating climate change and adapting to its potential impacts. Planning is needed to move the region away from fossil fuels, encourage energy efficiency and renewable energy, electrify transportation, and ensure protection of the region's natural resources and natural carbon sinks. The Commission will establish a methodology for, and complete, an inventory of greenhouse gases for the region, with the intention of contributing to the work of the Cape Cod Climate Change Collaborative and other stakeholders, to ultimately develop a climate action plan for Barnstable County. The Commission will

also complete two analyses to identify appropriate sites across the region for electric vehicle charging stations and utility-scale solar installations. In addition, the Commission plans to continue working with communities to implement state and local planning efforts to build climate and coastal resilience, such as the Municipal Vulnerability Preparedness Program and Green Communities.

## INTEGRATION WITH OTHER REGIONAL PLANS

The 2019 CEDS is closely aligned with other regional plans developed by the Commission through its vision, goals, and objectives.

## REGIONAL POLICY PLAN

The RPP is both a planning and a regulatory document that articulates a vision and growth policy for the region. While it serves as an overarching plan that guides the Commission's efforts across multiple issue areas, particular challenges or issue areas such as wastewater planning, transportation planning, and housing, require their own focused planning efforts.

The full plan is available here: <http://capecodcommission.org/rpp>

## 208 PLAN UPDATE

The Cape Cod Section 208 Area Wide Water Quality Management Plan (208 Plan Update), certified and approved by the Governor of the Commonwealth of Massachusetts and the Environmental Protection Agency in 2015, provides a path forward to define watershed-based solutions for the restoration of the waters that define Cape Cod. Watersheds, however, rarely follow political boundaries. The Commission worked across municipal boundaries and brought towns together to deal with this problem at the most effective and appropriate level—the watershed.

The 208 Plan Update recommends actions to make complex information more transparent and available to citizens, abate nitrogen-induced costs already impacting the region, provide more support to local community water quality efforts, eliminate unnecessary costs, and streamline the regulatory pathway for more efficiently and

effectively achieving water quality goals through the development of targeted watershed management plans that address nutrient remediation through a variety of approaches. One aspect of the streamlined regulatory approach is the Commission's review of municipal water quality plans and projects, which are no longer reviewed as developments of regional impact, or DRIs, but instead for consistency with the 208 Plan Update.

The full plan is available here: <http://www.capecodcommission.org/208>

## REGIONAL TRANSPORTATION PLAN

As a document that establishes the vision for the transportation system for the region, the Regional Transportation Plan (RTP) sets the framework for development of the transportation network on Cape Cod. The RTP is currently being updated in 2019. This framework is built on a performance-based planning approach with a

vision statement, goals, objectives, performance measures and targets, strategies, and policies.

The overarching vision of the RTP is as follows:

*“The Cape Cod Metropolitan Planning Organization envisions a transportation system that supports the environmental and economic vitality of the region through infrastructure investment that focuses on livability, sustainability, equity, and preservation of the character that makes our special place special.”*

The goals of the RTP expand on the vision statement in seven areas of emphasis: safety, environmental and economic vitality, livability and sustainability, multimodal options/ healthy transportation, congestion reduction, system preservation, and freight mobility. The RTP also contains quantifiable targets that the region will work to achieve over the coming years through implementation of a series

of strategies and policies, particularly strategies that underscore the link between transportation, climate change, and land use planning in the region. The anticipated funding in the region over the next 25 years totals approximately \$1.1 billion. This total includes spending on transit, roadways, bridge, sidewalk, and multiuse path projects. The majority of projects funded through this plan have supported projects that improved access to the region’s activity centers.

The full plan and information on the update process are available at <http://www.capecodcommission.org/rtp>.

### **CLIMATE CHANGE AND HAZARD MITIGATION AND ADAPTATION PLANNING**

The Commission actively engages in planning efforts to increase the region’s resilience to the effects of severe storms and climate change.

### **Resilient Cape Cod Project**

In 2015, the Commission and several partners were awarded a three-year grant from the National Oceanic and Atmospheric Administration to complete the Resilient Cape Cod project (<http://ccc-plans.org/resilientcapecod>). The purpose of the Resilient Cape Cod project is to investigate the environmental and socio-economic effects of local and regional coastal resiliency strategies, and to share this information broadly through stakeholder engagement, public outreach, and a pilot project in the Town of Barnstable. The Commission compiled the information from the stakeholder engagement process, adaptation strategies data collection, and environmental economic analysis into an online decision support tool, the Cape Cod Coastal Planner (<http://www.capecodcoast.org>). The tool will help facilitate local discussions about the tradeoffs associated with implementing different adaptation strategies.

### Multi-hazard Mitigation Plans

The Commission provided technical assistance to eight Cape communities to prepare multi-hazard mitigation plans. These plans, customized by each community to address local threats, focus on addressing vulnerabilities to sea level rise, coastal storms, and erosion. Completed plans are submitted to the Massachusetts Emergency Management Agency and the Federal Emergency Management Agency for approval. The federally-funded Hazard Mitigation Assistance programs provide significant opportunities for communities to reduce, minimize, or eliminate potential damages to property and infrastructure from natural hazard events.

### Municipal Vulnerability Preparedness Program

The Municipal Vulnerability Preparedness (MVP) program provides support for cities and towns in Massachusetts to plan for and implement key climate change

adaptation actions for resiliency. The state awards communities with funding to complete vulnerability assessments and develop action-oriented resiliency plans through intensive stakeholder workshops. Communities who complete the MVP program are eligible for MVP Action Grant funding and other opportunities (<http://ccc-plans.org/MA-MVP>). The Commission is a certified MVP provider and assisted five Cape communities in completing the assessment and resiliency plan using the Community Resilience Building Framework (<http://ccc-plans.org/MA-MVP-CRB>).

## FUTURE REGIONAL PLANNING EFFORTS

### Renewable Energy Planning

To assist in the planning, siting, and design of on-site renewable energy facilities, the Commission will complete site screening analyses and/or develop guidance on:

- Siting and building design consideration to accommodate future solar installations and paired storage
- Identification of potential grayfield sites such as parking lots that would be suitable for installation of solar photovoltaic panels with paired storage
- Siting and design considerations for public electric vehicle charging stations and energy storage.

The Commission will consider requiring an energy audit for development and redevelopment reviewed as Developments of Regional Impact. The Commission also encourages Cape towns to become Green Communities and can assist in providing education for the development community about the state building code requirements.

### Regional Housing Plan

The 2017 Regional Housing Market Analysis is the first regional benchmark analysis of Barnstable County's housing market. The study involved

the development of an economic and demographic forecast model specific to Barnstable County, which provides estimates for the population by age cohort, workforce and employment rates, household formation rates, household incomes, and housing unit supply for each municipality and for Barnstable County. It also identifies current and potential gaps between what households are willing and able to pay (demand) versus the supply of housing stock to meet demand.

The 2017 analysis laid the groundwork for a regional housing plan by explaining the housing challenges and needs across the region. While it outlines next steps for addressing these challenges, it does not specify actions needed to accomplish these next steps. A regional housing plan will lay out specific actions and policies to

implement at both the regional and local level to improve housing affordability and availability.

### **Regional Capital Plan**

The Commission is charged under the [Cape Cod Commission Act](#) with anticipating, guiding and coordinating the rate and location of development with the capital facilities necessary to support development. Because fifteen independent local governments and numerous sub-districts may currently prepare individual capital infrastructure and facilities plans across the region, there is an opportunity for regional coordination and collaboration through the development of a Regional Capital Plan.

Commission staff will develop a regional framework to characterize, quantify, plan, and advocate for regional

infrastructure and facilities and the planning, forecasting, decision making and financial tools to support Cape Cod communities. The Regional Capital Plan would encourage towns include a broader, more policy-oriented capital infrastructure plan within their local comprehensive plans that is consistent with the RPP and the goals of the Regional Capital Plan. To carry out this charge, the Commission will Regional capital planning must be consistent with protecting the region's natural and historic resources, and advancing a balanced economy, mixed housing options, and social diversity.



## 5. CEDS Evaluation Framework

*How are we doing  
and what can we  
do better?*

CEDS implementation is evaluated on an annual basis culminating in an annual report delivered to the EDA on June 30<sup>th</sup> of each year.

Evaluation of CEDS implementation happens at three levels:

- Evaluating the Region's Progress

- Evaluating the CEDS-Led Regional Collaboration
- Evaluating the CEDS Annual Implementation Plan

The evaluation process involves the CEDS Strategy Committee and other stakeholders involved in 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 or initiatives. The evaluation framework drives successful implementation and guides action plan adjustments along the way.

### **EVALUATING THE REGION'S PROGRESS**

The first level of evaluation focuses generally on how well the region is doing relative to the long-term vision and goals of the CEDS. These measures reflect long-term structural changes to the economy and will therefore only show small changes on a year-to-year basis. Changes in the regional economy are measured in three ways:

- Regional Balanced Economy benchmarks
- Regional priority objectives
- EDA distress criteria

## REGIONAL BALANCED ECONOMY BENCHMARKS

Commission staff is developing a set of benchmarks to track the progress of the region’s economy and the economic well-being of its residents. The measures are designed around the [four principles of economic development](#):

- **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 that support year-round employment.
- **Expand opportunity and regional wealth**  
Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Each Balanced Economy benchmark is made up of numerous individual measures that are tracked over time and compared to state and national trends whenever possible. Observed trends are specified by benchmark, based on data collected by and for the federal Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics. They are all available on [STATSCapeCod.org](http://STATSCapeCod.org).<sup>93</sup>

The following tables provide a quick overview of trends by benchmark and list the individual measures within each of these benchmarks.

The trends illustrated by these benchmarks may be shaped by local action and planning, but in many cases may also require larger regional or structural changes to shift undesirable trends.



### STATSCAPECOD

Data for balanced economy benchmarks are available on [STATSCapeCod.org](http://STATSCapeCod.org)

93 STATSCapeCod is developed in collaboration with STATSAmerica and the Indiana Business Research Center at Indiana University.

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**ECONOMIC DEVELOPMENT OBJECTIVES AND BENCHMARKS**

ECONOMIC DEVELOPMENT OBJECTIVE	BENCHMARKS*	DESIRED TREND	ACTUAL TREND
BALANCED, DIVERSE ECONOMY	Population Diversity	↑	↓
	Housing Diversity	↑	↓
	Seasonality	↓	↑
	Employment Diversity	↑	↑
	Wage Diversity	↑	= / ↓
	Business Diversity	=	= / ↓
REGIONAL WEALTH	Productivity	↑	↑
	Value Added	↑	=
	Exports/New Money	↑	↑
	Wellbeing	↑	TBD*
LOW IMPACT COMPATIBLE DEVELOPMENT	Smart Growth Pattern	↑	TBD*
	Quality of Life	↑	TBD*
	Environmental Quality	↑	TBD*

\*Benchmarks under development

**BALANCED, DIVERSE ECONOMY BENCHMARKS AND MEASURES**

*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*

BENCHMARK	MEASURES	DESIRED TREND
POPULATION DIVERSITY	Resident Population Change	↑
	Net Population Migration	↑
	Working Age Out Migrants	↓
	Retirement Age of In Migrant	↓
	Number and Share of Non-White Residents	↑
	Resident Median Age	↓
	Number and Share of Residents Under 65	↑
	Labor Force as % of Total Population	↑
	Median Household Income	↑
	Share of HH in LOW income cohort (inflation adjusted)	↓
	Share of HH in MIDDLE income cohort (inflation adjusted)	↑
	Share of HH in HIGH income cohort (inflation adjusted)	=
HOUSING DIVERSITY	Total Housing Units	↑
	Number and Share Rental Units	↑
	Number and Share Seasonal Units	=
	Number and Share of Single-family homes	↓
	Number and Share of Multifamily Homes	↑
	Number and Share of Units 800 SF or less	↑
	Median Home Price	↓

**BALANCED, DIVERSE ECONOMY BENCHMARKS AND MEASURES (CONTINUED)**

*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*

BENCHMARK	MEASURES	DESIRED TREND
SEASONALITY	Gap between Jan and July Unemployment Rates	↓
	Number and Share of Seasonal Jobs (estimate)	↓
	Peak Season Population	=
	Resident Population v. Peak Population	=
EMPLOYMENT DIVERSITY	Total Employment	↑
	Number and Share of Employment in on-tourism Clusters	↑
	Number and Share of Employment in High Wage Industries	↑
	Number and Share of Employment in Emerging Industries	↑
	Number and Share Arts and Culture Industry Employment	=
	Number and Share Employment in High Wage Occupations	↑
	Number and Share Employment in STEM Occupations	↑
Number and Share Self-Employed	=	
WAGE DIVERSITY	Number and Share of jobs in High Wage Industries	↑
	Number and Share of Jobs at Minimum Wage	↓
	Average Wages (Real\$)	↑
	Average Self-Employment Wage (Real \$)	↑
BUSINESS DIVERSITY	Number and Share of Establishments in Core Industries	=
	Number and Share of Establishments in Emerging Industries	↑
	Number and Share of Small Establishments	↑
	Number and Share of Large Retail Establishments	↓

**REGIONAL WEALTH BENCHMARKS AND MEASURES**

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

BENCHMARK	MEASURES	DESIRED TREND
PRODUCTIVITY	Gross Regional Product (Real \$)	↑
	Total Payroll (Real \$)	↑
	Total Resident Income (Real \$, in thousands)	↑
	Total and Share of Income from Earnings (Real \$)	↑
	Total and Share of Income from Transfers (Real \$)	=
VALUE ADDED	Business Receipts	↑
NEW MONEY	Rooms Tax Receipts	↑
	Meals Tax Receipts	↑
	Income Earned Off-Cape (Real \$, in thousands)	↑
WELLBEING	Poverty Rate	↓
	Number of People in Poverty	↓
	Gap between Income and Median Housing Prices	↓
	Percent of Residents Paying More Than 30% of Income on Housing	↓
	Annual Homelessness Count	↓

**LOW IMPACT COMPATIBLE DEVELOPMENT BENCHMARKS AND MEASURES**

*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*

BENCHMARK	MEASURES	DESIRED TREND
SMART GROWTH PATTERN	Number and Share of New Development in Activity Centers	↑
	Number and Share of Total Residential Units in Activity Centers	↑
	Number and Share of Total Commercial SF in Activity Centers	↑
	Housing Density in Activity Centers (units/acre)	↑
	Un-development Outside Activity Centers	↑
	New Development in Priority Protection Areas	↓
QUALITY OF LIFE	Alternative Transportation/Transit Use	↑
	Average Commute to Work Duration	↓
	Acres of Recreational Open Space	↑
	Land Use Diversity in Activity Centers	↑
ENVIRONMENTAL QUALITY	Drinking Water Quality	↑
	Surface Water Quality	↑
	Impervious Surface	↓
	Manicured Lawn	↓
	Tree Coverage	↑
	Number of Historic Structures (Pre-1950)	=

## REGIONAL PRIORITIES AS OBJECTIVES

The regional priorities identified by CEDS stakeholders are integrated into the 2019 CEDS as objectives. Each priority has an associated, quantitative measure to track progress during implementation. The data for these will be compiled by Commission staff and tracked throughout the five-year implementation period.

OBJECTIVE	REGIONAL PRIORITY	DATA SOURCE
Increase the number and affordability of housing options Cape-wide and particularly within RPP identified activity centers	HOUSING DIVERSITY AND AFFORDABILITY	Census ACS and CCC
Increase the parcels within RPP identified activity centers that are connected to effective wastewater treatment systems, transit, electric vehicle networks, renewable energy, and broadband	INFRASTRUCTURE IN ACTIVITY CENTERS	CCC
Increase the number of last mile connections to the OpenCape middle-mile network or the equivalent	LAST MILE BROADBAND – FINANCING STRATEGY	OpenCape
Increase the number of activity centers with zoning and regulations that allow for housing density, mixed-uses, and business diversity	ZONING AND REGULATORY REFORM FOR SMART GROWTH/ ACTIVITY CENTERS	CCC/Towns
Increase the number of “dark blue” businesses and jobs on Cape Cod (particularly those paying wages consistent with the cost of living)	EXPANSION OF THE BLUE ECONOMY	CC Chamber
Increase in annual Earned Income among Barnstable County residents	EDUCATION AND WORKFORCE DEVELOPMENT FOR WAGE GROWTH	ACS/BEA REIS
Increase business creation and longevity (positive business churn) and overall employment by firms in Barnstable County	BUSINESS DEVELOPMENT FOR WAGE AND JOB GROWTH	Census/BLS ES202
Adoption of new revenue streams to fund the building and operating of necessary infrastructure	EXPANDED FINANCING TOOLS FOR INFRASTRUCTURE	CCC/Towns
Increase the number of local public services consolidated or facilitated through regional systems and investments	REGIONALIZATION FOR GREATER EFFICIENCY IN GOVERNMENT	CCC/Towns

### EDA DISTRESS CRITERIA

The final element of evaluating CEDS progress will be through tracking EDA distress indicators. The two criteria that the EDA uses to determine distress within census tracts are:

- Unemployment rate that, averaged over the most recent 24-month period for which data are available, is at least 1% greater than the national unemployment rate for the same period
- Per capita income that, for the most recent period for which data are available, is 80% or less of the national average per capita income for the same time period

The number of census tracts considered distressed, using the EDA criteria, has steadily increased over time. The population within these tracts, is just below its peak of 24% of the region’s total resident population.

CAPE COD CENSUS TRACTS CLASSIFIED AS DISTRESSED OVER TIME					
YEAR	HIGHER THAN AVERAGE UN-EMPLOYMENT	LOWER THAN AVERAGE PER CAPITA INCOME	ALL DISTRESSED CENSUS TRACTS		
	# OF TRACTS	# OF TRACTS	# OF TRACTS	POPULATION	% TOTAL POPULATION
2000	7	3	9	29,448	13.3%
2009	5	2	5	21,048	9.5%
2010	10	1	11	33,844	15.6%
2011	11	3	12	36,851	17.0%
2012	11	3	12	38,851	18.0%
2013	13	3	14	46,381	21.5%
2014	11	3	13	40,848	19.0%
2015	14	3	16	50,763	23.6%
2016	13	3	15	49,603	23.1%

Source: 2000 Decennial Census and American Community Survey 5 Year Estimates – STATSAmerica Distress tool

The following table lists the 13 census tracts in Barnstable County that the EDA considers distressed.<sup>94</sup> There are 56 census tracts in the County. The

data is based on year-round residents only; second homeowners and seasonal workers are not included.

94 Distress Criteria Statistical Report. STATSAmerica. 2019. [STATSAmerica.org](https://www.statista.com)

CENSUS TRACTS QUALIFYING AS DISTRESSED							
CENSUS TRACT	VILLAGE (GENERALLY)	TOWN	2016 UNEMP. RATE	THRESHOLD CALC.	2016 PCMI	THRESHOLD CALC.	2015 POP.
101.00	Provincetown	Provincetown	8.9	1.5	\$43,984	147.5	2962
102.06	Wellfleet	Wellfleet	11.6	4.2	\$35,042	117.5	3109
103.06	N. Eastham	Eastham	9.4	2	\$33,373	111.9	1644
115.00	S. Dennis	Dennis	10	2.6	\$31,619	106	1975
120.02	S. Yarmouth (S)	Yarmouth	12.7	5.3	\$31,181	104.5	2948
121.02	W. Yarmouth (S)	Yarmouth	9.6	2.2	\$36,677	123	3020
126.01	Hyannis (132)	Barnstable	9	1.6	\$24,729	82.9	2839
126.02	Hyannis (Res)	Barnstable	8.2	0.8	\$21,425	71.8	3419
128.00	Centerville (N)	Barnstable	9.3	1.9	\$38,056	127.6	2707
130.02	Osterville	Barnstable	8.8	1.4	\$67,261	225.5	5114
141.00	JBCC	JBCC	0	-7.4	\$16,815	56.4	4750
145.00	Waquoit	Falmouth	8.7	1.3	\$31,452	105.4	4258
146.00	E. Falmouth	Falmouth	9.1	1.7	\$37,790	126.7	4560
150.02	Mashpee (NW)	Mashpee	9.1	1.7	\$34,059	114.2	3379
153.00	Hyannis (Com)	Barnstable	8	0.6	\$21,672	72.7	2919
<b>TOTAL POPULATION WITHIN CENSUS TRACTS CLASSIFIED AS DISTRESSED</b>							<b>50,763</b>

Source: 2015 American Community Survey 5 Year Estimates – STATSAmerica Distress tool

## EVALUATING REGIONAL COLLABORATION

An important element of CEDS implementation is transforming the high level of community involvement during the 2019 CEDS process into action. The region is committed to collaborative approaches to address economic development challenges.

## REGIONAL COLLABORATION AND JOINT COMMITMENT GOAL

To provide a forum for local and regional organizations to identify and execute economic development policies and projects, and advance economic resiliency.

Two measures are used to gauge how well the region is doing relative to this goal:

- Financial resources garnered to implement the CEDS
- Forums established to foster regional partnerships

These are both process and outcome measures that track both effort and impact. The following metrics attempt to capture regional collaboration and joint commitment.

		PROCESS MEASURES	OUTCOME MEASURES
<b>IMPLEMENTATION RESOURCES</b>	Federal Funding	# of Grants Submitted	# Businesses/Jobs Impacted
		\$ of Funds Awarded	\$ of Private Investment
	State Funding	# of Grants Submitted	# Business Jobs Impacted
		\$ of Funds Awarded	\$ of Private Investment
	County Funding – License Plate Grant Program	# of Grants Submitted	# Business Jobs Impacted
		\$ of Funds Awarded	\$ of Private Investment
<b>REGIONAL FORUMS FOSTERING PARTNERSHIPS</b>	Regional Partnerships	# of Formal Partnerships	Joint Actions Taken
		# New Partnerships/ Collaborations	Programming Efficiencies
	Regional Meetings of Partners	# of Regional Meetings	Measures of Regional Progress
		# of Organizations Attending	Increased jobs and investment
		# of Organizations Sponsoring	Public/Private Partners Efforts

## EVALUATING THE ANNUAL IMPLEMENTATION PLAN

The final step in evaluating CEDS implementation and impact focuses on the CEDS action plan and the previous year's tactical implementation plan. The annual implementation plan outlines exactly what elements of the five-year action plan the Commission has committed to accomplish each year. Partner agencies responsible for specific elements of the action plan will also be asked to provide updates on their projects and initiatives. As described in [Chapter 4](#), the Commission's annual implementation plan is made up of four elements:

- Administration and General Planning
- Outreach and Information Sharing
- Targeted Technical Assistance to Towns
- Regional Initiatives and Projects Implementation

Process measures have been developed for these four elements and they may evolve and be refined through CEDS action plan implementation. Evaluation of the annual implementation plans will also consider the success of projects and initiatives in relation to EDA investment goals. These can include looking at the funding leveraged for the projects and initiatives, the impact on higher-wage and higher-skilled jobs in the region, the fostering of partnerships and collaboration, the entrepreneurship

and innovation aspects of the project or initiative, and the quality of development the project or initiative supported.

The remainder of this section outlines the actions and associated measures specifically related to the Commission's [Year-One tactical plan](#). The CEDS Annual Reports include both an evaluation of the prior year's efforts and a new tactical implementation plan for the next year describing the actions to be taken and measures of success.

**ADMINISTRATION AND GENERAL PLANNING MEASURES**

*Commission staff support the ongoing engagement of CEDS stakeholders and the implementation of CEDS projects.*

ACTIONS	MEASURES
BCEDC/CEDS STRATEGY COMMITTEE	# of meetings annually Representation of members Value of and number of grant funds distributed
ASSISTANCE TO PARTNER AGENCIES	# DRI reviews # Chapter H applications # GIZ applications/renewals # Towns assisted annually \$ Funding for CEDS projects

**OUTREACH AND INFORMATION SHARING MEASURES**

*The Commission is committed to outreach and information sharing, presenting to local and regional stakeholders, facilitating data sharing through STATSCapeCod and web applications, and hosting the OneCape conference annually. The following metrics help to track these efforts:*

ACTIONS	MEASURES
RESEARCH/DATA ANALYSIS	# of articles and press releases written # of Presentations given annually # of Reports and plans published
DATA DISSEMINATION	Updates to STATSCapeCod STATSCapeCod user statistics # of new features on STATSCapeCod # of datasets available on region GIS # Towns on OpenCounter
ONECAPE SUMMIT	# of Organizations Attending # of Businesses Attending Total Attendance # of presentations related to Economy

**TARGETED TECHNICAL ASSISTANCE TO TOWNS MEASURES**

*The Commission continually provides technical assistance to towns on a variety of targeted issues. This CEDS identifies that the Commission will prioritize technical assistance to towns for LCP development, activity center evaluations, and water quality plan development. The following are measures by which the Commission will evaluate progress on these actions.*

ACTIONS	MEASURES
LCP DEVELOPMENT	# of Towns assisted # of certified LCPs
RESET PROGRAM	# of Towns assisted \$ or length of time per engagement Associated Investments in Activity Centers
INDIVIDUAL RESET PROJECTS	Actions Recommended Actions Taken by the Town or Region Specific Outcomes due to Actions Taken Investments in the Activity Centers
WATER QUALITY PLAN DEVELOPMENT	# of Towns Assisted # of Town Water Quality Plans Completed

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**REGIONAL INITIATIVES AND PROJECTS IMPLEMENTATION MEASURES**

*The initiatives and projects identified in the year-one tactical implementation plan are the first steps in fulfilling the vision of the 2019 CEDS. The regional priority initiatives all have identified quantitative and/or qualitative measures of success based on their goals and benefits. Partners embarking on the individual projects may choose to track additional project-specific metrics.*

*The following describes the priority initiatives and projects from the year-one implementation plan and identified deliverables and measures for each.*

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**COMPREHENSIVE AND ACTIVITY CENTER PLANNING INITIATIVE**

Work collaboratively with towns to complete and implement long-term comprehensive plans and permitting improvements to effectively address local, sub-regional and regional needs, and concentrate growth away from sensitive natural areas and into areas efficiently served by infrastructure

INITIATIVE GOAL	DELIVERABLES	MEASURES
To manage growth to reduce impacts to the natural environment and create vibrant, diverse centers of activity affordably served by infrastructure	<ul style="list-style-type: none"> <li>■ Scope of work with team, timeline, and budget</li> <li>■ Plan/strategy document including implementation plan, potential funding sources and budget</li> <li>■ Identified projects or recommendations completed</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of Certified LCPs</li> <li>■ Number of local plans developed consistent with the LCP</li> <li>■ Master plans in all regional activity centers (and key town-proposed activity centers)</li> <li>■ Number of Towns using OpenCounter</li> </ul>

**CREATIVE ECONOMY SECTOR INTEGRATION**

The Commission will work with partners to evaluate the economic benefits of Cape Cod’s creative economy, including its fine and performing arts sector, and identify opportunities to integrate the sector into economic development efforts including infrastructure investments, activity center planning, and housing. The project includes an update to “Leveraging Cultural Assets for Economic Development,” a guide for towns previously published by the Cape Cod Commission.

PROJECT GOAL	DELIVERABLES	MEASURES
To provide data and recommendations to towns and arts/culture/historical entities for collaboration that support year-round employment and community building activity	<ul style="list-style-type: none"> <li>■ Economic impact assessment</li> <li>■ Updated Leveraging Cultural Assets for Economic Development guide</li> <li>■ Outreach materials on best practices and case studies</li> <li>■ Online tools to share arts/culture resources</li> </ul>	<ul style="list-style-type: none"> <li>■ To be determined based on the recommendations in the updated guide</li> </ul>

**REGIONAL CAPITAL PLAN**

To support local comprehensive planning and regional infrastructure investment, the Commission will seek funding for and develop a regional capital plan. The regional capital plan will identify key needs, priorities, and funding options for capital infrastructure and create tools for communities to help identify potential efficiencies. Development of the regional capital plan will include creating an inventory of planned infrastructure improvements, planning and implementing a facilitated public process around capital planning efforts, and identifying tools/resources needed to improve coordination and efficiency in planning. Additionally, the Commission will develop a decision support tool to identify opportunities for collaboration to find efficiency, reduce cost and limit disruption, and to better coordinate access to funding sources.

PROJECT GOAL	DELIVERABLES	MEASURES
To coordinate regional capital planning and address infrastructure needs efficiently	<ul style="list-style-type: none"> <li>■ Regional Capital Plan</li> <li>■ Scope of work with team, timeline, and budget</li> <li>■ Plan/strategy document including implementation plan, potential funding sources and budget</li> <li>■ Inventory of planned infrastructure improvements</li> <li>■ Decision support tool to help identify coordination opportunities and potential funding</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of projects identified and included in capital planning inventory</li> <li>■ Number of coordinated projects begun/completed</li> <li>■ Others to be determined based on the outcomes of the completed plan</li> </ul>

**REGIONAL HOUSING PLAN**

The Commission will develop a comprehensive regional housing plan that supports sustainable development of affordable and varied housing options for Cape Cod residents of all income levels and ages. The plan will identify regional, subregional, and town-specific housing supply goals and appropriate areas for housing development, especially multi-unit development. It will identify policies, actions, and strategies for furthering the goals of the plan, including how to foster infrastructure investment to support an increase in housing supply, and will include a community engagement strategy for education, visioning, and planning purposes.

PROJECT GOAL	DELIVERABLES	MEASURES
To increase access to affordable and diverse housing that addresses the “missing middle” and affordability issues of the region	<ul style="list-style-type: none"> <li>■ Scope of work with team, timeline, and budget</li> <li>■ Plan/strategy document including implementation plan, potential funding sources and budget</li> <li>■ Completed Regional Housing Plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of housing units constructed compared with the identified regional, sub-regional, and town-specific housing supply goals identified in the plan</li> <li>■ Implementation of recommended policies, actions, and strategies identified in the plan</li> <li>■ Others to be determined based on the recommendations of the completed plan</li> </ul>

**MODEL BYLAWS FOR ZONING AND DESIGN**

Building on the work of the Community Resilience by Design project, the Commission will work to support adoption of form-based code, hybrid zoning, and/or design guidelines or standards where appropriate, which address individual towns’ needs, respond to and complement the local context, and will help fulfill the visions for their communities. The Commission will draft a form-based code framework and work with towns to develop and adopt form-based code, design guidelines or standards, or hybrid zoning tailored to the unique needs of the community.

PROJECT GOAL	DELIVERABLES	MEASURES
To facilitate implementation of zoning updates to address the region’s identified planning needs	<ul style="list-style-type: none"> <li>■ Model bylaws Plan/strategy document including implementation plan, potential funding sources and budget</li> <li>■ Form-based code framework</li> <li>■ Updated regional design guidelines that could serve as models for towns, as needed</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of towns adopting form-based code, hybrid zoning, or design guidelines/standards</li> </ul>

**CLIMATE CHANGE MITIGATION AND ADAPTATION PLANNING**

The region must continue to plan for mitigating climate change and addressing its potential impacts. Planning is needed to move the region away from fossil fuels, encourage energy efficiency and renewable energy, electrify transportation, and ensure protection of the region’s natural resources and natural carbon sinks.

During the first year of CEDS implementation, the Commission will establish a methodology for and complete an inventory of greenhouse gases for the region (with the intention of contributing to the work of the Cape Cod Climate Change Collaborative and other stakeholders) to ultimately develop a climate action plan for Barnstable County. The Commission will also complete two analyses to identify appropriate sites across the region for electric vehicle charging stations and utility-scale solar installations. In addition, the Commission plans to continue working with communities to implement state and local planning efforts to build climate and coastal resilience, such as the Municipal Vulnerability Preparedness Program and Green Communities program.

PROJECT GOAL	DELIVERABLES	MEASURES
To build climate resilience on Cape Cod through local and regional planning efforts	<ul style="list-style-type: none"> <li>■ Scopes of work with team, timeline, and plan for a regional greenhouse gas emissions inventory, siting analysis for electric vehicle charging stations, and utility-scale solar arrays</li> <li>■ Scopes of work with team, timeline, and plan for Municipal Vulnerability Preparedness program participation</li> <li>■ Regional greenhouse gas emissions inventory</li> <li>■ Analysis of sites for electric vehicle charging stations</li> <li>■ Analysis of sites for utility-scale solar installations</li> </ul>	<ul style="list-style-type: none"> <li>■ Current regional greenhouse gas emissions (and future changes)</li> <li>■ Implementation/adoption of actions and policies to reduce regional greenhouse gas emissions, based on information from the regional greenhouse gas emissions inventory</li> <li>■ Number of Municipal Vulnerability Preparedness communities on Cape Cod</li> <li>■ Number of electric vehicle charging stations installed at identified sites</li> <li>■ Number of utility-scale solar installations installed at identified sites</li> </ul>

## CONCLUSION

Implementing the CEDS will help the region flourish economically and address its resiliency challenges while preserving and honoring the natural and cultural resources so critical to Cape Cod. Through regional collaboration and coordination, carrying out the identified initiatives and priorities will ensure the Cape is a region that cultivates creativity, diversity, and innovation, builds a strong and resilient economy, and supports vibrant and robust communities.





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COMMISSION

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## APPROVAL OF THE CEDS 5-YEAR UPDATE BY THE CAPE COD COMMISSION

### Draft Minutes - Cape Cod Commission Meeting, June 13, 2019

The Acting Chairman, Jack McCormack, called the Cape Cod Commission meeting to order on Thursday, June 13, 2019, at 3:00 p.m., in the East Wing Conference Room, Old Jail Building, 3195 Main Street, Barnstable, MA 02630. Roll was called, and a quorum was established:

Town	Member	Present
Barnstable	Fred Chirigotis	√
Bourne	Stephen Mealy	√
Brewster	Elizabeth Taylor	√
Chatham	Tom Wilson	√
Dennis	Richard Roy	√
Eastham	Joy Brookshire	√
Falmouth	Charles McCaffrey	√
Harwich	Jacqueline Etsten	Absent
Mashpee	Ernest Virgilio	√
Orleans	Len Short	√
Provincetown	Dr. Cheryl Andrews	√
Sandwich	Harold Mitchell	Absent
Truro	Kevin Grunwald	Absent
Wellfleet	VACANT	
Yarmouth	John McCormack, Jr.	√
County Commissioner	Ronald Bergstrom	√
Minority Representative	John Harris	Absent
Native American Rep.	David Weeden	Absent
Governor's Appointee	Michael Maxim	Absent

#### SUMMARY OF ACTIONS TAKEN/VOTES:

- Approval of minutes: The minutes of the May 30, 2019 meeting were approved with ten votes in favor and two abstentions.
- Comprehensive Economic Development Strategy: Following staff presentation and discussion, the Cape Cod Commission unanimously voted to approve the final Comprehensive Economic Development Strategy 5-year update document for Cape Cod for the years 2019-2024 and directed staff to submit it to the United States Economic Development Administration.

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### PUBLIC COMMENTS

Jack McCormack, Acting Chair asked for any comments from the public on matters not on the meeting agenda. No members of the public were in attendance, and no one offered comment.

### APPROVAL OF MINUTES

The minutes of the May 30, 2019, Cape Cod Commission (CCC) meeting were reviewed. Upon a motion to approve the minutes by Len Short, seconded by Ernie Virgilio, the motion passed. Richard Roy and Joy Brookshire abstained from the vote.

### COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Using a power point presentation, Leslie Richardson reviewed the new update of the 5-year Comprehensive Economic Development Strategy (CEDS) for Cape Cod. Her presentation reviewed the CEDS timeline; regional assets & challenges; population, employment & income trends; CEDS vision, goals, and regional priorities; and the CEDS action plan and annual evaluation process. During the presentation, she explained that the CEDS update was developed through an extensive stakeholder process involving over 100 stakeholders and sixty organizations. She explained that the CEDS builds on the Regional Policy Plan (RPP), adopting the RPP goals and growth policy as the planning framework. The background section of the document summarizes the region's economic assets and challenges which include the need for greater economic diversity, housing affordable to the workforce, wastewater infrastructure, and climate change adaptation and mitigation strategies. Ms. Richardson explained that the Action Plan, made up of nine initiatives with specific projects identified for each, seeks to address these challenges in partnership with stakeholder organizations across the region. She described the work the Commission will undertake over the next year and how progress will be measured each year through the evaluation structure outlined in the CEDS document. She said the full CEDS Report with Executive Summary and the CEDS Appendix IV-Action Plan are available at [www.capecodcommission.org](http://www.capecodcommission.org).

Elizabeth Taylor commented that changes to the state zoning law are needed to make a positive impact locally. Ms. Richardson stated that towns can use the special tools available under the Cape Cod Commission act to address some of the challenges posed by zoning and that the Commission has in the past worked with legislators on potential changes to the state's zoning enabling law. In the meantime, Cape Cod Commission staff continue to work with towns on the Cape to address zoning, one good example is the recent work with the Town of Eastham, where they used the District of Critical Planning (DCPC) tool to help pass zoning changes.

Ronald Bergstrom mentioned the accessory dwelling unit (ADU) bylaw in Chatham and asked how the CCC was involved with the initiative. Ms. Richardson explained that the Smarter Cape Partnership identified ADUs as one response housing affordability issues and asked the CCC to draft a model ADU bylaw, which the Partnership shared with all towns. The Realtor Association took the lead to help market the idea to the towns. Mr. Bergstrom questioned whether they were economically feasible. Ms. Taylor stated that the Town of Brewster added a new accessory (ADU) bylaw in Brewster. It was agreed that it

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would be helpful if there were a structure available to help provide financial assistance to build such dwellings.

Len Short added that we do not have the infrastructure to support year-round residents. He feels that fiber optic broadband service would help bring year-round residents. Ms. Richardson stated that due to the cost of extending broadband services to the home, it may require public investment. Mr. Bergstrom added that Barnstable County Commissioners have had discussions with Open Cape to determine if Barnstable County should be more involved to get support from the Legislature.

Elizabeth Taylor moved that the Cape Cod Commission approve the final Comprehensive Economic Development Strategy 5-year update document for Cape Cod for the years 2019-2024 and for staff to submit it to the United States Economic Development Administration. A motion to approve was made by Tom Wilson, seconded by Ernie Virgilio. Chairman McCormack asked for a roll call vote.

A roll call vote was taken as follows:

Barnstable	Fred Chirigotis	yes
Bourne	Stephen Mealy	yes
Brewster	Elizabeth Taylor	yes
Chatham	Tom Wilson	yes
Dennis	Richard Roy	yes
Eastham	Joy Brookshire	yes
Falmouth	Charles McCaffrey	yes
Mashpee	Ernest Virgilio	yes
Orleans	Len Short	yes
Provincetown	Dr. Cheryl Andrews	yes
Yarmouth	John McCormack, Jr.	yes
County Commissioner	Ronald Bergstrom	yes

The vote passed unanimously.

NEW BUSINESS: *Topics not reasonably anticipated by the Chair more than 48 hours before the meeting.* No new business was taken up.

Upon a motion to adjourn at 3:36 p.m. by Len Short, seconded by Ernie Virgilio, the vote was passed unanimously.

### List of Documents Used/Presented at the June 13, 2019 Commission Meeting

- June 12, 2019 Cape Cod Commission Meeting Agenda
- Draft meeting minutes of May 30, 2019 Cape Cod Commission meeting
- [2019 Comprehensive Economic Development Strategy Report with Executive Summary](#)

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- Copy of June 6, 2019, Barnstable County Economic Development Council Endorsement
- [2019 Comprehensive Economic Development Strategy Appendix IV – Action Plan dated June 6, 2019](#)
- [Comprehensive Economic Development Strategy Power Point slide presentation](#) prepared by Leslie Richardson, Cape Cod Commission staff

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# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) STRATEGY COMMITTEE MEETINGS

## Meeting Minutes - Barnstable County Economic Development Council, June 6, 2018

A meeting of the Barnstable County Economic Development Council (BCEDC) was held on June 6, 2018 at 3:00 p.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

### Members:

Terri Ahern	Healthcare	Absent*
David Augustinho	Workforce Development Board	Present
Lauren Barker	Young Professionals	Present
Rob Brennan	Housing Developer	Present
Duane Fotheringham	Marine Sciences	Present
Alisa Galazzi	Affordable Housing	Absent
Lisa Guyon	Healthcare	Present
Tammi Jacobsen	Higher Education	Present
Peter Karlson	Information Technology/Entrepreneurship	Present
Diane Pratt	Construction	Present
Julie Wake	Arts and Culture	Present
Sheryl Walsh	Banking Sector	Present

\*Temporarily represented by Lisa Guyon, Cape Cod HealthCare.

### Non-voting Members:

Harold Mitchell	Cape Cod Commission Member/Appointed Official	Present
Ron Beaty	Barnstable County Commissioner/Elected Official	Present
Su Moran (Chair)	Barnstable County Assembly of Delegates Member	Present

### Others Present:

Kristy Senatori	Cape Cod Commission	Present
Heather Harper	Cape Cod Commission	Present
Leslie Richardson	Cape Cod Commission	Present

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Su Moran called the meeting to order and thanked everyone for attending. Harold “Woody” Mitchell made a motion to approve the April 30, 2018 meeting minutes, seconded by Diane Pratt, approved by all with David Augustinho, and Ron Beaty abstaining.

Kristy Senatori, Executive Director of the Cape Cod Commission, invited members to the 2018 OneCape Summit on August 16 and 17.

Ms. Moran announced the Council will be recommending a structure for granting license plate funds for projects consistent with the Comprehensive Economic Development Strategy. Council member ideas on the programs design would be appreciated. The expected format would begin with establishing a grants sub-committee responsible for recommending grant priorities, reviewing grant proposals, and recommending awardees. Details on the program and the funding available are still being worked out. Leslie Richardson, Chief Economic Development Officer at the Cape Cod Commission, said grants can only be given to non-profits, the County cannot give funds to private businesses.

As an introduction to a brainstorming exercise, Heather Harper, Chief of Staff of the Cape Cod Commission, reminded the Council that the Comprehensive Economic Development Strategy (CEDS) Five Year Update will need to be completed by June 2019. She reviewed the economic landscape when the last comprehensive update was completed in 2009- just prior to the great recession- and the current landscape. Members discussed the current changes they have seen in our local, and national economy including:

- The need for a viable plan for bridge replacement
- Trend away from big box store to online shopping
- Trend towards renting instead of buying homes
- The need to include climate resiliency in all economic planning
- The emergence of the blue economy
- The need to address the health of the workforce and opioid crisis
- Disaster recovery planning
- Changes in regional and federal regulations

Members participated in an exercise around CEDS working group structure; they made additions to the sub-elements, brainstormed concerns emerging within each element, and identified any missing work-group members. The workgroups are Infrastructure Development, Business Development/Business Climate, Workforce Development/Sector Development (see attachments for results – member input in italics).

Ms. Richardson presented the CEDS Year 4 annual Report for the members approval. Members received the report for review prior to the meeting. The report documents the implementation of the 2014 CEDS 5-year update over the past year and provides a plan of action to be taken during 2019, the final year of its implementation.

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Ms. Richardson explained that the goals of the strategy mirror the goals and growth policy in the Regional Policy Plan, ensuring that both documents work in tandem. The vision statement is based on the principles of protecting and building on the regions competitive advantage, fostering balance and diversity, using resources efficiently and expanding opportunity and regional wealth. The Five goals of the CEDS are low impact and compatible development, a balanced economy, regional income growth, infrastructure capacity and regional collaboration and joint commitment. She noted that the benefits of the CEDS include receiving an EDD designation which brings \$70,000 annually in planning funds to the region and also allows for the region to apply for EDA grants.

Members unanimously approved the CEDS Year 4 Annual Report for 2018. David Augustinho made the motion to approve the Year 4 update, seconded by Peter Karlson.

Ms. Richardson asked if members had any news or updates they would like to share with the Council. Diane Pratt said the Homebuilders and Remodelers Association of Cape Cod met with the Sheriff's office and Barnstable County Human Services to discuss the opioid crisis and its effects on employment. Lis Guyon said Cape Cod Healthcare reported that her office continues to look into the health of the workforce, its effect on the economy and ways to make improvement. Julie Wake announced that the Arts Foundation has a program, "AFCC Access", which serves to empower and engage economic disadvantaged youths in art programming.

David Augustinho made a motion to adjourn the meeting, seconded by Peter Karlson and approved unanimously. The meeting ended at 4:30 pm.

Meeting Exercise:

ELEMENT	SUB-ELEMENT	CONCERNS	STAKEHOLDER GROUPS
<b>Infrastructure Development</b>	Transportation-bridges	Light rail	Technology Council
	Telecom	Mass transit	Housing Assistance Corp.
	Energy	Last mile	Cape Light Compact
	Solid Waste	Commercial space sharing	Cape Cod Commission
	Storm & Wastewater	Ride share options	Towns – (Planners)
	Drinking Water	Shared travel lanes	Utilities
	Natural Environment	Grid resiliency	CCWPC
	Commercial Space	Gas lines	Cooperative Extension Service
	Housing	Offshore wind/energy	County Health Department
	Shared economy	Renewable energy	Towns – DPW; finance
	Extended stay hotels	Mixed-use space	Self-Reliance
	Redevelopment of existing spaces	Economic inhibited by infrastructure limitations	MPO
	Alternative energies	Sea level rise	RTA
	Green space/place making/green infrastructure	Nuclear power plant plan	Chamber of Commerce
	Public health	Drinking water contamination	Industry Associations
	Environmental health	Need for research and development	Cape and Vineyard Wind
		Zoning	

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ELEMENT	SUB-ELEMENT	CONCERNS	STAKEHOLDER GROUPS
	Community character/preservation	Energy costs Emergency/disaster plan	
<b>Business Development</b>	Capital Access Business Planning Business Financing Development of/Access to Markets Import Substitution Blue Economy Labor market Education Social enterprise/entrepreneurship Social development Supply chain management	Skilled labor Workforce housing Year-round business focus Seasonal labor Resiliency/recovery plans	Lower Cape CDC C&I Community Capital Entre Center Arts Foundation Local Chambers EDICs SCORE CCCC Upper Cape Tech CC Tech CCYP Blue Economy Foundation
<b>Business Climate</b>	Zoning Permitting Externalities Taxes Cost of Doing Business Opportunity Costs Work force housing Community character -- development	Business/start-up friendly environment Lack of workforce housing e-permits workforce attraction	Association to Preserve Cape Cod Towns – administrators, planners Cape Cod Commission Cape Cod Chamber Local Chambers Local Economic Dev. Committees Building Departments HBRACC CCYP Blue Economy Foundation
<b>Workforce Development</b>	K-12 Higher Education STEM Remedial Training Workforce Training Lifelong Learning Seasonal Employment Workforce health Childcare Year-round employment options Workforce housing Workforce recruitment Retention Living wages/high paying jobs Neighborhoods/placemaking/ quality of life	Childcare Hot to retain what we have and recruit next generation workforce Housing Energy dedicated to year-round job development vs seasonal Job pay	Workforce Investment Board Cape Cod Community College Mass Maritime Academy Bridgewater State Joint Base Cape Cod Technical High Schools K-12 Schools Technology Council AFL-CIO CCYP
<b>Sector Development</b>	Emerging Sectors Core Sectors Traditional Sectors Locally owned Businesses Small Businesses Exports & Import Substitution Public Investments Health care sector	How can we turn our challenges into jobs and opportunities? Resiliency/climate change Incentivize entrepreneurship	Cape Cod Chamber Technology Council Arts Foundation WHOI Tech Transfer Office Hook Fishermen’s Association Self-Reliance CCYP Bridgewater State College

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ELEMENT	SUB-ELEMENT	CONCERNS	STAKEHOLDER GROUPS
	Marijuana sector Tech sector Research sector/knowledge creation Entrepreneurs/innovation market childcare		CC Child Development Family Links CC Children's Place
<b>Climate Resilience</b>	Residences/construction Neighborhood Municipal Education Innovation Job/product creation	Disaster planning	MBL WHOI Colleges Tech schools USGA REPC

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## Meeting Minutes - Barnstable County Economic Development Council, October 1, 2018

A meeting of the Barnstable County Economic Development Council was held on October 1, 2018 at 1:00 p.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

**Members:**

Terri Ahern	Healthcare	Absent*
David Augustinho	Workforce Development Board	Absent
Lauren Barker	Young Professionals	Present
Rob Brennan	Housing Developer	Absent
Duane Fotheringham	Marine Sciences	Present
Alisa Galazzi	Affordable Housing	Present
Lisa Guyon	Healthcare	Present
Tammi Jacobsen	Higher Education	Present
Peter Karlson	Information Technology/Entrepreneurship	Absent
Diane Pratt	Construction	Present
Julie Wake	Arts and Culture	Present
Sheryl Walsh	Banking Sector	Present

\*Temporarily represented by Lisa Guyon, Cape Cod HealthCare.

**Non-voting Members:**

Harold Mitchell	Cape Cod Commission Member/Appointed Official	Absent
Ron Beaty	Barnstable County Commissioner/Elected Official	Present
Su Moran (Chair)	Barnstable County Assembly of Delegates Member	Present

**Others Present:**

Kristy Senatori	Cape Cod Commission
Heather Harper	Cape Cod Commission

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Leslie Richardson          Cape Cod Commission

Su Moran called the meeting to order and thanked everyone for attending.

Julie Wake made a motion to approve the June 6, 2018 minutes of the Barnstable County Economic Development Council (BCEDC), Tammi Jacobsen seconded, and they were unanimously approved.

Ms. Moran provided an update on her recent activities of interest to Council members. Ms. Moran, Cape Cod Commission staff and Barnstable County administration have discussed the new license plate grant fund. The Commission's Draft Regional Policy Plan (RPP) public comment period is open. She encouraged members to read and review the RPP since the Comprehensive Economic Development Strategy (CEDS) needs to be consistent with the regional plan. She also announced that Woods Hole Oceanographic Institute would be holding a Pitch-A-Thon in October. Ms. Moran also reported that she attended a Vineyard wind meeting where economic development opportunities to be created by the project were discussed. Ms. Moran then invited members to report any news of interest to the group.

Tammi Jacobsen- The Cape Cod Community College is working with the Home Builders and Remodelers Association of Cape Cod, the Housing Assistance Corporation, and the Workforce Investment Board to develop an entry level construction worker and office administration program. There are several builders who have agreed to hire interns from the program.

Julie Wake- The Arts Foundation of Cape Cod is hosting the Creative Exchange on October 19 which is a discussion around the creative economy and professional development. It is for both arts' administration professionals and artists.

Duane Fotheringham- Mr. Fotheringham recently met with Representative William Keating. Rep. Keating expressed support of the blue economy efforts on the Cape.

Lisa Guyon- Cape Cod Healthcare recently launched a community needs assessment to determine health priorities for the region.

Lauren Barker- The Back to Business Bash hosted by the Cape Cod Young Professionals in September had the highest attendance in the event's history. The organization is putting together a voter guide and a relocation guide which will include success stories of local Cape Codders and will be complemented by a video titled "My Cape Cod Story."

Diane Pratt- The Home Builders and Remodelers Association (HBRACC) continues its work on workforce development by hosting a job fair and working with the Cape Cod Community College. Ms. Pratt recently toured Mashpee High School and is working with the school to develop school chapters of the HBRACC.

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Alisa Galazzi – Housing Assistance Corporation recently launched a report covering workforce housing with recommendations on how to increase year-round rentals through incentives to owners to rent year-round instead of seasonally.

Kristy Senatori, Executive Director of the Cape Cod Commission, announced two recent grant awards. The first is a 3-year U.S. Economic Development Administration (EDA) grant directly to the Commission to support CEDS planning and implementation. The second is an EDA grant to the University of Massachusetts Dartmouth to support the development of the marine science industry on the Cape and South Coast; the Cape Cod Commission is a sub-awardee on this grant and will be serving on the advisory board. The Commission is also working with the Cape Cod Regional Chamber to submit a proposal to EDA to fund a virtual marine technology commercialization incubator. All of these opportunities are available because of the region's Economic Development District designation received from EDA in 2013.

Heather Harper summarized the results from the exercise done at the June 6, 2018 meeting to refine the CEDS workgroups (please see attached PowerPoint). Workgroups cover infrastructure development, workforce and sector development and business development and climate. The task of the workgroups is to identify top priority issues and associated actionable projects to be included in the CEDS Update and achieved over the next five years.

The exercise highlighted areas that were missed, issues facing the region, opportunities,

- Infrastructure and amenities: community parks, recreational open space and location of public and community services
- Workforce and sector development: size, skill age and experience of the region's labor force and moving goods on and off the Cape, workforce attraction and retention
- Business development and climate- entrepreneurship, attitudes towards business specifically regulatory practices and complexity impacting investor interest

The issue facing the region-

- Infrastructure: Resiliency to climate change, planning for peak demand, increasing multi-modal options (rail, bike and transit), building last-mile telecommunications service
- Workforce and sector development: Cost of workforce housing, seasonal workforce, childcare availability and cost, wages
- Business development and climate: business permitting environment, scaling-up businesses, preparedness for natural or economic shocks

Regional Opportunities discussed included:

- Transportation: ride sharing and self-driving cars
- Renewable energy: offshore wind
- e-permitting
- Cannabis market

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- Placemaking

Threats were identified:

- Drinking water quality
- Potential accident at the Plymouth power plant
- Climate change and sea level rise

Additional stakeholder groups were identified:

- Infrastructure: Cape & Vineyard Electric, Regional Transit Authority, Metropolitan Planning Organization
- Workforce and sector development: Cape Cod Young Professionals, childcare providers
- Business development and climate: SCORE

Members suggested including the Massachusetts Small Business Development Center (UMASS Amherst) and EforAll (Entrepreneurship for All (EforAll) is accelerating economic and social impact through entrepreneurship in mid-sized cities) as additional stakeholders.

The committee's recommended actions included:

- Placemaking and redevelopment plans
- Bike lanes
- Disaster planning
- Seasonal workforce housing
- Extended stay hotel
- Innovation responsive to concerns and threats

The discussion then moved on to the CEDS vision statement. The statement in the previous document is: "Cape Cod is a mosaic of historic villages, dynamic activity centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and build wealth across the region and are supported by reliable infrastructure designed to serve a modern, resilient economy and protect the natural assets and historic character of the region." Vision statements submitted via the survey were reviewed. It was agreed the vision statement should be more streamlined.

Leslie Richardson reviewed the CEDS planning process with the Council. She said the Commission is working to coordinate regional planning efforts and initiatives under the Regional Policy Plan, the overarching planning framework for the Cape. Sub-plans, such as the CEDS, will be more focused and tactical plans that tie back directly to RPP goals and growth policy. Sub-plans in addition to the CEDS include the Section 208 Water Quality Management Plan, the Ocean Management Plan, the Regional Transportation Plan and the upcoming Regional Capital Infrastructure plan.

Ms. Richardson explained that the CEDS update process will include a substantial public participation element including direct stakeholder participation, general public outreach, and media communications.

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The public participation process will be roughly organized around the questions EDA expects to be answered in the CEDS document:

- What have we done in the past?
- Where are we now?
- Where do we want to be in 2040?
- How will we get there?
- How are we doing and what can we do better?

In December or early January there will be a stakeholder event to bring together leaders in the region to undertake a SWOT (strengths, weaknesses, opportunities and threats) analysis and develop a short list of priority issues to be addressed over the next five years. This event will be followed by workgroups to refine priorities, identify specific projects to address these issues, and identify measures to assess progress. Other possible outreach efforts include a stakeholder survey, presentation series and an online SWOT game.

The Draft CEDS report will be released for a 30-day comment period and be presented at public meetings in April and May 2019. The report will be approved by the BCEDC and the Cape Cod Commission in June.

Ms. Richardson explained that A CEDS subcommittee of five members will need to be formed to review and approve the public participation plan and review and approve the draft plan. Ms. Harper asked if any members would like to volunteer for the economic development strategy subcommittee. Lauren Barker, Julie Wake, Alisa Galazzi, Sheryl Walsh, Tammi Jacobsen agreed to participate. Non-voting members Su Moran and Ron Beaty also volunteered.

Ms. Galazzi made a motion to adjourn, seconded by Ms. Wake and unanimously approved. The meeting ended at 2:20 p.m.

MATERIALS USED/PRESENTED AT THE OCTOBER 1, 2018 BCCMC MEETING:

- October 1, 2018 BCEDC agenda
- Draft BCEDC Minutes from the June 6, 2018 meeting
- [PowerPoint presentation](#)

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## Meeting Minutes - Barnstable County Economic Development Council, Dec. 19, 2019

## Appendix 1: Meeting Materials

A meeting of the Barnstable County Economic Development Council was held on December 19, 2018 at 2:00 p.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

### Members:

Terri Ahern*	Healthcare	Absent
David Augustinho	Workforce Development Board	Present
Lauren Barker	Young Professionals	Present-arrived at 2:10pm
Rob Brennan	Housing Developer	Present
Duane Fotheringham	Marine Sciences	Absent
Alisa Galazzi	Affordable Housing	Absent
Lisa Guyon	Healthcare	Present
Tammi Jacobsen	Higher Education	Present
Peter Karlson	Information Technology/Entrepreneurship	Present
Diane Pratt	Construction	Absent
Julie Wake	Arts and Culture	Present
Sheryl Walsh	Banking Sector	Absent

\*Temporarily represented by Lisa Guyon, Cape Cod HealthCare.

### Non-voting Members:

Harold Mitchell	Cape Cod Commission Member/Appointed Official	Absent
Ron Beaty	Barnstable County Commissioner/Elected Official	Present
Su Moran (Chair)	Barnstable County Assembly of Delegates Member	Present

### Others Present:

Kristy Senatori	Cape Cod Commission
Heather Harper	Cape Cod Commission
Leslie Richardson	Cape Cod Commission

Su Moran, representative of the Barnstable County Assembly of Delegates and BCEDC Chair, called the meeting to order at 2:00 p.m. She said because there were five members in attendance, one short of a quorum, the meeting would be informational, and no votes would be taken. Ms. Moran asked members to provide reports on activities, events or current initiatives that may be of interest to other BCEDC members.

David Augustinho, Executive Director at Cape and Islands Workforce Board, informed members that the Workforce Development Board is partnering with the Massachusetts South Shore Workforce Board on a grant to support manufacturing jobs in the region. The grant will train individuals in professional manufacturing skills. These skills match with the needs of large and small manufacturers on Cape Cod.

Julie Wake, Executive Director of the Arts Foundation of Cape Cod, said the Foundation is working with the Cape Cod Commission on updating the 2009 cultural plan for the region. One of the objectives of the plan is to show the impact of the arts sector on the Cape economy. The Foundation is also

## Appendix 1: Meeting Materials

establishing an artist in residence program with the first artist joining the Cape Cod Fisherman's Alliance on in their offices.

Peter Karlson, President of NuEon, told the committee that the Blue Economy Foundation is interested in establishing a blue technology commercialization center. They unsuccessfully applied for a US EDA grant for the Center but will use EDA's feedback provided to apply again under the Economic Adjustment Grant Program.

Lauren Barker joined the meeting at 2:15 p.m. resulting in a quorum for the meeting.

Lisa Guyon, Director of Community Benefits & Grants Administration at Cape Cod Healthcare, said that Cape Cod Healthcare's needs assessment survey data collection phase would be closing soon.

Ron Beaty, Barnstable County Commissioner, asked if applicants will be directed to submit license plate grant applications to the BCEDC. Kristy Senatori, Executive Director of the Cape Cod Commission, said yes, applications will be submitted electronically and then reviewed by the BCEDC's grant subcommittee. The BCEDC will send their recommended grant awards to the Barnstable County Commissioners for their review and approval.

Lauren Barker, Executive Director of Cape Cod Young Professionals, said the CCYP is in a partnership with EforAll to provide business accelerator programming to help startups. CCYP is assisting in organizing volunteer mentors for new entrepreneurs and startup businesses.

Rob Brennan, President of CapeBuilt, informed members that he attended and Opportunity Zones Summit at UMASS Lowell. The Cape has five areas designated by the state as opportunity zones. He described the benefits and opportunities available in these areas.

Kristy Senatori told the council that the Cape Cod Commission's Regional Policy Plan was before the Barnstable County Assembly of Delegate for a vote that afternoon. It would then be sent to the Barnstable County Commissioners for approval as a county ordinance.

Ms. Moran said the next item on the agenda was a discussion and possible vote on the draft Cape and Islands License Plate Grant Program Framework. Mr. Beaty asked for the balance of the fund. Leslie Richardson, Chief Economic Development Officer at the Cape Cod Commission said the balance was around \$400,000. Mr. Augustinho asked how much money the fund receives annually. Ms. Richardson said between \$350,000 to \$400,000. Ms. Senatori said the rest areas is allotted around \$40,000 annually and the Commission's economic development program receives around \$200,000 annually.

Ms. Guyon said the application guidelines should consider the capacity of smaller non-profits and their ability to meet the grant guidelines. There was further discussion on the ability of certain grant applicant's ability to meet a 50% match required for the Major Grants. Ms. Richardson said the applicants could make a case for flexibility on the match for the BCEDC Grants Committee to consider.

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Mr. Augustinho made a motion to appoint a grants subcommittee to work with staff on grant application materials, announcements, and the review and recommendation of potential grant awards to the full Barnstable County Economic Development Council, which may, in turn, recommend a final slate of grants to the Barnstable County Commissioners for their approval and funding. The motion was seconded by Ms. Guyon, all voting in favor with Ms. Barker and Ms. Wake abstaining.

Mr. Augustinho made a motion to approve the October 1, 2019 minutes, seconded by Ms. Wake, approved by all with Mr. Beaty abstaining.

Ms. Richardson reviewed the 2019 CEDS update process. The strategic direction of the plan, its vision and goals were presented, noting that the CEDS plan closely aligns and follows the approach of the Cape Cod Commission's newly updated Regional Policy Plan. The RPP focuses on the three systems which make up the region - natural, built and community systems - and identifies associated goals with each. The CEDS incorporates the RPP goals and growth policy. Mr. Augustinho asked if the goals are similar to the goals of the last CEDS update. Ms. Richardson said yes and explained that the goals in the 2014 CEDS were only the economic development goals of the previous RPP while this update includes these plus all the other goals in the RPP.

Mr. Augustinho made a motion to adopt the presented framework for inclusion in the CEDS 2-year update, seconded by Ms. Wake and unanimously approved.

Ms. Richardson explained that the next phase of the planning process is to gather the CEDS kickoff event, scheduled for January, to identify regional priorities. Building on this, working groups consisting of leaders representing the non-profit, business and municipal sectors will be held in March to develop an Action Plan for the region consisting of general initiatives and specific projects related to the regional priorities. The action plan will help the region attain the overall goals of economic sustainability, diversity and resilience. Feedback from both phases will be incorporated into the 5-year update of the strategy.

The meeting ended at 3:15.

### MATERIALS USED/PRESENTED AT THE DECEMBER 19, 2018 BCEDC MEETING:

- December 19, 2018 BCEDC agenda
- Draft BCEDC minutes from the October 1, 2018 meeting
- CEDS 5-Year update schedule
- CEDS planning framework
- License plate grant program outline

## Meeting Minutes - Barnstable County Economic Development Council, April 23, 2019

A meeting of the Barnstable County Economic Development Council was held on April 23, 2019 at 9:00 a.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

**Members:**

Terri Ahern	Healthcare	Absent
David Augustinho	Workforce Development Board	Present
Lauren Barker	Young Professionals	Present
Rob Brennan	Housing Developer	Present
Duane Fotheringham	Marine Sciences	Present
Alisa Galazzi	Affordable Housing	Absent
Tammi Jacobsen	Higher Education	Present- arrived 9:10 a.m.
Peter Karlson	Information Technology/Entrepreneurship	Absent
Vacant	Construction	
Julie Wake	Arts and Culture	Present
Sheryl Walsh	Banking Sector	Absent

**Non-voting Members:**

Harold Mitchell	Cape Cod Commission Member/Appointed Official	Absent
Ron Beaty	Barnstable County Commissioner/Elected Official	Present
Su Moran (Chair)	Barnstable County Assembly of Delegates Member	Present

**Others Present:**

Kristy Senatori	Cape Cod Commission
Heather Harper	Cape Cod Commission
Leslie Richardson	Cape Cod Commission
Chloe Schaefer	Cape Cod Commission

Su Moran, representative for the Barnstable County Assembly of Delegates and BCEDC Chair, opened the meeting at 9:05 a.m. welcoming everyone to the meeting. She tabled the first agenda item, approval of minutes since there was not a quorum present, but another member was expected. She moved onto chair and member reports.

Duane Fotheringham said Hydroid Inc., is doing well and continues to grow. He told the chair that he had to leave at 10:15.

David Augustinho told the Council he is retiring from the Workforce Development board. His final day is June 30, 2019. Terri Galvin will be the new executive director. The Workforce Investment Board is looking to establish a social media training program for arts organizations through a Workforce Training Fund Grant.

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Ron Beaty said the Cape and Islands License Plate Fund is on the agenda for the April 24, 2019 Barnstable County Commissioners meeting.

Rob Brennan recently broke ground at 250 Main. He spoke of the importance for the region to promote the housing choice bill and changes to zoning bylaws to allow for a variety of housing options.

Julie Wake said the foundation is working with the Commission to update the regional arts and culture guide.

Tammi Jacobsen arrived at 9:10 a.m.

Su Moran informed members that the Falmouth EDIC plans to hire an executive director. The EDIC is working to revitalize a section of Main Street.

Tammi Jacobsen said Cape Cod Community College's construction trade training program launched in February. Students are finishing up the curriculum portion of the program and will begin internships soon.

Lauren Barker said CCYP held their fourth annual Shape the Cape Summit earlier in the month. It was a great success.

Ms. Moran introduced the next order of business, approval of minutes from the December 19, 2018 meeting. Ms. Wake made a motion to approve, seconded by Tammi Jacobsen, and approved unanimously.

The next agenda item was a presentation on the Draft CEDS 5-Year Update document and a review of the public outreach process planned for the public comment period. [The presentation](#) (attached) reviewed the plan chapter by chapter- planning structure, regional context, strategic direction, action plan, and evaluation strategy. Ms. Richardson said the next step is for the BCEDC to vote on the release of the document for public comment. During this period, members of the BCEDC can review the document and either send written comments or schedule a time to talk to staff regarding comments and suggestions.

Mr. Beaty asked if projects receiving license plate grant funds need to meet the goals of the CEDS to receive funds. Ms. Richardson said this has been the case in the past because the BCEDC has adopted a framework for the license plate grant process that complements the CEDS. License plate grants can help fund projects that are included in the document or are part of regional initiatives.

Mr. Fotheringham said he would like to more time to review the document before he voted to release it for public comment.

There was a discussion amongst members on voting to release the document prior to their full review. Ms. Moran asked what the next steps would be if the document was released for public comment.

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Ms. Richardson said the document would be open for public comment for 30 days, edits based on feedback would be incorporated into the document. The revised document would be brought back to the BCEDC for a final vote in June. The CEDS would then go to the full Commission to be adopted. She said the document must be submitted to US EDA on June 30, 2019. Kristy Senatori, executive director of the Cape Cod Commission, said the schedule as is allows for a week between public comment ending and the BCEDC June meeting. Heather Harper, chief of staff at the Cape Cod Commission, suggested the Council could meet during the public comment period to provide staff with feedback. Overall, members did not feel another meeting was needed.

Ms. Barker made a motion to release the draft for public comment, seconded by Ms. Jacobsen, the motion passed with Ms. Wake and Mr. Fotheringham abstaining.

Ms. Moran introduced the next agenda item, the discussion, nomination and potential vote to recommend the Barnstable County Commissioners appoint three members and two alternates to serve on the Grant Subcommittee. The Subcommittee will make recommendations on grant applications that utilize funds raised by the Cape Cod and Islands License plate fees.

Ms. Harper said Sheryl Walsh and Peter Karlson expressed their willingness to be a member of the subcommittee. Mr. Brennan said he would like to participate. Ms. Jacobsen and Mr. Fotheringham volunteered to serve as alternates. Mr. Augustinho made a motion to recommend Ms. Walsh, Mr. Brennan and Mr. Karlson as members of and Ms. Jacobsen and Mr. Fotheringham as alternates to the BCEDC Grants/Contract Subcommittee, seconded by Mr. Brennan and unanimously approved.

The next order of business was a discussion and possible vote on a nomination process for Council members. Commission staff presented a draft procedure for filling vacancies on the Council (attached). Mr. Fotheringham made a motion to recommend approval of the draft procedure by the Barnstable County Commissioners, second by Ms. Wake and unanimously approved.

Ms. Moran reminded members of the next BCEDC meeting, June 6. She said a quorum would be necessary to approve the final CEDS Update.

Ms. Wake made a motion to adjourn the meeting, seconded by Ms. Barker and unanimously approved. The meeting ended at 10:03 a.m.

### MATERIALS USED/PRESENTED AT THE APRIL 23, 2019 BCEDC MEETING:

- April 23, 2019 BCEDC agenda
- Draft BCEDC minutes from the December 12, 2018 meeting
- DRAFT Nominating Process

## Draft Meeting Minutes - Barnstable County Economic Development Council, June 6, 2019

A meeting of the Barnstable County Economic Development Council was held on June 6, 2019 at 1:00 p.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

### Members:

Vacant	Healthcare	
David Augustinho	Workforce Development Board	Present
Lauren Barker	Young Professionals	Present
Rob Brennan	Housing Developer	Present
Duane Fotheringham	Marine Sciences	Present
Alisa Galazzi	Affordable Housing	Present
Tammi Jacobsen	Higher Education	Present
Peter Karlson	Information Technology/Entrepreneurship	Absent
Vacant	Construction	
Julie Wake	Arts and Culture	Absent
Sheryl Walsh	Banking Sector	Present

### Non-voting Members:

Harold Mitchell	Cape Cod Commission Member/Appointed Official	Absent
Ron Beaty	Barnstable County Commissioner/Elected Official	Present
Su Moran (Chair)	Barnstable County Assembly of Delegates Member	Present

### Others Present:

Kristy Senatori	Executive Director	Cape Cod Commission
Erin Perry	Deputy Director	Cape Cod Commission
Heather Harper	Chief of Staff	Cape Cod Commission
Leslie Richardson	Chief Economic Development Officer	Cape Cod Commission
Chloe Schaefer	Community Design Planner	Cape Cod Commission
Jennifer Clinton	Special Projects Coordinator	Cape Cod Commission
Taree McIntyre	Administrative Assistant	Cape Cod Commission

Susan Moran, Chair, opened the meeting at 1:04 pm, welcoming everyone to the meeting. Ms. Moran called on Leslie Richardson to present a summary of the CEDS 5-year update process and final report.

### Comprehensive Economic Development Strategy's Five-Year Update, 2019 – 2024:

Ms. Richardson's presentation included public feedback on regional priorities, climate change/resiliency, targeted projects/initiatives, prioritization, and outreach. The presentation provided regional average statistics, explained the CEDS vision and initiatives, and the Year One action plan. Mr. Beaty moved to open the CEDS 5-year plan for discussion, seconded by Ms. Walsh. Ms. Walsh and Ms. Galazzi noted the benefits of having current issues for the BCEDC to address, along with metrics for benchmarks to assess performance. Accolades were offered to the stakeholders and the Cape Cod Commission staff for their

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efforts in completing the process. Mr. Beaty inquired about the difference between the 2014 and the 2019 update. Ms. Senatori offered that the current update is focused on resiliency. Ms. Richardson stated that, as in the past, the plan reflects the concerns of stakeholders and that many of these concerns are consistent with those identified in past CEDS but that the level of emphasis has changed based on past progress in these areas. Conversation briefly touched on the Cape's housing issues and the pros and cons of houses, apartments, and dormitories. The benefits of new scientific documentation of climate change were also noted. David Augustinho motioned to approve the CEDS 5-year update final report, seconded by Alissa Galazzi, and approved unanimously. Ms. Senatori thanked everyone for their efforts during the update process.

### **Discussion and Potential Vote of Alternate Posting Location:**

Ms. Harper stated that an online posting location for agendas and notices would make them more accessible to the public versus the paper posting at the county complex. Ms. Senatori noted that the Cape Cod Commission has been using the website for online posting for quite a while. Mr. Beaty added that the County Commissioners have recently approved going to online posting for their notices. Mr. Beaty motioned to approve the BCEDC online posting location, endorsed by Ms. Jacobsen, seconded by David Augustinho, and approved by all.

### **Cape & Island's License Plate Grant Funding Allocation, Schedule, and Outreach Plan – Report:**

Ms. Harper recommended the announcement of a request for proposals (RFP) for a micro grant round (\$10,000 or less) in late July. This will be a rolling program with the first reviews, selections, and recommendations to the County Commissioners in September. A major grant round (\$10,000+ to \$150,000) is proposed with an August announcement of a request for proposals and the reviews, selection, and recommendations to the County Commissioners in late fall. Mr. Fotheringham requested examples of previous grants. Ms. Richardson will provide the requested information. Mr. Beaty questioned if the timeframe was too drawn out. Ms. Harper stated that the micro grants will allow for a quick start allowing more time to draft the RFP for the major grant process. Grant funds available for Fiscal Year 2020 are approximately \$130,000 to \$170,000.

### **Council Member Nominating Process and Vacancies:**

Ms. Harper stated that the Nominating Subcommittee will recommend the framework to vet candidates for BCEDC membership to expedite the process. Mr. Beaty motioned to adopt the Nominating Process as amended, endorsed by Ms. Walsh, seconded by Ms. Jacobsen, and approved by all. The Nominating Subcommittee members are Susan Moran, Alissa Galazzi, and Tammi Jacobsen.

### **Approve Minutes:**

Ms. Moran requested a motion to approve the minutes of the April 23, 2019 meeting. Ms. McIntyre noted that the correction requested by Ms. Barker prior to the meeting had already been made. Mr. Fotheringham motioned the approval of the minutes, seconded by Ms. Jacobsen, approved unanimously with abstentions by Ms. Galazzi and Ms. Walsh.

### **Chair and Member Reports:**

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Ms. Moran stated that the Falmouth Economic Development and Industrial Corporation (EDIC) has hired their first Executive Director. Ms. Moran will provide the Director's name to Ms. McIntyre.

Mr. Brennan attended a Chatham Listening Session where Mike Kennealy, Secretary of Housing and Economic Development was a keynote speaker. Mr. Brennan recommended that BCEDC members attend any public meetings to hear his ideas which are less political and more advocacy. Ms. Senatori stated that Mr. Kennealy is a keynote speaker at the OneCape Conference at the end of July.

Mr. Beaty inquired about the marketing of the Cape & Island's License Plate. Ms. Senatori noted that the Cape Cod Chamber handles the marketing and suggested they be invited to attend a future BCEDC meeting to present the process.

Ms. Jacobsen announced that Cape Cod Community College received grant funding to launch a new wind program this fall. Education and training for cannabis, cryptocurrency, and recreational use drones is also in the works.

Mr. Brennan made a motion to adjourn the meeting, seconded by Ms. Barker and unanimously approved. The meeting ended at 2:17 pm.

### MATERIALS USED/PRESENTED AT THE JUNE 6, 2019 BCEDC MEETING:

- June 6, 2019 BCEDC agenda
- [CEDS 5-Year Update PowerPoint Presentation](#)
- Motion to adopt website as official posting method
- Schedule update for C&I License Plate Fund – Regional Economic Development Grant Program
- DRAFT amended Nominating Process
- BCEDC Membership List
- Draft BCEDC minutes from the April 23, 2019 meeting

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## CEDS KICKOFF STAKEHOLDER WORKSHOP

### Workshop Summary

January 31, 2019 | 8:00 a.m. – 12:00 p.m.  
Cape Cod Cultural Center, Yarmouth, MA

The Comprehensive Economic Development Strategy (“CEDS”) is a five-year strategic plan for economic development on Cape Cod. It sets out an action plan with priority projects that will move Cape Cod's economy toward a sustainable future. The goal of the Stakeholder Workshop was to identify a set of top

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priority issues to address over the next five years, in order for the CEDS to have the greatest positive impact on regional economic performance in the long-term.

### Workshop Outline

- Welcome – Susan Moran, BCEDC Chair
- Framing the Future: Cape Cod’s Resilient Economy – Kristy Senatori, Executive Director, Cape Cod Commission
- Economic and Business Resiliency: A Case Study – Dan Wolf, CEO and Founder, Cape Air
- Workshop Overview and Expectations – Stacie Smith, Consensus Building Institute
- Working Session - Assessing Today’s Economy on Cape Cod (SWOT analysis)
- Working Session - Identifying Regional Economic Development Priorities
- Next Steps – Kristy Senatori

### Presentation

## Welcome and Workshop Overview

The CEDS Stakeholder Workshop began with a welcome and workshop overview by Susan Moran, Chair of the Barnstable County Economic Development Council (“BCEDC”). Ms. Moran thanked all participants for their contributions to the Cape Cod region. She noted that the aim of the workshop was to bring the brightest people together in one room to discuss key aspects of Cape Cod’s economy, including how to maximize economic development, improve transportation to add valuable time to people’s days, and use resources efficiently. She emphasized the importance of having a vision and understanding the needs of people in the community. She said that workshop participants would be specifically looking at goals for top priority issues which would have the greatest impact on long-term regional economic performance.

## Framing the Future: Cape Cod’s Resilient Economy

Kristy Senatori, Executive Director of the Cape Cod Commission (“Commission”), said this workshop was the first step in developing an action plan and strategies to address the economic challenges facing Cape Cod and to identify economic development opportunities based on stakeholders’ range of perspectives.

Ms. Senatori said that Cape Cod has a history of being a resilient region in the face of change. She reviewed historic trends and demographics, referring to slides (*see attached*). Retirees have been the most significant driver of growth since the 1960s. The region’s population effectively doubles during the summer; 38% of housing units are second homes.

Ms. Senatori noted that the region has unique resources and assets, and she highlighted some of the main factors that draw people to the Cape: environmental quality, access to the coast, outdoor recreational opportunities, and reasonable taxes. She also provided a high-level overview of regional

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challenges that are limiting the region's economic potential: limited room for growth (86% of land has already been developed or protected); transportation infrastructure (bridges limit access); wastewater (80% of watershed load for nitrogen is due to septic systems; it would cost \$4 billion to address nitrogen issues Cape-wide); continued population pressures; climate change (19% of the region is in a FEMA Special Flood Hazard Area; economic development needs to take into account coastal vulnerabilities); housing affordability (27% of households on Cape Cod spend >30% of income on housing); and changes in technology (new technologies are both a challenge and should be embraced as an opportunity). Ms. Senatori said that the workshop was an opportunity to discuss how we as a region address challenges to become more resilient.

Ms. Senatori then described how the Commission is working to address both economic and environmental resilience. She explained that the 2019 Cape Cod Regional Policy Plan ("RPP") is based on various Placetypes. In terms of economic development, the Commission is focusing on Community Activity Centers; this Placetype's characteristics include mixed-use development, multifamily residential housing, pedestrian amenities, and diverse services and community spaces. She noted that Community Activity Centers need to incorporate the visions of local communities.

At points during her presentation, Ms. Senatori used video clips of community leaders to illustrate economic development perspectives and insights. The regional leaders featured in the video clips included: Jay Coburn, CEO, Community Development Partnership; George "Bud" Dunham, Town Manager, Town of Sandwich; Michael Lauf, President and CEO, Cape Cod Healthcare; Paul Niedzwiecki, Former Executive Director, Cape Cod Commission; Wendy Northcross, CEO, Cape Cod Chamber of Commerce; John Pappalardo, CEO, Cape Cod Commercial Fishermen's Alliance; Dorothy Savarese, President and CEO, Cape Cod Five; Bert Talerman, First Executive Vice President, Cape Cod Five; and Dan Wolf, Former Cape Cod & Islands State Senator and Founder and CEO, Cape Air.

Ms. Senatori concluded by expressing her hope that workshop participants would take this opportunity to look to the future and use the brainpower in the room to talk about ways the region can become economically resilient.

### **Economic and Business Resiliency**

Dan Wolf, Former Cape Cod & Islands State Senator and Cape Air Founder and CEO, gave a presentation on the topic of "Economic and Business Resilience." He said that resilience is a current catch word; the previous catch word was sustainability. He presented a new concept of "susilience" – which combines resilience with sustainability – and described the importance of bouncing back (resilience) in a very planned, measured, and thoughtful way that leads to sustainability. He said that during the workshop, participants will brainstorm what resources are available on Cape Cod that can be harnessed for resilience and sustainability – and identify what the challenges are, to understand and try to address them. He noted that we are a region with incredible resources; we need to understand regional resources and apply them to our own solutions. He then led an interactive discussion with workshop participants to begin to identify regional resources.

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Regional resources identified included:

- *Fishing Industry* – The fishing industry has led in terms of being an indicator of challenges as well as in identifying solutions. The Aquaculture Research Center is an example of innovation with economic and environmental benefits.
- *Beaches* – We are at the doorway of one of the most beautiful National Parks, the 44,000-acre Cape Cod National Seashore (“CCNS”). CCNS is a conduit to the federal government and a reason people come here.
- *Blue Economy* – Cape Cod has a vibrant Blue Economy. The Cape Cod Chamber of Commerce has done a great job promoting it. The creative economy is linked to the Blue Economy; this environment inspires creativity.
- *Scientific Research* – There is incredible scientific research taking place on Cape Cod.
- *Arts and Cultural Organizations* – Cape Cod is an arts and cultural destination; we need to harness the creative arts and cultural community.
- *Education* – Cape Cod has some of the best public education, from elementary schools to Cape Cod Community College to Mass Maritime Academy.
- *Young Community Members* – We need to leverage and engage younger people.
- *Health Care* – Cape Cod has great health care resources.
- *Retirement Population* – Cape Cod has a highly educated and accomplished retirement population.
- *Property Values* – Cape Cod has high property values and low real estate tax rates.
- *Second Homeowners* – Second homeowners are paying property taxes on properties they don’t occupy. The wealth we have on Cape Cod is an incredible resource.
- *Transportation* – Cape Cod has great public transportation (i.e., RTA, ferries, Cape Air, trains).
- *Small Businesses* – The region has many small businesses, including multi-generational family businesses.
- *Nonprofits* – There are a disproportionate number of nonprofits on Cape Cod, which is a good thing.
- *Government* – The region has thoughtful and creative town governments – and engaged regional, state, and federal governments. Cape Cod’s regional government is a leverageable resource.
- *History* – We have an incredible history; it’s part of the reason people come here.
- *State-of-the-art Broadband* – The Economic Development Council made the first investment in Open Cape. The middle mile broadband network was built with Federal and state funding.

Mr. Wolf asked participants not to reidentify the housing problem when discussing regional challenges during the small group session, but to instead focus on the gap between income and housing, and on identifying potential solutions/entrepreneurial approaches to address this gap. We also need to look at zoning legislation, to create zoning opportunities that facilitate housing that’s affordable.

Mr. Wolf noted that we can have really good ideas and good planning relative to achieving our vision, but we also need to fund the ideas/plans. Funding issues to consider include: how to generate revenue to solve problems; how to decrease costs; and how to address challenging externalities (i.e., climate change). The socioeconomic change of concentration of wealth/income, flat wages, and rising costs is just as destructive to our economy as climate change is to our environment; the question is how to generate revenue without impacting those already struggling. There is a new funding stream through

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the rooms tax which will be directed towards water resources, to address nitrogen and phosphorous issues. Additional taxes might help to fund other initiatives. He also noted that there are progressive ways to increase transportation revenue with new technology. For example, there could be a toll on the new bridges with exemptions for local people (with transponders becoming exempt from the toll after a certain number of crossings).

### **Assessing Today's Economy on Cape Cod: Small Group Exercise Overview**

Facilitator Stacie Smith of the Consensus Building Institute provided an overview of the objectives, ground rules, logistics, and expectations for the small group exercise before participants split into five groups. She said that each small group would be given one hour to discuss strengths, weaknesses, opportunities, and threats ("SWOT analysis") in one of three sector areas affecting the economy on Cape Cod: Infrastructure, Sector and Workforce Development, and Business Development and Climate. Strengths and weaknesses would be focused on internal factors here on Cape Cod (i.e., within the Cape's economy, workforce). Opportunities and threats would be focused on external factors, beyond just what is happening on the Cape (i.e., trends such as climate change); the region should prepare now to address threats or take advantage of opportunities in the future. Out of the SWOT analysis, the groups were to identify three top regional priorities that the CEDS should focus on in developing and implementing the action plan. After the SWOT analysis, the small groups will come back together to share and evaluate priorities identified. Following the workshop, CEDS Workgroups will take the ideas generated and work with them moving forward. In most cases, leaders of small groups at the workshop will lead the CEDS Workgroups.

Ms. Smith provided guidance on the three sector areas that the small groups would be focusing on and noted that the priorities identified by the groups might overlap and/or align:

- Infrastructure: to support resilience/sustainability ("susilience") in the economy
- Sector and Workforce Development: existing/emerging workforce industry sectors; workforce education/training
- Business Development and Climate: business growth, costs, funding, and regulations

Ms. Smith reviewed the ground rules for the small groups and encouraged participants to share their points of view. She reiterated the exercise components: brainstorm internal factors; brainstorm external factors; discuss priorities; and identify top priorities to share with full group. She said that all ideas generated would inform the CEDS process; ideas that don't get top ranking would not be lost. She also noted the important role of workshop participants in the plan's eventual implementation; they would be moving the CEDS forward as leaders in the region.

## **Assessing Today's Economy on Cape Cod: Small Group Exercise and Report Out**

Workshop participants broke into the five groups and the facilitators engaged them in the SWOT analysis. Ms. Smith then facilitated report-outs from the small groups to the entire group, with each small group listing three or four priority actions to improve economic resiliency:

### **SMALL GROUP 1: INFRASTRUCTURE**

1. Wastewater Implementation: seek out different ways to fund; articulate why needed to encourage investment
2. Plan for Last Mile Broadband Extension: analyze what needs to be done; decide whether feasible
3. Zone for Expedited Permitting of Job-creating Businesses

### **SMALL GROUP 2: SECTOR AND WORKFORCE DEVELOPMENT**

1. Affordable and Diverse Housing: repurpose buildings for multigenerational/workforce housing; rental options
2. Capitalizing on Blue Economy: diverse jobs; education and training
3. Increasing Wages: upscale skilled workforce; diverse job opportunities/training; pooling workforce resources

### **SMALL GROUP 3: SECTOR AND WORKFORCE DEVELOPMENT**

1. Updating Zoning: encourage density and mixed-use development
2. Education for Job Growth: link up with strengths on Cape; leverage Blue Economy and arts/leisure
3. Retention and Creation of Diverse Housing
4. Invest in Infrastructure: wastewater; transportation

### **SMALL GROUP 4: BUSINESS DEVELOPMENT AND CLIMATE**

1. Regulatory Reform: regional regulatory relief (for high density, mixed-use, affordable housing, smart growth)
2. Infrastructure: wastewater; broadband
3. Financing: public-private financing for small businesses and infrastructure
4. Regionalization: reduce silos in decision-making; improve services and programs

### **SMALL GROUP 5: BUSINESS DEVELOPMENT AND CLIMATE**

1. Subsidize Workforce Housing: tax incentives, recirculating fund; one of the biggest challenges to existing and potential new businesses
2. Educate/Train Small Businesses: focus on workforce; opportunities from new Cape Cod tech school; linkages between businesses and upcoming workforce
3. Public Funding of Last Mile for Broadband

## Appendix 1: Meeting Materials

Another opportunity identified: Businesses could be created in this region to address challenges we are facing on Cape Cod (i.e., develop adaptive measures to address climate change, reduce carbon footprint) and the solutions could then be exported to any place where ocean meets land.

### **Assessing Today's Economy on Cape Cod: Group Discussion to Refine List of Priority Actions**

Ms. Smith then worked with participants to refine the list of priorities and frame out each identified theme:

#### **HOUSING**

- Diversity and affordability of housing types
- Models to make it more affordable
- Variety (economic centers, accessory dwelling units, year-round, foothold housing, etc.)
- Change zoning regulations to allow greater density and affordability
- Mixed-use

#### **WASTEWATER/INFRASTRUCTURE**

- Needs to be aligned with planning
- Opportunity to create jobs in our community; workforce development
- Supports the Blue Economy
- Education

#### **BROADBAND**

- Plan for last mile
- Public funding (towns can't afford to tie in and spread last mile)
- Infrastructure
- Support for public access TV – incorporate with broadband

#### **ZONING**

- Job creation
- Businesses
- Housing; mixed-use/high density housing
- Village redevelopment (as opposed to general)
- Regulatory relief

#### **EDUCATION**

- Wastewater
- Linking education opportunities to needs of thriving industries
- Promote great opportunities on the Cape

## Appendix 1: Meeting Materials

- Utilize trades/tech schools
- Cultivate a workforce that can address challenges (i.e., climate change, infrastructure)

### BLUE ECONOMY

- Blue Economy (and all pieces that enhance/support/grow Blue Economy) woven into everything
- Zoning/regulatory reform is needed to address constrictions on access points to Blue Economy
- Need to teach students about the regulatory environment they are going into

### LIVABLE WAGES

- Reduce health care costs as this is reason wages are not increasing
- Education (higher education, higher wage jobs)
- Have a more business-friendly environment on Cape

### FINANCING

- Small businesses; how to promote small business development; make it easier to get started
- Infrastructure
- Create more of a conduit for capital investment from second homeowners so that the Cape they come back to is more vibrant as a result of their investment of money locally

### REGIONALIZATION

- Look at things from broader Cape perspective vs. individual towns; break silos
- Cape Cod is a brand, people know what Cape Cod is; regionalization can be used to promote area
- Efforts to increase economic base and to encourage people to spend money here
- Wastewater challenges are regional, implement locally
- A number of services could be more efficient with regionalization
- Doesn't have to be all of the Cape, could have subregions; also applies to economic development
- Commonality in permitting – number of sites, same criteria

## Identifying Regional Priorities

Participants were divided into six groups. Each group was assigned one of the following three evaluation criteria and asked which three priorities of the nine listed below best meet the assigned criteria:

- Achievable – Which are most achievable in a 5-year timeframe?
- Highest Impact – Which will have the biggest impact?
- Economic Resilience – Which best promote economic resilience and sustainability?

The nine priorities the groups evaluated were:

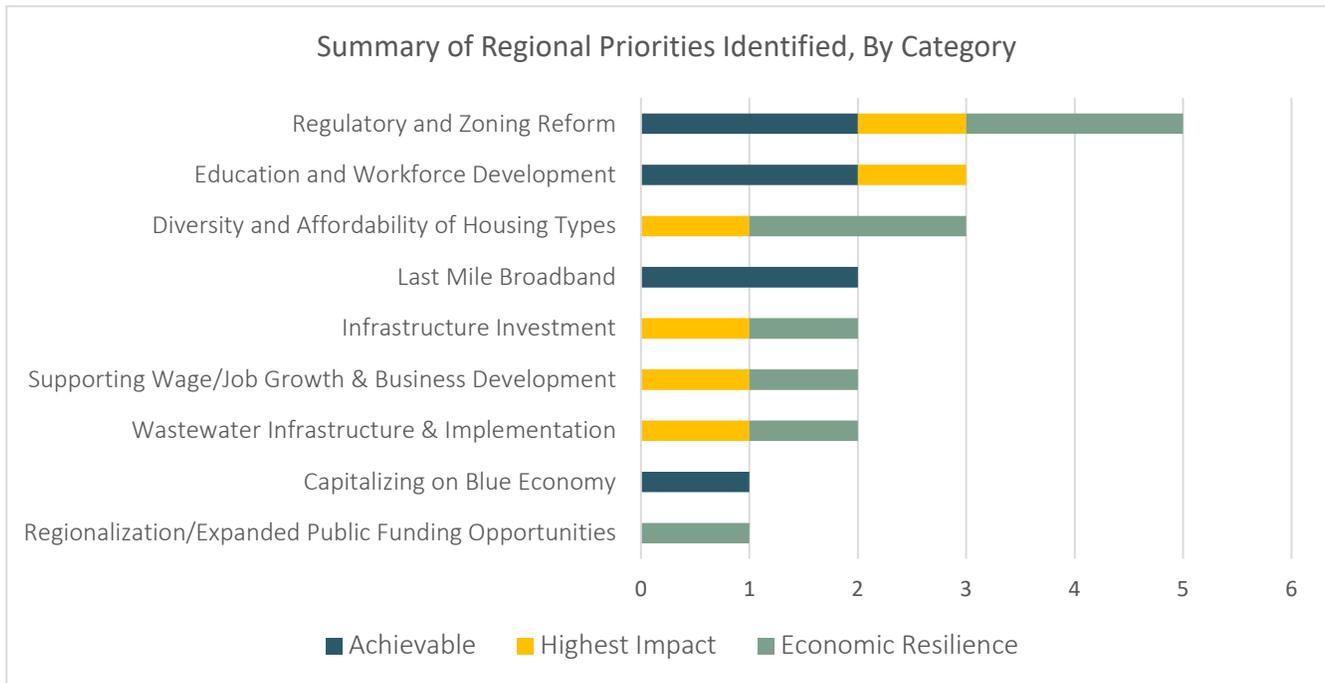
1. Diversity and Affordability of Housing Types

## Appendix 1: Meeting Materials

2. Wastewater Infrastructure & Implementation
3. Last Mile Broadband
4. Regulatory and Zoning Reform
5. Education and Workforce Development
6. Capitalizing on Blue Economy
7. Supporting Wage/Job Growth & Business Development
8. Regionalization/Expanded Public Funding Opportunities
9. Infrastructure Investment

When the large group reconvened, the six breakout groups shared their top three priorities in their assigned category:

Achievable	Highest Impact	Economic Resilience
Group 1: Priorities 3, 5, 6, 4	Group 1: Priorities 7, 5, 1	Group 1: Priorities 1, 4, 7, 9
Group 2: Priorities 4, 3, 5	Group 2: Priorities 2, 4, 9	Group 2: Priorities 4, 8, 2,



## Next Steps in the CEDS Planning Process

Kristy Senatori thanked participants and noted that their thoughtful feedback was very valuable. This Stakeholder Workshop was an important first step in the CEDS update process; she encouraged all regional stakeholders in attendance to continue to participate in the CEDS process moving forward.

Ms. Senatori outlined the remaining process to update the CEDS. The regional priorities identified at this workshop would be provided to three CEDS Workgroups to draft an action plan. Focus groups will then critique the action plan prior to the full CEDS document being compiled and released for public comment. The public will have 30 days to review and comment on a full draft of the CEDS this spring. The final steps in the process are: BCEDC approves the CEDS, the Commission adopts the CEDS, and the EDA certifies the CEDS. The Cape Cod region is an Economic Development District, which allows the region to access funding resources for CEDS implementation.

A notice will be sent out to participants via email with opportunities to sign up for CEDS Workgroups. Each CEDS Workgroup will meet twice at the Cape Cod Commission offices. The co-chairs of the CEDS Workgroups are:

- Infrastructure – Wendy Northcross and Peter Karlson
- Sector and Workforce Development – Tami Jacobsen and Lauren Barker
- Business Development and Climate – Duane Fotheringham and Rob Brennan

For more information about the CEDS update process, contact Leslie Richardson, Chief Economic Development Officer, Cape Cod Commission ([Lrichardson@capecodcommission.org](mailto:Lrichardson@capecodcommission.org)).

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## CEDS WORKGROUP MEETINGS

### Workgroup Meeting 1

#### AGENDA

Infrastructure

February 26, 2019, 1:00 p.m.

Sector and Workforce Development

February 26, 2019, 3:00 p.m.

Business Development and Climate

February 28, 2019, 1:00 p.m.

Location: Cape Cod Commission, 3225 Main Street, Barnstable, MA

## Appendix 1: Meeting Materials

### Meeting Overview and Introductions

#### CEDS Strategic Direction & Regional Priorities

Review the regional priorities identified at the CEDS Kick-off Workshop on January 31, 2019 and the vision and goals adopted for the CEDS in December 2018.

#### Regional Priorities and Development of the 2019 CEDS Action Plan

Review lessons learned from past CEDS Action Plan projects and initiatives and define the components of a CEDS action plan; brainstorm new projects and initiatives relative to identified regional priorities.

#### Overview of Meeting 2

Consolidating and refining projects and initiatives; consistency review, project details, and measures of success

#### [Presentation](#)

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### MEETING NOTES

All three meetings began with a review of the 2019 CEDS update process. The strategic direction of the plan, its vision and goals were presented, noting that the CEDS plan closely aligns and follows the approach of the Cape Cod Commission's newly updated Regional Policy Plan. The RPP focuses on the three systems which make up the region - natural, built and community systems - and identifies associated goals with each. The CEDS incorporates the RPP goals and growth policy.

The working groups were established to assist in the development of the CEDS action plan element of the 5-year update of the strategy. The action plan will help the region attain the overall goals of economic sustainability, diversity and resilience. The goal for meeting one was to gather ideas for regional initiatives and projects related to the regional priorities identified at the January 31st CEDS kickoff event.

The nine priorities identified are: wastewater infrastructure in activity centers; last mile broadband strategy, expanded financing tools for infrastructure; expansion of the blue economy; business development to support job growth; education and workforce development to support wage growth; housing diversity and affordability; zoning and regulatory reform for smart growth and activity centers; regionalization for greater efficiency in government.

Past CEDS projects were used as a reference for the types of projects and initiatives possible and what types of projects - planning efforts, capital infrastructure and technical assistance – US EDA funds through their grant programs.

## Appendix 1: Meeting Materials

Notecards were then handed out for each member to write down three or so projects or initiatives they thought were important to the region based on the priorities associated with their working group theme. Members were asked to think about the strengths of the region, the challenges we face and how to turn those challenges into opportunities.

### Infrastructure

Member	Present
Peter Karlson (Co-Chair) President and CEO, NeuEon Inc. (BCEDC member)	x
Wendy Northcross (Co-Chair), CEO, Cape Cod Chamber of Commerce	
Liz Argo, Manager, Cape and Vineyard Electric Cooperative	x
Ryan Castle, CEO, Cape Cod and Islands Association of Realtors	x
Gene Curry, Attorney and member of Cape Cod Technology Council	x
Erin Ellis, Project Administrator, Town of Provincetown	x
Karen Green, Director of Community Development, Town of Yarmouth	x
Angela Horwitz, Director of Client Solutions, OpenCape	
Bert Jackson, Cape Cod Technology Council and the Blue Economy Foundation	x
Elizabeth Jenkins, Director of Planning and Development, Town of Barnstable	x
Andrea Goode (sitting in for Steve Johnston, CEO, OpenCape) - CFO, OpenCape	x
Sims McGrath, Member, Orleans Board of Health, Orleans MA	
Kari Parcell, Regional Waste Reduction Coordinator, Cape Cod Cooperative Extension	x
Joseph Powers, Assistant Town Administrator, Town of Wellfleet	x
Peter Rice, Senior Vice President - Commercial Banking, The Cooperative Bank of Cape Cod	x
Stephen Tom, Board Member, Cape Cod Blue Economy Foundation	x

### Infrastructure Priorities:

- Wastewater Infrastructure in Activity Centers
- Last Mile Broadband Strategy
- Expanded Financing Tools for Infrastructure

The group collectively decided that the first priority, wastewater infrastructure in activity centers, should be revised to include all infrastructure. The group also felt that the zoning and regulatory reform for smart growth and activity centers priority should be included in the infrastructure discussion. Ms. Richardson said project ideas for all priorities would be accepted, either at the meeting, in writing or by attending one of the other working group meetings.

Below is the list of projects and initiatives suggested by members:

- Develop a Cape-wide drinking water plan
- Regional effort to improve roadways which would emphasize a dig once policy for infrastructure and utilities

## Appendix 1: Meeting Materials

- Electrify regional transportation: electrify bus routes; include an education component; charging station network across the cape, electric car rentals at bridge, incentives to use electric cars
- Developing centralized sub-regional activity centers to include satellite locations for key services such as healthcare so that people would not have to travel to Hyannis for these services and because it would stimulate job creation in other areas on the Cape
- Make wastewater treatment more affordable for developers so they can afford to build housing that is priced to be affordable
- Sub-regionalize the transit system, develop ride-sharing options; Outer-Cape lacks efficient public transit for residents
- Support the buildout of the Cape Cod Rail trail, specifically direct connections to village centers
- Complete the recommended road reconstruction adopted in the Hyannis Access Study
- Develop wastewater treatment system that supports growth
- Tie demand for second homes to financing infrastructure
- Regional dredge program, include funding
- Business development fund, particularly to support businesses working on the region's infrastructure
- Pursue Zero-Waste goal: Build a Materials Recovery Facility (MRF), encourage local cooperatives for food and farming, build regional capacity to handle anaerobic digestion
- Tax on private jets coming to the region
- Expand transportation options- electric vehicles, ride sharing and easier access to/links between different modes of transportation
- Bring together Cape Cod based resources and leaders on an ongoing basis to address regional challenges, invite students and young adults
- Explore how the region can leverage second home inventory to address housing affordability and availability
- Collaborate on projects such as underground utilities, wastewater, electricity
- Create more opportunities for towns to partner with OpenCape
- Crowdfunding for 5G expansion
- Expand broadband everywhere, commit to implementation
- Educate residents and business on the value of broadband
- Look at creative financing to offset overall cost of broadband expansion
- Bring commuter rail to targeted activity centers
- Build fiber spurs to expand high-speed internet
- Direct existing tax revenues to infrastructure; provide revolving funds to projects
- Improve access to activity centers, especially from off cape
- Plan and identify funding sources to accelerate commercialization of marine science technology
- Planning around electric and autonomous vehicles specifically in relation to aging population
- Telecommunications planning
- Support the development and planning of sub-regional activity centers
- Reform regulations to better enforce utility approval of interconnections
- Identify infrastructure priorities to build resilience against climate impacts

## Appendix 1: Meeting Materials

### Sector and Workforce Development Workgroup

Member	Present
Lauren Barker (Co-Chair), CEO of Cape Cod Young Professionals (BCEDC member)	X
Tammi Jacobsen, (Co-Chair), Director of Workforce Development and Training, Cape Cod Community College (BCEDC member)	X
Megan Amsler, Executive Director, Self-Reliance	
Pamela Andersen, Director of Business & Credit Programs, Community Dev. Partnership	X
Hugh Dunn- Executive Director of Economic Development, UMASS Dartmouth	X
Chris Flannagan- Executive Officer, Home Builders and Remodelers Association of Cape Cod	X
Bert Jackson- CEO, Cape Cod Technology Council and Cape Cod Blue Economy Foundation	X
Amanda Kaiser- Program Manager, EforAll	X
Peter Kimball-Pres., Home Builders & Remodelers Assoc. of Cape Cod; AP Kimball Construction	X
Kyle Pedicini- Economic Development Coordinator, Town of Yarmouth	X
Michael Pillarella-Pres., American Culinary Federation of Cape Cod; Exec. Chef Wianno Club	X
Seth Rolbein- Executive Director, Cape Cod Fisheries Trust	X
Jonathon Taylor- Principal, Taylor Policy Group	X

### Sector and Workforce Development Priorities

- Expansion of the Blue Economy
- Business Development to Support Job Growth
- Education and Workforce Development to Support Wage Growth

Below is the list of projects and initiatives suggested by members:

- Building and trades training for young people, increase awareness among students of opportunities in the trades, improve visibility of job opportunities
- Workforce housing, develop growth opportunities for affordable housing, lack of housing is hampering business development
- Expansion and awareness of workforce training funds for employers
- Access to apprenticeship programs, tax incentives for apprenticeships
- Help improve access to state or federal grants for job training, Cape faces barrier due to its small population, show the investment leads to a large impact for the region
- Expansion of blue economy and more diverse jobs in STEM
- Develop workforce training geared to blue economy
- Identify possible grant opportunities related to blue economy
- Aggressive marketing and branding of Cape Cod aquaculture
- Analyzing harbors- quantify what they contribute to the region and how they can grow
- Expanding dredge capacity
- Housing for workforce and middle class
- Develop education program for commercial fishing

## Appendix 1: Meeting Materials

- Residential requirements to work in regional and local programs; require residential requirement for infrastructure and public improvement work
- Educate the public on emerging fish species and recent fishing trends
- Invest in waterfront infrastructure and dredging
- Business development-last mile to attract emerging sectors
- Educate public on dangers of NIMBY
- Expand housing advocacy program (Part of Housing Institute offered by CDP and HAC) to a larger scale, address NIMBY issue
- Work with businesses on idea generation for hospitality and retail business that could enable them to operate year-round and be sustainable
- Training for students in the trades
- Building density strategically in village areas and in other areas with the necessary infrastructure
- Looking at ways to better utilize state resources such as Mass Development
- Public private partnerships in the blue economy sector, town tax incentives for blue economy sector
- Create funding streams for science and tech industry
- Create funding for science related businesses
- Create incentive program for local companies to hire local students
- Partnership and funding with organizations that support entrepreneurs on Cape Cod, micro lending for startups, Business accelerators or collaboratives (live love local), create events that celebrate fresh new ideas in the region
- Formalize mentoring programs
- Offer entrepreneurship training for residents who speak English as a second language
- Buy Local first; develop a marketing initiative that explains the economic benefits of local business
- Working within existing supply chain and other blue economy studies, look at gaps and potential, map out industry and look how to keep jobs and economy here and export product and ideas
- Education and training for blue economy jobs, raise awareness in educational institutions, expand perception of local opportunities, internship opportunities, raise awareness with employers about internship opportunities
- Implement or recommend implementation of the PACE legislation, implement renewable energies (municipalities)
- Do not ignore climate resiliency in the development of plan
- Seasonal and blue workforce - ensure federal legislation and policies do not hurt businesses that depend on temporary foreign labor
- Promote mixed-use housing and developments offering a mix of uses, including affordable housing through incentives and mandates to serve a mix of incomes
- Industries need to develop apprenticeship programs and work with the high schools
- Determine the specific economic impact of regional industries to Cape Cod - food service, fishing industry, - need economic impact data
- Fund business development in activity centers- public private partnerships, incentive payments
- Establish coalition to address workforce retention; addressing needs such as housing, childcare, health insurance
- Marketing for workforce recruitment, retention and economic development – regional business development and marketing strategy beyond beaches and hotels

## Appendix 1: Meeting Materials

- Integrate education institution with the employers on the Cape- huge opportunities for multi decade strategy to include internships, scholarships, etc.
- Explore government activity with industries and where the blue economy thriving and what industries are not here yet; look at what could be coming and what could happen with software companies/development businesses in the winter months
- Excess labor demand in summer, excess laborers in winter- initiative to broaden shoulder season, recruit people to new conference type venue in the winter months
- Build a critical mass of marine science and technology activities on the Cape, branding region as cohesive, creative center for marine tech across Cape Cod, Southcoast, and Rhode Island; build largest cluster of this type of industry in the country, coordinate to leverage funding
- Increase focus on blue K-12 STEM and develop Cape based higher education programs to support the blue economy, including off-shore wind
- Create accelerator for be startups, pair with established companies, help startups access funding

### Business Development and Climate

Member	Present
Duane Fotheringham (Co-Chair), President, Hydroid, Inc. (BCEDC member)	X
Rob Brennan (Co-Chair), President, CapeBuilt (BCEDC member)	X
Bob Cody- Executive Director of Community Leadership Institute	X
Christin Marshall, Executive Director, EforAll	X
Jeannine Marshall, President, Coastal Community Capital	
Kyle Pedicini- Economic Development Coordinator, Town of Yarmouth	X
Jay Pateakos-VP Business Development, MassDevelopment	X
Jeffrey Ribeiro- Town Planner, Town of Provincetown	X
Jonathan Taylor- President, Taylor Policy Group	X
Mike Trovato- Economic Development Coordinator, Town of Barnstable	X
Elizabeth Wurfbain- Executive Director, Hyannis Main Street Business Improvement District	X
Ralph Vitacco, Director of Planning and Economic Development, Town of Sandwich	
Elmer Clegg, Chairman, Bourne Planning Board, Town of Bourne	
Tom Feronti, Director of Planning and Construction, Mashpee Commons	X

### Priorities

- Housing Diversity and Affordability
- Zoning and Regulatory Reform for Smart Growth and Activity Centers
- Regionalization for Greater Efficiency in Government

Below is the list of projects and initiatives suggested by members:

- Development of live-work space for artists and makers, ensure zoning allows for artists to sell work from their studios; create opportunities for shared space; integrate artist residences into new housing development projects

## Appendix 1: Meeting Materials

- Provide opportunities for artist to contribute to the design of new developments (public and private) and encourage artist-in-resident programs
- Allow increased density in village centers- Provincetown provides a good example of increased density paired with a strong design review process; this combination helps decrease backlash over density. Look at ways to utilize inclusionary zoning and density bonuses
- Provide incentives to allow 3rd story housing (where appropriate); encourage/require big box stores to provide second and third story housing
- Temporary housing for summer employees; housing is problem for business and restaurants, summer season housing solutions needed
- Stigma on affordable housing needs to be addressed
- Regulations moving away from cottage industry, small business growth is being hampered by state regulations, need to educate policy makers on the impact of regulations on small business and need to help businesses implement changes in response to new regulations
- Awareness campaign to reduce stigma of affordable housing, define affordable and market it.
- Infrastructure which supports density through regionalization
- Regionalization of wastewater treatment
- Consider JBCC for future economic development opportunities
- Regional and local comprehensive planning for activity centers
- Incentivize business to use OpenCape
- Incentive transitional living close to medical facilities
- Focus on mixed income and mixed generation housing
- Establish a Cape Cod workforce housing fund using portion of new tax, funds that can serve as loan guarantees, grants for deed restricted units
- Climate and coastal resilience innovation center (and incentives), testing center and/or incubation center to start business and workforce training
- Incentive for apartments above retail to reduce cost, subsidize, fund, delayed loan program, financial incentives in activity centers
- Allow Single Room Occupancy development in villages
- Startup funds for small business
- Priority loan fund- will lead to job creation and housing affordability
- Take advantage of vacant properties- off season- bring them in for seasonal living, will need to protect owners legally re: eviction process
- Zoning changes to increase housing density by right, incentives for workforce housing
- Incentives for developers to build workforce housing
- Create a fund to support affordable housing
- Quasi-governmental housing trust
- Regionalized training programs- for contractors (business practices), and assistance for businesses in transition
- Shuttle systems by water
- Replacement bridges
- Require towns to update Local Comprehensive Plans
- Bring town department heads together to learn from each other
- Changing definition of affordable housing to include missing middle

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- Zoning changes to allow apartments over shops
  - Wastewater needs to be addressed for projects to occur
  - Address assumptions about Cape Cod and the region's need for affordable housing
  - Co-working grant- work in all Cape towns
  - Affordable Housing units, de-stigmatization, advocacy training to help locals talk to boards
  - Business permitting – increase accessibility and ease and regionalization
  - Establish Incubator/maker space; food incubators/commercial kitchens
  - Access to capital needed for startups
  - Better public transit, building density where people work
  - Understanding the unintended consequences building code on business and housing costs
  - Use zoning overlay districts to allow for different paths not under traditional zoning
  - Recognize that wastewater infrastructure is the biggest driver of economic development
  - Development/expansion of marine technology cluster- innovation center for entrepreneurs, take advantage of resources we have to create higher wage paying business and jobs
  - Initiative to soften NIMBY impulse long term
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## Workgroup Meeting 2

### AGENDA

Sector and Workforce Development  
Monday, March 11, 2:00 p.m.

Business Development and Climate  
Thursday, March 14, 1:00 p.m.

Infrastructure  
Friday, March 15, 1:00 p.m.

Location: Cape Cod Commission, 3225 Main Street, Barnstable, MA

### Meeting Overview and Introductions

#### Meeting 1 Re-cap – Project & Initiatives

Review Commission Staff's effort to compile a list of suggested project and initiatives based on ideas shared by work group members during meeting 1.

#### Action Plan Implementation & Evaluation Protocol

Discuss and suggest who should lead the selected projects and initiatives, what partners should be involved, the general timeframe, level of effort, and budget needed for implementation, and the

## Appendix 1: Meeting Materials

milestones, deliverables and measures needed to gauge success. Consider which actions may be eligible for EDA funding and could lead to greater economic resilience and social justice in the region.

### Wrap-up & Thank you

Brief overview of next steps in the CEDS Update process and how members may continue to be involved.

#### Presentation

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### MEETING NOTES

For each of the three meetings, following the meeting one recap and brief presentation, attendees were asked to discuss and suggest ideas for the following components of each project or initiative that was related to their workgroup:

- Definition, description, or scope
- Lead and/or partner agencies
- Potential funding sources
- Deliverables
- Measures of success

Below are notes on what each workgroup came up with for the projects and initiatives related to their workgroup topic.

#### Infrastructure Workgroup

Member	Present
Peter Karlson (Co-Chair) President and CEO, NeuEon Inc. (BCEDC member)	
Wendy Northcross (Co-Chair), CEO, Cape Cod Chamber of Commerce	x
Liz Argo, Manager, Cape and Vineyard Electric Cooperative	x
Ryan Castle, CEO, Cape Cod and Islands Association of Realtors	x
Gene Curry, Attorney and member of Cape Cod Technology Council	
Erin Ellis, Project Administrator, Town of Provincetown	
Karen Green, Director of Community Development, Town of Yarmouth	
Angela Horwitz, Director of Client Solutions, OpenCape	x
Bert Jackson, Cape Cod Technology Council and the Blue Economy Foundation	x
Elizabeth Jenkins, Director of Planning and Development, Town of Barnstable	
Andrea Goode (sitting in for Steve Johnston, CEO, OpenCape)- CFO, OpenCape	
Sims McGrath, Member, Orleans Board of Health, Orleans MA	x
Kari Parcell, Regional Waste Reduction Coordinator, Cape Cod Cooperative Extension	x
Joseph Powers, Assistant Town Administrator, Town of Wellfleet	
Peter Rice, Senior Vice President - Commercial Banking, The Cooperative Bank of Cape Cod	x

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Stephen Tom, Board Member, Cape Cod Blue Economy Foundation

x

Below is what the workgroup identified as components for the following projects and initiatives.

### TRANSPORTATION AND AIR QUALITY IMPROVEMENT INITIATIVE

Description/Scope:

- Focus transportation initiatives on serving activity centers where economic development and housing should be located.
- Specific topics of importance include public transit, commuter rail to Bourne and Hyannis, ferry and water taxi service to and from the Cape and between Cape towns, electric vehicle use and infrastructure, completion of the Hyannis Access Study recommendations, and bike infrastructure.
- Transportation planning should help mitigate climate change as well as improve the quality of the network. Creative solutions to reduce the number of non-electric vehicles on Cape and increase the use of transit, shared vehicles, and other alternatives to the traditional single occupancy vehicle must be considered.

Funding:

- Federal funding through the Metropolitan Planning Organization (MPO) structure and the Regional Transportation Plan (RTP) and Transportation Improvement Projects (TIP) list
- [State Air Quality and Energy Grants](#)

### RESILIENT UTILITIES COALITION

Description/Scope:

- Work with Department of Public Utilities for Cape Cod to be a test arena for this stuff
- Boston has a program, tearing up roads to do work, all three are going in: water, power, sewer and internet, through Boston planning commission (MAPC)
- Vineyard wind meeting citing barn sewer pipes alongside vineyard wind stuff. Some of routes they picked were sewer
- Look at ways to make underground utilities easier to reach for contractors.
- Get together utilities together, similar to the gas group Cape Cod Commission got together
- Cape and Vineyard Electric Cooperative would be willing to take the lead on this project

### LAST MILE BROADBAND

Description/Scope:

- Focus on activity centers and regional centers
- Business zones and main streets focus and small business
- Reality that what we have today is not competitive (providers Comcast and Verizon) and what we need as communities in the future, Comcast will not build fiber for residents on the Cape. In order

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to make this happen need to look at other avenues. Need local leadership at the town level. Only way last mile is going to happen is with collaboration with the towns.

- Yarmouth cost \$5-26 million to connect all of Yarmouth- wireless and wired; trying wired, wireless and hybrid pilot projects,
- Town needs an MLP for towns, can this be done on a regional level? Poles are owned by towns.
- Study group, research MLPS and regional opportunities
- Look at how OZ could be included
- Public safety- fire, ems, police- look at the challenges for these- outer cape area specifically. If a pole goes down, everything is down north of Orleans- infrastructure resiliency- planning, offshore, fiber optic, run a redundant path when possible,
- 5G will not arrive for 5 years, challenges for connection,
- Increase fiber access to lay groundwork for 5G, need to plan for 5G
- Position OpenCape (middle-mile fiber network) to accelerate 5g when it is ready

Funding:

- County funding options for the region

Partners:

- Open Cape and Towns

### FUNDING FOR INFRASTRUCTURE

Description/Scope:

- Working group that identifies funding options
- Advocacy push to create a fund
- Regional piece of software that would help with track and monitor this tax.
- Orleans had a solid voter number, then saw the residential numbers were lower, where did that number come from. A lot of people moved residency to the Cape house so they could vote against the land bank and then changed it back ended up with a high residency
- People are becoming out of state resident because of tax and inheritance laws

Partners:

- Barnstable, Provincetown and Chatham airports, realtors, Joint Base Cape Cod,
- Association to Preserve Cape Cod, Cape Cod Commission

Funding:

- Another big component is the towns looking at CEDS and infrastructure needed, towns need to fund it and they need to figure out how to fund it.
- At least 7 towns establish and infrastructure bank.

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- Deeds tax came up for some of the infrastructure supported by 2 homeowners – wealth and increasing cost.
  - There is no way to define a second-home owner at the time of purchase.
  - If we are asking homeowners to pay for something it also has to benefit them.
  - In homebuying process could add a section asking about intended use?
  - Can this be determined by residential exemption; this is done after the purchase?
  - It could work if the buyer is currently a BC resident, only charge to people who are currently not BC residents
  - Hard to identify what a second homeowner is
  - Could it be a backside tax because you have the history?
  - Sale side you align it with federal capital gains extension
- State group looked at financing options, a fee on water use, could encourage resident exemption
- 1% retail sales tax for the county, voted on county wide, issues is that a sales tax is a greater burden on lower income people
- Toll at canal bridges
- Jet tax- taxing private transportation to fund public transportation
- Consider private car tax

### WASTEWATER TREATMENT INNOVATION AND TESTING CENTER

Description/Scope:

- Wastewater treatment and energy innovation and testing center to investigate energy creation opportunities
- Could use local community college or technical school graduates who will have this knowledge – workforce education (this is part of blue economy)
- Opportunity to discover the next iteration of the septic test system
- Write a business plan for the innovation center, look if it can be public private partnership
- A center that is driven by the needs of the region, not just private testing, expand into broader categories of testing and in response to communities
- Should be a clearing house of different private home technologies.
- Calls to innovators
- Develop business plan to monetize, promote and extend reach
- Also consider how to expand/develop monitoring technologies
- Developing lower cost sensor for Nitrogen

Partners:

- Barnstable County Health Department, private sector, Cape Cod Water Protection Collaborative, EPA Research & Development Office

### ZERO WASTE

Description/Scope:

## Appendix 1: Meeting Materials

- Plan to study emerging technologies around waste products
- Local first for using recycle materials
- Incentive to use recycled materials
- Reduction of waste and plastics
- Finding site for a materials recovery facility; base is selling off land,
- Look at feasibility of tying this with wastewater innovation

Deliverables:

- Write a zero-waste plan for Cape Cod
- Model bylaw or best management practice, recommendations
- Develop education outreach

Partner:

- Sustainable practices group, municipalities, Cape Cod Cooperative Extension Service, Cape Cod Commission, Joint Base Cape Cod

Funding:

- Cape-wide collaborative establish, funding for a collaborative
- There is an outlet and a use for all different waste, feasibility study of where we should be using it, best and cost-effective energy from these materials
- Funding idea - add on elect bill for renewable energy, electric efficiency

### Sector and Workforce Development Workgroup

Member	Present
Lauren Barker (Co-Chair), CEO of Cape Cod Young Professionals (BCEDC member)	X
Tammi Jacobsen, (Co-Chair), Director of Workforce Development and Training, Cape Cod Community College (BCEDC member)	X
Megan Amsler, Executive Director, Self-Reliance	X
Pamela Andersen, Director of Business & Credit Programs, Community Dev. Partnership	X
Hugh Dunn- Executive Director of Economic Development, UMASS Dartmouth	
Chris Flannagan- Executive Officer, Home Builders and Remodelers Association of Cape Cod	X
Bert Jackson- CEO, Cape Cod Technology Council and Cape Cod Blue Economy Foundation	X
Amanda Kaiser- Program Manager, EforAll	X
Peter Kimball-Pres., Home Builders & Remodelers Assoc. of Cape Cod; AP Kimball Construction	
Kyle Pedicini- Economic Development Coordinator, Town of Yarmouth	X
Michael Pillarella-Pres., American Culinary Federation of Cape Cod; Exec. Chef Wianno Club	
Seth Rolbein- Executive Director, Cape Cod Fisheries Trust	X
Jonathon Taylor- Principal, Taylor Policy Group	

## Appendix 1: Meeting Materials

Below is what the workgroup identified as components for the following projects and initiatives.

### BLUE ECONOMY SECTOR DEVELOPMENT INITIATIVE

Description/Scope:

- Falls under what we are already doing and looking at the Blue Economy Foundation. Workforce development programs, marketing the region, work with WHOI
- Need to update workforce development blueprint to reflect more diverse industries
- Cape Cod Community College offers workforce training for blue economy occupations - water certification and wastewater, offshore wind programs- beginning talks with fisherman's alliance. The College always wants to be involved in workforce development and want programing to match regional efforts. The College could partner with blue economy foundation and help focus workforce training funds on blue business
- Self-reliance interested in collaborating with other organizations on workforce training efforts; currently working with the Massachusetts Maritime Academy on training for offshore wind jobs
- An open data sets on the economic impacts of blue industries would be useful
- University of Massachusetts Dartmouth received an EDA grant the first year of which is a study of the Marine Technology Industry. It covers the Southcoast region and Cape Cod and looks at workforce development needs, potential markets and business opportunities, and branding the region. This could help coordinate foundations efforts with university efforts.

Measures:

- Jobs created and/or retained
- Business expansion/growth
- Public or Private Investment
- Workforce Training Funds spent with Blue Economy businesses
- People completing related training programs; # people completing training programs
- New collaborative relationships
- Overall revenue of blue economy industries in the area (need baselines)
- Added specialties within the Tech Schools

Funding:

- NOAA, EDA, Seaport Council, Workforce training funds

Partners:

- Fishermen's Trust; Cape Cod Community College (collaborating with other organizations for programs); Self Reliance; UMass; NOAA; Center for Coastal Studies; ARC; WHOI; Technical High Schools

### BLUE TECHNOLOGY COMMERCIALIZATION CENTER

Description/Scope:

## Appendix 1: Meeting Materials

- Obtain funding, graduates from center, revenue generated from prototypes, jobs created, value of jobs create, growth and expansion of the industry, patents, number of items created
- UMASS putting together center for innovation and entre in engineering and marine science school center
- WHOI has a technology transfer office, is specific to WHOI, how do we take that and make it more generalized

### Partners:

- Led by Blue Economy Foundation
- UMASS CIE, UMASS, WHOI, Tech school and their coop partners, CEC, angel investors, McLane, Hydroid, fisherman's alliance, harbormaster association, APCC, CCNS
- Partner with CCC on prototype lab, makerspaces

### Funding:

- Look for project funding, needs matching funding and follow-on funding for the technologies that go through the center
- Potential funding for technologies- Coastal community capital, local banks, angel investors, VC

## CLIMATE CHANGE INNOVATION INITIATIVE

### Description/Scope:

- Business preparedness
- Coastal Resiliency Innovation Center
- Dredge services
- Flood mitigation-Flood type pathways, retreat
- Resiliency of emergency services
- Aquaculture access and reef restoration, oyster-mitigate impacts of climate change (look at carbon sequestration)
- Creating a regulatory environment to support restoration and mitigation projects (CCC take the lead on this), a type of model similar to MGL 40-B is for affordable housing
- Greenhouse gas emissions baseline- collection of data from municipalities (measure) look at business and residential consumption
- EV-Solar siting
- Performance measurement training by CCC for towns

### Partners:

- Lead agency: CC Climate Change Collaborative
- Partner organization- HBRACC, municipalities, APCC, Center for Coastal Studies, WHOI, WBNERR, CCC, DEP, DOER, EPA

## Appendix 1: Meeting Materials

### ECONOMIC SECTOR IMPACT ASSESSMENTS

Description/Scope:

- STEM industries
- Healthcare
- ARTS- how to create year-round sustainability how to creators work on the off season,
- Water depended and blue economy data
- Entrepreneurship or lifestyle business data, can do a literature search
- Include data sources at the state level

Partners:

- Cape Cod Commission, Workforce Investment Board, Technology Council, HBRACC, Business associations, UMASS Public Policy Center, Arts Foundation, Massachusetts Small Business Development Center, SBA, CCIAOR, CCYP

### BUY FRESH BUY LOCAL

Description/Scope:

- Branding for Cape Cod shellfish, overcome regulatory hurdles for shellfish and finfish, address diff with wholesale markets, "Made on Cape Cod" certification or verification, improved marketing and website- access, VT has an example of a brewery trail

Partners:

- Cape Cod Cooperative Extension Service, Love Live Local, SEMAP, Chambers, Aquaculture Research Center, Fisheries, Breweries, municipalities

### WORKFORCE AND BUSINESS RETENTION PROGRAM (COMBINE WITH BUILDING TRADES)

Description/Scope:

- Shape the Cape roundtable summit about emerging industries or industry workforce needs, look for grants for these areas, look at universal pre-K
- Forum or group for organizations to meet and share projects, sharing lessons learned
- Outreach with local high schools, construction exploration program with middle school kids, outreach to high schools developing a construction camp
- Economic development marketing

Partners:

- CCYP, HBRACC, CCCC, WIB, EforAll, tech schools, EDIC, Mass EOHAH, CDO, CCCC

Funding:

## Appendix 1: Meeting Materials

- Resource pool offset costs of training employees though health insurance, childcare, housing,
- Workforce training funds and CCAPE

Measures:

- Accessing commonwealth corporation data
- look at gaps in retention, collaborating with employers and BFBL

### Business Development and Climate Workgroup

Member	Present
Duane Fotheringham (Co-Chair), President, Hydroid, Inc. (BCEDC member)	X
Rob Brennan (Co-Chair), President, CapeBuilt (BCEDC member)	
Bob Cody- Executive Director of Community Leadership Institute	
Christin Marshall, Executive Director, EforAll	X
Jeannine Marshall, President, Coastal Community Capital	X
Kyle Pedicini- Economic Development Coordinator, Town of Yarmouth	X
Jay Pateakos-VP Business Development, MassDevelopment	
Jeffrey Ribeiro- Town Planner, Town of Provincetown	X
Jonathan Taylor- President, Taylor Policy Group	
Mike Trovato- Economic Development Coordinator, Town of Barnstable	
Elizabeth Wurfbain- Executive Director, Hyannis Main Street Business Improvement District	
Ralph Vitacco, Director of Planning and Economic Development, Town of Sandwich	X
Elmer Clegg, Chairman, Bourne Planning Board, Town of Bourne	X
Tom Feronti, Director of Planning and Construction, Mashpee Commons	

Below is what the workgroup identified as components for the following projects and initiatives.

### CAPE FIRST CONSTRUCTION

Description/Scope:

- Streamline the bid opportunities, Chamber as a clearing house
- Towns provide incentive on their own to draw local business
- Training in procurement and bidding process
- Trigger for planning staff
- Look into bonding programs, utilize SBA (partner agency)
- Evaluate exiting procurement regulations, can include in the evaluation process - local is desirable, understand what is possible under local procurement, partner with local chambers so local business know what is available

Partners:

- Chambers or HBRACC, JTEC, HBRACC as clearing house

## Appendix 1: Meeting Materials

Measures:

- Creation of jobs in construction jobs, industries, Homebuilders data

### ENTREPRENEURSHIP REVOLVING LOAN FUND

Description/Scope:

- Expand or cap existing loan funds. Coastal Capital small business don't have collateral they need to secure a regular loan - don't have the collateral.
- Establish a risk profile to allow for higher risk loans,
- Loans with associated training (in the description at the top), replace establish with expand or support

Partners:

- Coastal Community, CDP, towns, federal and state partners, local banks, small business, Fisherman's Alliance, EforAll, SCORE

Funding:

- CDBG, CDFI, EDA, ASS Growth Capital Corp, Mass Development, MGCC
- Micro lending 50k or less- demand but it is unsecured request- asses feasibility of micro loan program; CDBG funds - leverage and match towards a fund like this

Measures:

- Business start, longevity, job creation, default rates, number of hires, business expansion, job retention

### BUSINESS DEVELOPMENT INSTITUTE

Description/Scope:

- Similar to the housing institute started by HAC and CDP
- Supporting services handouts etc., for towns when they meet with businesses, connecting towns and business with opportunities
- Bring together economic development professional and planning staff in towns
- People feel intimidated by regulatory staff, planner and economic development professional there to be a buffer to reg staff. Barnstable puts together guides to make process easier; Make process less intimidating
- Evaluate how permitting process for how it can be made easier, better advertising Cape Cod Commission regulatory tools such as chapter H
- Make more resources available, online resources

Partners:

## Appendix 1: Meeting Materials

- towns/planners, CSORE. Local chambers, CCC Tech council Chamber, banks

### ATTRACTING BUSINESSES AND WORKFORCE

Description/Scope:

- Housing affordably is key to retaining and attracting a workforce
- Hydroid- relocates a lot of employees, generally they do not relocate on the Cape but to Plymouth or Marion. In the past, 80% of our workforce was on-Cape; since 2010 this has declined to about 50% living on-Cape. Cape schools are attractive - school age children go towards Falmouth, but off-Cape options of future employment, spouse employment, amount of house you can get for the dollar are all better off-Cape
- Need to educate community about the issue so we can see more multifamily options within the villages and free up property for working class housing
- Our home prices don't match our economy because of the second home market, we need to address this

Funding:

- Cape Cod Five Foundation
- Identify funding that can be available at the regional level that is less restrictive than typical affordable housing funds; look at revenue sources to seed a fund
- Funding- large employers for workforce housing
- Put onus on McMansion owners, tax benefit for full time residents; Year-round property tax exemption; Progressive tax rate
- There has been discussion of a tax on transfers over a certain value

### HOUSING AFFORDABILITY INFORMATION CLEARINGHOUSE

Description/Scope:

- Market the idea of moving people
- Investigate regulations and allow more diverse housing
- Collaboration between agencies doing this work
- What is the most useful- fund to support developer building a lower price point?
- Share examples of what is working already
- Housing studies for smaller units, workforce housing

Partners:

- CCYP
-

## **PUBLIC COMMENT PERIOD MEETINGS**

Meeting materials for the public listening sessions and workgroup feedback meetings held during the draft document public comment period are available in Appendix V.

# Appendix II: SWOT Analysis

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Threats..... 8

The Cape Cod Commission conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the regional economy at the January 2019 kickoff workshop. There were four subgroups of the 49 attendees, and the following outline combines responses from all participants. Underlined elements were emphasized and/or frequently re-stated during the report out.

### **STRENGTHS**

- Smaller businesses (e.g. Woods Hole wants to hold onto small businesses; should support through mentorship and educational programs)
  - Foster innovation: talent in year-round and seasonal community
  - Microbusinesses (can be strength or weakness)
- Cape Cod chambers
- Entrepreneurial/creative spirit; emerging leader groups
- Limited land
- Regional regulatory tools used to create new zoning
- Cape Cod Commission
- Workforce development
- Public education (including diversity of education opportunities)
- Arts and culture sector
- Competitive advantage of Blue Economy
- Health care, technology job growth
- Emerging workforce with young professionals
- Retiree community's required services
- Mixed age of workforce (intergenerational)
- Second homeowner economy
- Strength of public and non-profit sector
- Environment – draws people here, creates entrepreneurial opportunities
- Natural beauty
- Major job drivers (WHOI, JBCC)
- Decentralization of healthcare system (led to increased access to services)
- Competition for job development
- Cape Cod Community College providing 4-year degrees
- Engaged community
- Lifestyle
- Access to capital for business development
- Quantity and quality of Workforce, strong workforce network
- Collaboration between partners
- County government facilitates collaboration
- Training opportunities, including school to career programs
- Diversity in industries

## Appendix II: SWOT Analysis

- Scientific community strength (WHOI, Collaboration with MIT)
- Hospitality
- Tourism
- Passion for Cape Cod
- Strong legacy system (hiring and promoting from within)

## WEAKNESSES

- Larger developments going off Cape because smaller lending institutions can't lend the amount needed; lacking larger capital
- Businesses have a high turnover (is this a **threat**?)
  - May have unrealistic expectations of starting a business?
- Regulatory climate (DF: Can be difficult but CCC helped navigate)
  - State zoning laws
  - Flood insurance cost
- Cost of doing business (risks also too high)
  - Rental costs are high, specifically
- Seasonality
- Cost of land
- Limited infrastructure
- Lack of seasonal workforce
- Home Rule
- Siloed towns
- Insufficient workforce training, education/workforce collaboration
- Cost of living unaffordable
- Not promoting Cape Cod efficiently
- Water pollution
- Lack of affordable housing
- Insufficient collaboration between towns
- Inadequate infrastructure to support more housing (and development, broadly?): wastewater, road system
- Cost of healthcare
- Outdated zoning
- Access to natural resources (regulatory issues, parking)
- Can't conduct business inside the National Seashore
- Public access to the blue economy
- No collaboration between Nauset and WHOI
- "Last mile" broadband
- Tourism season shorter (8 weeks, previously 12-14)
- Not a lot of diversity in sectors
- Lack of diverse options for housing cost
- Aging infrastructure
- Low wages
- Lack of workforce/population
- Limited transportation options
- Inability to retain young people
- Lack of racial diversity

## Appendix II: SWOT Analysis

- Local media challenges
  - Lack of media to reach the public (newspaper, websites, social media)
  - Transitional period between traditional paper and new media
  - Turnover of journalists, reporters; low wages
- Local governments don't have official line of communication?
- Grant programs highly competitive because of small staff sizes

## OPPORTUNITIES

- Framing seasonality as desirability
- Cape Cod as a brand (international recognition)
- New technology and innovation in response to climate change
- Regional approaches to housing, transportation, wastewater issues
- Opportunity zones
- Federal funding opportunities
- Changing face of retail: more online shopping, more experience-driven
- OpenCape: but need to develop last mile
- Shark tourism
- Growth in international tourism
- Zoning changes for higher density and mixed-use development (regulatory reform and density are key themes\*)
  - Facilitate more appropriate development types (remove 30-unit threshold for affordability)
  - Regional changes needed
- Public/private financing for small business
- High speed internet to assist with getting more technical businesses
- Ecotourism
- Creative financing and real estate tax surcharges to fund infrastructure
- Wastewater
  - Job opportunities
  - Funding for wastewater infrastructure that minimizes local impact on low-income households
- Connecting educational institutions to businesses/business sectors
- Vocational training
- Childcare, especially outside traditional 9 to 5
- Regional housing trust (could involve subsidized workforce housing, exemptions, and a regional development authority)
- Aquaculture
- Blue Economy (invests in students, who hold a lot of interest in the topic)
- Technology development to address regional issues such as climate change, water quality, sea level rise
- Collaborative opportunities between regional, business, non-profit groups
- Knowledge-based economy
- Mixed economy of retail/work/play
- Assessed value of properties
- Desirability of mixed use development
- Changing 2/3s vote to simple majority
- Safe/good investment for property
- Expansion of the shoulder season

## Appendix II: SWOT Analysis

- Offshore wind
- Alternative energy
- Healthcare opportunities
- New beer economy (microbrews)
- AirBnB
  - Revenue for wastewater, income for families
- Remote education and employment opportunities
- Online economy
- Solving and improving transportations will bring jobs
- Cannabis (also a threat?)

## THREATS

- Discretionary income: external factor with large impact on Cape Cod businesses
- Dependency on regional/national economy
- Chapter 40B: people angry because towns not meeting local needs through density
- Sharks
- Traffic
- Bridges
- Funding for last mile
- Knowledge-based economy is a detriment to retail
- High cost of living (“assessed value is good, cost of living is bad”)
- Property values (higher than state average)
- Disconnect between the income and price of housing (wealth gap between year-round and seasonal residents)
  - External money/seasonal owners
  - Second homeowners buying homes
- Erosion (expensive, inefficient to address currently)
- Sea level rise, Climate change
  - Insurance rates
  - People may not invest in Cape Cod due to climate change impacts
- Changing academic schedules shorten shoulder seasons
- Wastewater
- Cannabis (also an opportunity)
- Lack of business diversity (small manufacturing community)
- AirBnBs taking affordable housing off the market
- Addiction
- Online economy
- Town meeting (threatens regionalization and cooperation)
- Slowing global economy (will impact international tourism)
- Lag between innovation and governmental approval (e.g. alternative technologies to wastewater)
- Population growth (slowing; student population decreasing)
- Lack of entrepreneurship start-up funds
- Dwindling federal resources for workforce development

# Appendix III: Regional Stakeholders

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## CEDS KICK-OFF EVENT ATTENDEES

Last Name	First Name	Company	Job Title
Anderson	Pam	CDP	Director of Business & Credit Programs
Augustinho	David	CIWB	Executive Director
Barker	Lauren	Cape Cod Young Professionals	Chief Executive Officer
Barnes	James	Cape Abilities	Director of Farm Operations
Beasley	Joe	Cape Cod Five	Talent Management Administrative Coordinator
Bergstrom	Ronald	Barnstable County	County Commissioner
Bott	Thomas	Town of Falmouth MA	Town Planner
Brennan	Rob	The CapeBuilt Companies	President
Cavanaugh	Mary	Chatham Chamber of Commerce	Executive Director
Ciocca	Bill	National Grid	Community and Customer Management
Cole	Matthew	Cape Associates, Inc.	President and CEO
Cox	John	Cape Cod Community College	President
Cox	John	Cape Cod Community College	President
Deluca	Todd	Greater Hyannis Chamber of Commerce	President and CEO
Donovan	Kathleen	Town of Chatham	Director of Community Development
Ellis	Erin	Town of Provincetown	Project Administrator
Feronti	Tom	Mashpee Commons	Director of Planning & Construction
Fortier	Daniel	Town of Dennis	Town Planner
Fotheringham	Duane	Hydroid	President

Appendix III: Regional Stakeholders

Last Name	First Name	Company	Job Title
Gottlieb	Andrew	Association to Preserve Cape Cod	Executive Director
Greene	Karen	Town of Yarmouth	Director of Community Development
Greenhalgh	Charleen	Town of Harwich	Town Planner
Jacobsen	Tammi	Cape Cod Community College	Director of Workforce Development & Training
Jenkins	Elizabeth	Town of Barnstable	Director of Planning & Development
Knaack	DAvid	WHOI	Director, Technology Transfer
Lagg	Paul	Town of Eastham	Town of Eastham
Lohman	Renee	Navigator Elder Homes of New England, LLC	CEO
Magnotta Galazzi	Alisa	Housing Assistance Corporation	Chief Executive Officer
Marasco, Esq.	Maria	MA Office of Business Development	Southeast Regional Director
Marshall	Jeannine	Coastal community Capital	President
McClennen	Alan	Town of Orleans	Chairman Board of Selectmen
McCormack	Jack	Cape Cod Commission	Vice Chair FY19
McGrath	Sims	Self employed	Owner
Moran	Su	BCEDC	Chair
O'Brien	Sean	Barnstable County Department of Health and Environ	Director
O'Brien	Sean	Barnstable County Department of Health and Environ	Barnstable County Department of Health and Environ
Pedicini	Kyle	Town of Yarmouth	Economic Development Coordinator
Pina	Noelle	Orleans Chamber of Commerce	Executive Director
Richardson	Chris	Cape Cod Five	Senior Vice-President

Appendix III: Regional Stakeholders

<b>Last Name</b>	<b>First Name</b>	<b>Company</b>	<b>Job Title</b>
Rolbein	Seth	Cape Cod Fisheries Trust/CC Commercial Fishermen's	Director
Sanborn	Robert	Cape Cod Regional Technical High School	Superintendent
Tom	Stephen	Teleport Consulting	President
Trovato	Mike	Town of Barnstable	Economic Development Specialist
Vilbon	Mary	Yarmouth Chamber of Commerce	Executive Director
Vitacco	Ralph	Town Of Sandwich	Director of Planning & Economic Development
Wake	Julie	Arts Foundation of Cape Cod	Executive Director
Williams	Cyndi	Harwich Chamber of Commerce	Executive Director
Wolf	Dan	Cape Air	CEO

## CEDS WORKGROUP PARTICIPANTS

WORKGROUP NAME	LAST NAME	FIRST NAME	COMPANY	JOB TITLE
Infrastructure	Karlson	Peter	NeuEon Inc. and member of Barnstable County Economic Development Council	President and CEO
Infrastructure	Argo	Liz	Cape and Vineyard Electric Cooperative	Manager
Infrastructure	Castle	Ryan	Cape Cod and Islands Association of Realtors	CEO
Infrastructure	Curry	Gene	Cape Cod Technology Council	Board Member
Infrastructure	Ellis	Erin	Town of Provincetown	Project Administrator
Infrastructure	Green	Karen	Town of Yarmouth	Director of Community Development
Infrastructure	Jenkins	Elizabeth	Town of Barnstable	Director of Planning and Development
Infrastructure	Johnston	Steve	OpenCape	CEO
Infrastructure	Goode	Andrea	OpenCape	CFO
Infrastructure	Hurwitz	Angelia	OpenCape	Client Solutions
Infrastructure	Parcell	Kari	Cape Cod Cooperative Extension	Municipal Assistance Coordinator
Infrastructure	Power	Joseph	Town of Wellfleet	Assistant Town Administrator
Infrastructure	Rice	Peter	The Cooperative Bank of Cape Cod	Senior Vice President and Chief Commercial Banking Office
Infrastructure	Tom	Stephen	Cape Cod Blue Economy Foundation	Board Member
Sector and Workforce	Barker	Lauren	CCYP	CEO
Sector and Workforce	Jacobsen	Tammi	Cape Cod Community College	Director of Workforce Development and Training
Sector and Workforce	Pedicini	Kyle	Town of Yarmouth	Economic Development Coordinator

Appendix III: Regional Stakeholders

WORKGROUP NAME	LAST NAME	FIRST NAME	COMPANY	JOB TITLE
Sector and Workforce	Jackson	Bert	Cape Cod Technology Council and Cape Cod Blue Economy Foundation	CEO
Sector and Workforce	Rolbine	Seth	Cape Cod Fisheries Trust	Executive Director
Sector and Workforce	Kaiser	Amanda	EforAll	Program Manager
Sector and Workforce	Dunn	Hugh	UMASS Dartmouth	Executive Director of Economic Development
Sector and Workforce	Pillarella	Michael	American Culinary Federation of Cape Cod	President
Sector and Workforce	Anderson	Pam	Community Development Partnership	Director of Business
Sector and Workforce	Kimball	Peter	Home Builders and Remodelers Association of Cape Cod	President
Sector and Workforce	Taylor	Jonathon	Taylor Policy Group	Principal
Sector and Workforce	Flannagan	Chris	Home Builders and Remodelers Association of Cape Cod	Executive Officer
Business Development	Fotheringham	Duane	Hydroid	President
Business Development	Brennan	Rob	CapeBuilt	President
Business Development	Taylor	Jonathan	Taylor Policy Group	President
Business Development	Pedicini	Kyle	Town of Yarmouth	Economic Development Coordinator
Business Development	Ribeiro	Jeffrey	Town of Provincetown	Town Planner
Business Development	Cody	Bob	Community Leadership Institute	Executive Director
Business Development	Marshall	Christin	EforAll	Executive Director
Business Development	Pateakos	Jay	MassDevelopment	VP Business Development
Business Development	Trovato	Mike	Town of Barnstable	Economic Development Coordinator

Appendix III: Regional Stakeholders

WORKGROUP NAME	LAST NAME	FIRST NAME	COMPANY	JOB TITLE
Business Development	Wurfbain	Elizabeth	Hyannis Main Street Business Improvement District	Executive Director

## CEDS LISTENING SESSION ATTENDEES

Listening Session	Last Name	First Name	Affiliation
Lower/Outer-Cape	Reinhart	Janet	Wellfleet Select Board
Lower/Outer-Cape	Anderson	Pam	Community Development Partnership
Lower/Outer-Cape	Bennett	Ryan	Town Planner, Town of Brewster
Lower/Outer-Cape	Wilson	Tom	Chatham Resident and Representative to the Cape Cod Commission
Lower/Outer-Cape	Roskos	Laura	Elder Services of Cape Cod & Islands
Lower/Outer-Cape	Robinson	Ann	Community Development Partnership
Lower/Outer-Cape	Smith	Manny	Wellfleet Resident
Mid-Cape	Druitt	Susan	Community Activist
Mid-Cape	Samoluk	Bob	Dennis Housing Trust, Dennis MA
Mid-Cape	Young	David	Wastewater Consultant
Mid-Cape	Baker	Joe	Consultant (EV)
Upper-Cape	Cox	John	Cape Cod Community College
Upper-Cape	Riggs	Sally	Bourne Financial Development Corporation, Bourne MA

**ACTION PLAN (APPENDIX IV)**

# Cape Cod Comprehensive Economic Development Strategy

July 2019 - June 2024

**FRAMING THE CAPE COD ECONOMY**

PREPARED BY THE CAPE COD COMMISSION STAFF ON BEHALF OF THE CEDS STRATEGY COMMITTEE



CAPE COD  
COMMISSION

**2019 CAPE COD COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY APPENDIX IV  
JUNE 2019**



**CAPE COD  
COMMISSION**

**Prepared by Cape Cod Commission staff on behalf of the CEDS Strategy Committee**  
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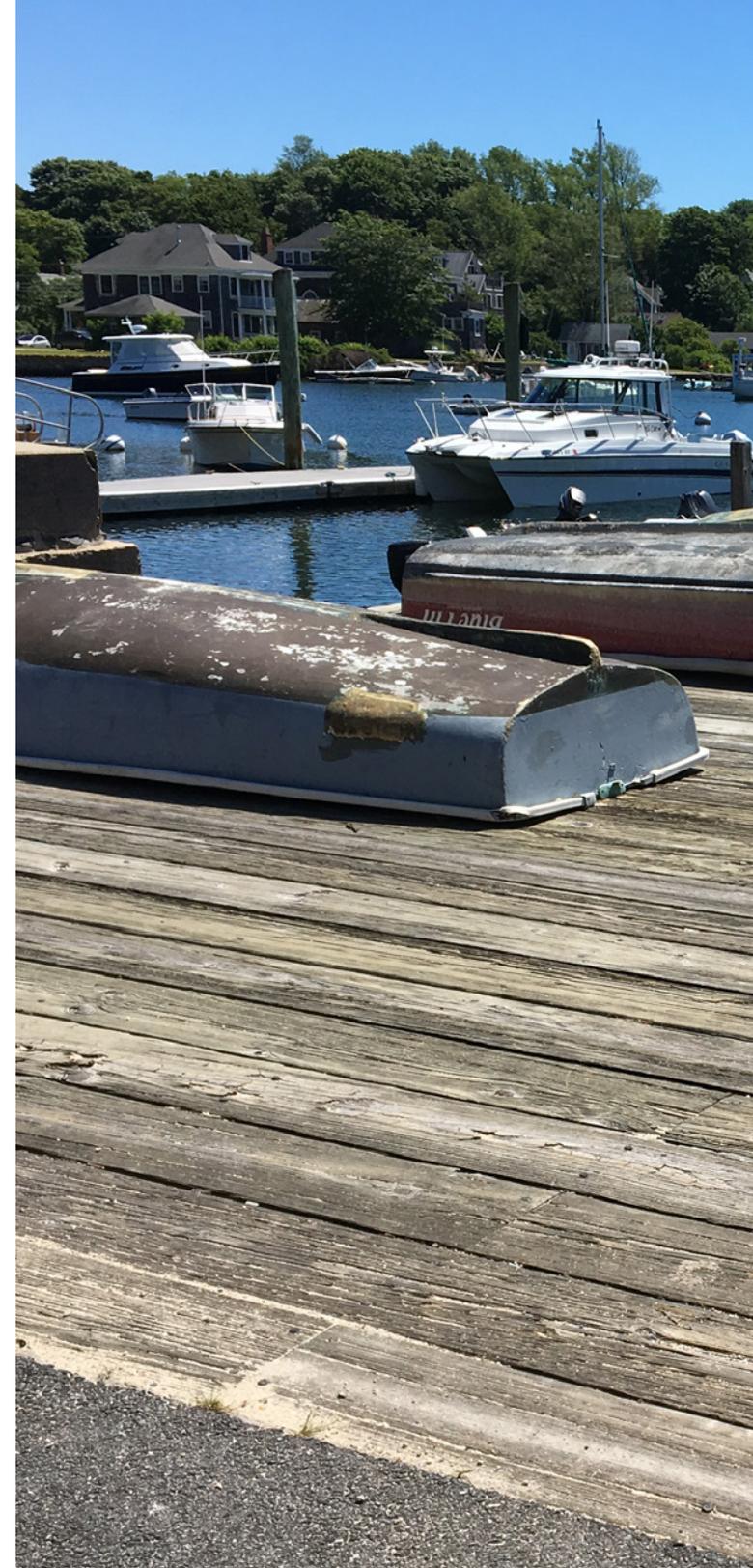
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The following Action Plan for the 2019 CEDS was developed through the efforts of Working Group stakeholders, the CEDS Strategy Committee, and Commission staff. The Plan is organized into nine distinct initiatives, tied to the Regional Priorities identified at the kickoff workshop. Each initiative contains multiple projects that support achieving the initiative's goal.

Each project and initiative will have one or more organizing entities and any number of partner organizations. The list of measures of success identified for each initiative below are not exhaustive and new measures may be identified as the initiatives progress. Projects fall into one or two of the following categories: Feasibility, Planning, Program Administration, Funding, Research, Product Testing, Construction, and Implementation. Any projects that continue existing efforts are noted as ongoing. Successful implementation of the initiatives is contingent on furthering the individual projects under each, though new projects or project revisions may occur as progress is made.

A vibrant street scene featuring a building with colorful murals, including a green face, a yellow rabbit, and a red dragon. A person is riding a bicycle in the foreground, and another person is walking in the background. The scene is set in a sunny, urban environment with a blue sky and a brick building in the background.

# Local Business Development Initiative

*Improve local business outcomes and increase employment opportunities to advance economic diversity and higher-wage employment opportunities across the region*

## POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Towns
- Arts Foundation of Cape Cod
- Local Chambers of Commerce
- Local Technical High Schools
- Cape Cod Community College
- K-12 schools, Colleges and Universities in the region
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Community Development Partnership
- Coastal Community Capital
- Small Business Administration
- SCORE
- Cape Cod Technology Council
- Love Live Local
- Cape Cod Commercial Fishermen's Alliance
- Farm Bureau
- Aquacultural Research Corporation
- Massachusetts Brewers Guild
- Job Training & Employment Corporation
- Local Banks
- Small Business Groups
- E for All
- State and Federal Government Agencies
- Home Builders & Remodelers Association of Cape Cod
- MassHire Cape and Islands Workforce Board
- Local Economic Development and Industrial Corporations
- Massachusetts Office of Business Development
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Bridgewater State University
- Cape Cod Culinary Incubator
- Massachusetts Clean Energy Center

## MEASURES

- Number of residents in workforce
- Number of jobs and annual average wages per industry
- Annual gross regional product
- Number of apprenticeship & mentor programs and number of participants in each
- Number of business and workforce training programs and number of participants in each
- Number of positive evaluations of business and workforce training programs
- Number of businesses with resiliency plans
- Survival rates for businesses by industry, especially locally-owned firms
- Ratio of public sector Requests for Proposals bid on by local firms compared to projects awarded to local firms
- Number of local businesses started in each town

## BUSINESS DEVELOPMENT INSTITUTE

Project partners will establish a Business Development Institute for small businesses and public officials to coordinate resources, discuss needs and concerns, and work together to improve business outcomes. Through this Institute, partners will design a program to educate public officials and staff on small business needs and concerns; educate small business owners on existing business resources, advocacy, and public policy; provide mentorship program(s); and coordinate discussion and actions by small business support program providers and business owners around public policy issues. The institute will connect municipal officials and staff with small business owners to increase mutual understanding and collaborate on improving the permitting process and business climate.

### GOAL

To improve Cape Cod's business climate and strengthen the region's small business economic base.

### POTENTIAL PARTNERS

- Community Development Partnership
- Coastal Community Capital
- Cape Cod Commission
- Towns
- SCORE Cape Cod
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Technology Council
- Colleges and Universities
- Cape Cod Young Professionals

### DELIVERABLES

Annual or biennial institute focused on small business development

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## THE TRADES WORKFORCE AND BUSINESS DEVELOPMENT PROGRAM

---

Project partners will coordinate and work to expand trades-related workforce and business training programs, including those at Cape Cod Community College, local technical and vocational high schools, and colleges and universities in the Southeast Massachusetts region. The project will market trades career options, including those in fisheries/aquaculture and wind energy, to students and collaborate with businesses, chambers of commerce, and educational institutions to build apprenticeship, mentoring and other programs that connect students and young adults to local well-paid career options in the trades.

### GOAL

Establish system of programs to ensure the continuation of strong local trades, fishing and aquaculture industries and workforce.

### POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Local Technical High Schools
- Cape Cod Community College
- Other Educational Institutions
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Community Development Partnership
- Coastal Community Capital
- Massachusetts Office of Business Development
- US Small Business Administration
- Cape Cod Commercial Fishermen's Alliance

### DELIVERABLES

Establishment of trades-focused workforce training programs; outreach materials for students and employers; expansion of existing or establishment of new mentorship/ apprenticeship programs for trades

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## CREATIVE ECONOMY SECTOR INTEGRATION

The Commission will work with partners to evaluate the economic benefits of Cape Cod’s creative economy, including its fine and performing arts sector, and identify opportunities to integrate the sector into economic development efforts including infrastructure investments, activity center planning, and housing. The project includes an update to “Leveraging Cultural Assets for Economic Development,” a guide for towns previously published by the Cape Cod Commission.

### GOAL

To provide data and recommendations to towns and arts/cultural/historical entities and other creative economy actors for collaboration that support year-round employment opportunities and community building activity

### POTENTIAL PARTNERS

- Arts Foundation of Cape Cod
- Cape Cod Commission
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Educational Institutions
- Arts/Culture Venues
- Towns

### DELIVERABLES

Expanded, revised and updated arts guide, completed economic impact assessment, outreach materials on best practices and case studies, online tools to share arts/culture resources

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## BUY FRESH, BUY LOCAL CAPE COD PROGRAM

Project partners will expand Cape Cod’s Buy Fresh, Buy Local program to raise awareness of and access to locally-sourced products. The program will facilitate business-to-business opportunities for producers, restaurants, and wholesale establishments and encourage towns to allow for and support these direct relationships between retailers and local growers and harvesters. Specific program elements may include expanding commercial kitchen opportunities for small business owners, microlending, encouraging public policies supportive of local goods producers and harvesters, branding local produce such as fish and shellfish, providing guidance for local producers in getting their goods to farmers markets and other points of sale, supporting local cooperatives for growers and harvesters, and partnering with the Cape Cod Community College’s culinary program.

### GOAL

To strengthen branding around and employment opportunities in local food growing, harvesting, and production

### POTENTIAL PARTNERS

- Barnstable County Cooperative Extension Service
- Live Love Local
- Cape Cod Commercial Fishermen’s Alliance
- Farm Bureau
- Aquaculture Research Corporation
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- Massachusetts Brewers Guild
- Local breweries and wineries
- Restaurants
- Massachusetts Restaurant Association
- Cape Cod Community College
- Cape Cod Culinary Incubator

### DELIVERABLES

New or expanded marketing efforts around Cape Cod-branded products; New or expanded commercial kitchen opportunities

### PROJECT TYPE

Program Administration (Ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## CAPE-FIRST CONSTRUCTION AND PROCUREMENT PROGRAM

The intent of this project is to encourage private developers and municipal governments in the region to use local businesses for construction and other services. The project would begin with a legal and impact assessment of local preference policies or efforts, including case studies of similar programs outside the region. The project could provide help and guidance to local businesses in getting on state vendor lists, potential development of a database of local construction and other companies, and training for local procurement officers. Additionally, this project will encourage integration of Cape Cod artists' works into local development projects, both public and private.

### GOAL

To increase opportunities for local businesses and retain the employment and revenue benefits of public and private investments in the region.

### POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- State Agencies
- Cape Cod Arts Foundation
- Private companies

### DELIVERABLES

Feasibility assessment

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## ENTREPRENEURSHIP REVOLVING LOAN FUND

---

Project partners will establish a working group to identify ways to expand existing below market rate and micro-loan programs to support local start-ups and existing small businesses. The focus would be on helping underserved populations gain greater access to below market rate capital to cover the costs of starting and running a business (e.g., healthcare costs, compliance and regulatory costs, utility hook ups) on Cape Cod. Once established, outreach materials for the fund will need to be developed to share with potential loan recipients as well as with local banks so that they may help spread the word and direct people to the fund.

### GOAL

To reduce the cost of starting and operating a business on Cape Cod.

### POTENTIAL PARTNERS

- Coastal Community Capital
- Cape Cod Commission
- Community Development Partnership
- Business Associations
- Cape Cod Commercial Fishermen's Alliance
- E for All
- SCORE Cape Cod
- State and Federal Agencies
- Local Banks

### DELIVERABLES

A need determination and, if needed, a new loan fund

### PROJECT TYPE

Planning and Funding

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## WORKFORCE AND BUSINESS RETENTION PROGRAM

Project partners will identify workforce and business retention issues on Cape Cod, and develop a program that supports potential solutions for the region. Particular attention will be paid to ways to defray the high cost of support services needed by working families, such as child- and elder-care, debt reduction, housing and healthcare. Solutions will focus on identifying ways to support and utilize the significant retired and older adult populations living in the region and will consider sub-regional and cross-organization collaboration. The program may expand outreach to potential employees and employers off-Cape, creating opportunities for employment based within the region.

### GOAL

To increase local workforce and business retention on Cape Cod.

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Cape Cod Community College Center for Corporate and Professional Education (CCAPE)
- E for All
- Local Technical High Schools
- Local Chambers of Commerce
- Economic Development Industrial Corporations
- MA Executive Office of Housing and Economic Development
- SCORE Cape Cod
- US Small Business Development Administration
- Towns
- Massachusetts Office of Business Development
- Community Development Partnership
- Coastal Community Capital
- Local Banks
- Environmental Business Council of New England

### DELIVERABLES

A framework document with a strategy for implementing retention solutions.

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







# Blue Economy Sector Development Initiative

*Develop and fund local STEM education and workforce training programs, business development programs, and technology commercialization opportunities to support the marine science and technology, fishing, energy efficiency, and renewable energy industries*

## POTENTIAL PARTNERS

- Blue Economy Foundation
- Cape Cod Commission
- Towns
- Association to Preserve Cape Cod
- Center for Coastal Studies
- Woods Hole Oceanographic Institution
- Massachusetts Technology Collaborative
- Massachusetts Clean Energy Center
- Private Marine Technology Companies
- Cape Cod Community College
- Massachusetts Maritime Academy
- Cape Cod Commercial Fishermen's Alliance
- UMass Dartmouth
- National Oceanic and Atmospheric Administration
- Aquaculture Research Corporation
- Local Technical High Schools
- Self-Reliance
- Cape Cod Chamber of Commerce
- Cape and Islands Harbormaster Association
- Cape Cod National Seashore
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Cape Cod Technology Council
- Cape Cod Young Professionals

## MEASURES

- Number of residents in workforce in 'blue sectors'
- Number of jobs and annual wages per industry in 'blue sectors'
- Annual gross regional product in 'blue sectors'
- Number of licenses and patents issued to Cape-based entities in the Blue Economy
- Total sales or revenue for Cape-based entities in the Blue Economy
- Annual catch totals for Cape-based fishermen
- Number of active fishing boats based out of Cape Cod harbors
- Number of commercial shellfish permits issued to Cape Cod residents
- Estimated number of seasonal visitors based on bridge crossings and National Seashore visitation data
- Number of retired residents on Cape Cod
- Number of second homeowners on Cape Cod
- Total revenues from tourism industry

## BLUE TECHNOLOGY COMMERCIALIZATION CENTER

Project partners will continue and expand the Blue Economy Foundation’s work to establish a commercialization center for the development of new technologies and businesses related to the Blue Economy, including marine science and technology, fishing, aquaculture, and offshore energy. This will include scoping, developing funding options for the center, and establishing the commercialization center. Once established, the center can begin processing technologies and pursue ongoing funding for the center’s administration.

### GOAL

To support entrepreneurship and technology development within “blue” industry sectors, growing new and existing business that support year-round employment and address regional needs in science, technology, energy, natural resources, and recreation

### POTENTIAL PARTNERS

- Blue Economy Foundation
- Cape Cod Commission
- Woods Hole Oceanographic Institution
- Massachusetts Technology Collaborative
- Massachusetts Clean Energy Center
- Private Marine Technology
- Cape Cod Community College
- Massachusetts Maritime Academy

- Cape Cod Commercial Fishermen’s Alliance
- University Of Massachusetts Dartmouth
- National Oceanic and Atmospheric Administration
- Center for Coastal Studies
- Aquaculture Research Corporation
- Educational Institutions/Local Technical High Schools
- Self-Reliance
- Cape Cod Chamber of Commerce

### DELIVERABLES

Business plan and grant proposals;  
Establishment of Commercialization Center; Successful commercialization of Blue Economy technologies

### PROJECT TYPE

Planning and Funding

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## COASTAL RESILIENCY INNOVATION CENTER

---

Project partners will establish an innovation center to support the development of materials, technologies, and businesses focused on resilience to or mitigation of climate change. This will include scoping, funding, and establishing the innovation center, as well as identifying an ongoing funding stream for the continued administration and operation of the center. The center would partner with Cape Cod Community College and other educational institutions to link workforce training and education with innovative solutions developed at the center to aid in disaster recovery and response.

### GOAL

To support the development of new technologies and businesses that improve mitigation of and adaptation to climate change

### POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Towns
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce

- Cape Cod Community College
- Local Technical High Schools
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Business plan and grant proposals;  
 Establishment of Innovation Center;  
 Successful development of climate adaptation materials, technologies, and/or businesses

### PROJECT TYPE

Feasibility

### TIMELINE



## WASTEWATER TREATMENT INNOVATION AND TESTING CENTER

Project partners will expand the existing Massachusetts Alternative Septic System Test Center on Joint Base Cape Cod to identify and test affordable options for distributed wastewater treatment and build expertise in new water quality and wastewater treatment related technology, particularly those affordable to small businesses. Partnership opportunities to pilot test new technologies locally will be sought, for example, working with the Cape Cod Community College as they build their proposed Science and Engineering Building using a self-contained toilet systems using electrolysis to treat waste.

### GOAL

To reduce amount of nitrogen and other byproducts from septic systems reaching the groundwater.

### POTENTIAL PARTNERS

- Barnstable County Department of Health and Environment
- Cape Cod Commission
- Joint Base Cape Cod
- Towns
- Massachusetts Department of Environmental Protection
- Cape Cod Community College

### DELIVERABLES

Pilot tests of new technologies

### PROJECT TYPE

Product Testing (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## REGIONAL HARBOR AND DREDGE SERVICES

---

Project partners will expand the County's capacity to help communities maintain working harbors and navigation channels for commercial, transportation, and recreational boating. This will involve completing the Regional Harbor Management Study to evaluate economic benefits and detriments of dredging and harbor-adjacent uses, and assessing the regulatory framework around dredging, where feasible.

### GOAL

To maintain navigation and working harbors

### POTENTIAL PARTNERS

- Barnstable County Dredge Program
- Cape Cod Commission
- Towns
- Cape and Islands Harbormaster Association
- Cape Cod Commercial Fishermen's Alliance

### DELIVERABLES

Acquisition of a new dredge, Report on economic impacts of harbors

### PROJECT TYPE

Planning and Funding (Ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## ECONOMIC SECTOR IMPACT ASSESSMENTS

Project partners will assess the economic impacts of key and emerging industry sectors and identify industry cluster development opportunities based on supply chain mapping and workforce opportunity gaps. These assessments will take into consideration climate change and its potential impacts and will seek to identify ways in which these impacts might be managed or utilized.

### GOAL

To improve local understanding of industry clusters and their growth potential, allowing the prioritization of resources to sectors that can be address regional workforce and business needs.

### POTENTIAL PARTNERS

- Cape Cod Commission
- MassHire Cape and Islands Workforce Board
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod Cape Cod Technology Council
- State Agencies
- Business Associations
- The Public Policy Center at UMass Dartmouth
- Cape Cod Arts Foundation
- US Small Business Administration
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals

### DELIVERABLES

Industry sector reports, presentations and other educational outreach efforts

### PROJECT TYPE

Research and Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## TOURISM AND LEISURE ECONOMY ASSESSMENT

Project partners will assess changing trends in the tourism and leisure sector, including patterns of vacationing, retirement, seasonal homeownership, eco-tourism, and the potential future impacts of climate change on this sector. The economic and other impacts of these potential changes will be assessed, and ideas generated on how to manage and capitalize on those challenges regionally. The assessment will involve conducting surveys and/or interviews with key industry leaders and stakeholders, collecting and analyzing data, and sharing the results through multiple channels, such as data visualization sites, social media venues, guides, and reports.

### GOAL

To better understand changes to the industry, and potential impacts to employment and housing.

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- MassHire Cape and Islands Workforce Board
- Home Builders & Remodelers Association of Cape Cod
- Business Associations
- Cape Cod Arts Foundation
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Final report

### PROJECT TYPE

Research and Planning

### TIMELINE

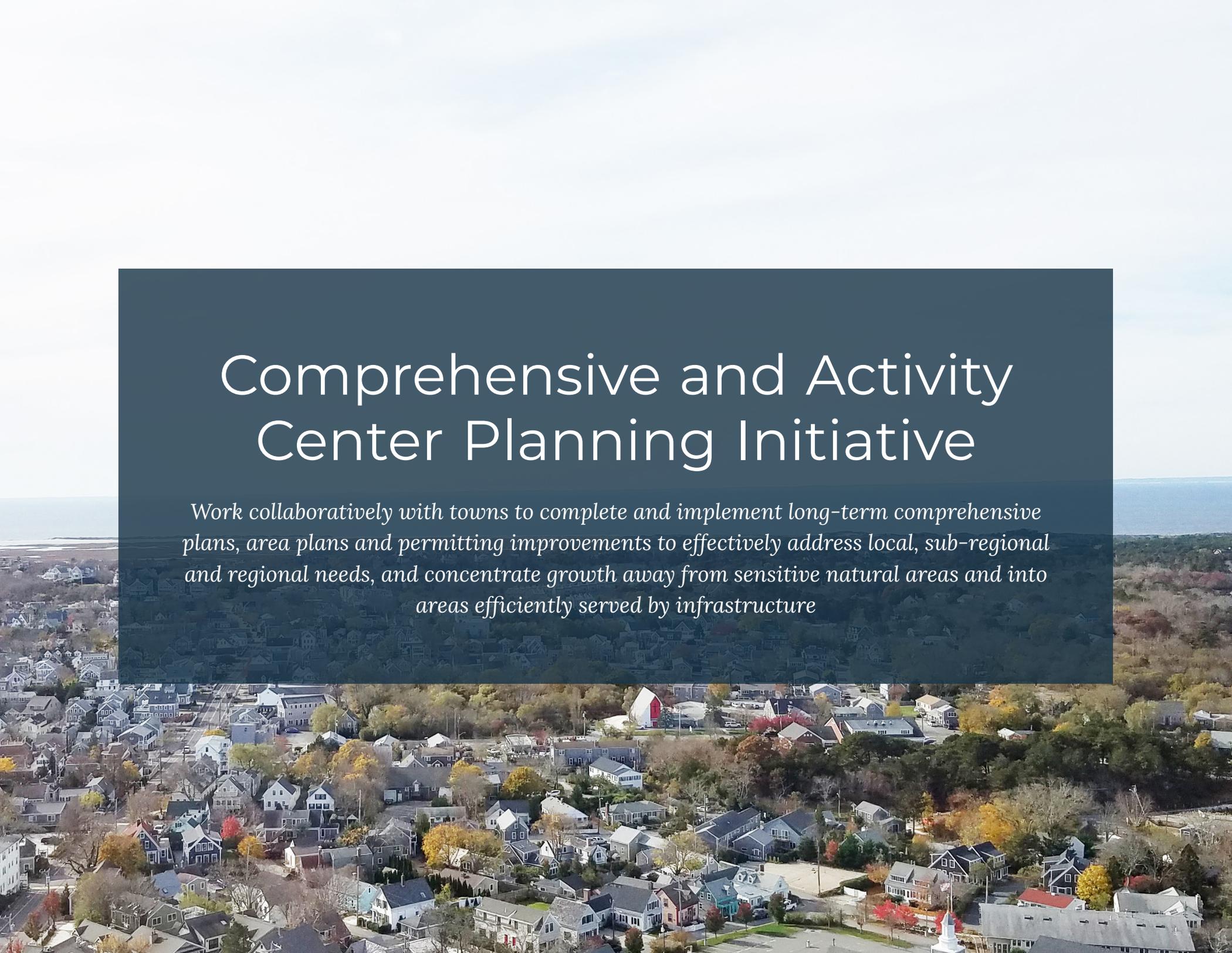
YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

An aerial photograph of a coastal town, likely in New England, showing a dense residential area with many houses and a prominent red barn. The town is situated near a body of water, with a clear sky above. A dark blue semi-transparent rectangular box is overlaid on the center of the image, containing white text.

# Comprehensive and Activity Center Planning Initiative

*Work collaboratively with towns to complete and implement long-term comprehensive plans, area plans and permitting improvements to effectively address local, sub-regional and regional needs, and concentrate growth away from sensitive natural areas and into areas efficiently served by infrastructure*

## POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Towns
- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative
- MassHire Cape and Islands Workforce Investment Board

## MEASURES

- Density of structures, residential density in activity centers
- Ratio of residential to commercial uses in activity centers
- Square footage of new development in activity centers compared to square footage outside activity centers
- Number of towns with Certified local comprehensive plans
- Number of local plans consistent with town's local comprehensive plan
- Number of master plans for regional activity centers and town-proposed activity centers
- Number of towns adopting form-based code, hybrid zoning, or design guidelines/standards
- Number towns using OpenCounter
- Number of towns offering e-permitting
- Average length of time needed to obtain local and regional development permits
- Percent of development in activity centers served by wastewater infrastructure
- Number of energy storage facilities and their capacity

## RESET PROJECTS: ASSESSING CENTERS OF ACTIVITY

The Commission will work with towns through Regional Economic Strategy Executive Team (RESET) projects to evaluate centers of activity for housing diversity and affordability; economic diversity and locally-owned businesses; multi-modal transportation and transit; waste, telecommunications, and energy infrastructure; and public amenities and community character. This will provide an existing conditions baseline for long-term planning and a set of tactical recommendations for meeting the town’s immediate housing and economic development needs.

### GOAL

To provide technical services to the towns that facilitate appropriate development in centers of activity.

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Final reports for RESET projects

### PROJECT TYPE

Planning (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## LOCAL COMPREHENSIVE PLANNING

---

The Commission will work collaboratively with towns to update, certify, and implement Local Comprehensive Plans (LCPs) that address infrastructure needs, housing diversity and affordability, resource protection, and climate change mitigation across land use types. This will begin with updating regional regulations guiding local comprehensive planning to align with the Regional Policy Plan.

### GOAL

To update LCPs and integrate them with other local planning efforts, and to coordinate regional and local plans and regulations to foster housing and economic diversity and quality of life.

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod

### DELIVERABLES

Certified Local  
Comprehensive Plans

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## LOCAL CAPITAL PLANNING

---

The Commission will collaborate with towns to complete, update, and implement local capital plans that focus development in centers of activity. The Commission will provide technical assistance to towns in completing their local capital plans and ensuring they are consistent with regional planning goals and policies.

### GOAL

To plan for long-term improvements and capital investments that adequately serve development and protect the natural environment, especially in preparation for climate change and sea level rise impacts

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Home Builders & Remodelers Association of Cape Cod
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Local capital plans

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## REGULATING FOR HOUSING AND ECONOMIC DIVERSITY

The Commission will collaborate with towns to complete, update, and implement housing and economic strategies that focus development in centers of activity. This will involve conducting research to better understand the housing and economic development needs in centers of activity and providing support to the towns in drafting the plans. The plans and regulatory changes should support sustainable development of “the missing middle” housing types, housing affordability, and the clustering of business and residential uses. Tools such as density bonuses, inclusionary zoning, streamlined permitting and tax incentives should be considered.

### GOAL

To provide adequate and affordable residential options to house the local workforce

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Housing plans, by-law changes, economic development strategies

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## ZONING ANALYSIS TOOLS

---

The Commission will collaborate with towns to increase public access to and understanding of local regulations through continued implementation of online tools such as OpenCounter. This tool can also predict locations of development interest, identifying areas that may benefit from review of existing land use policies to advance consistency with local and regional goals.

### GOAL

To improve understanding and effectiveness of zoning

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Massachusetts Department of Energy Resources

### DELIVERABLES

Open Counter website per town

### PROJECT TYPE

Product Development (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## MODEL BYLAWS FOR ZONING AND DESIGN

Building on the work of the Community Resilience by Design project, the Commission will work to support adoption of form-based code, hybrid zoning, and/or design guidelines or standards where appropriate, which address individual towns' needs, respond to and complement the local context, and will help fulfill the visions for their communities. The Commission will draft a form-based code framework and work with towns to develop and adopt form-based code, design guidelines or standards, or hybrid zoning tailored to the unique needs of the community.

### GOAL

To facilitate implementation of bylaws and regulatory updates to address the region's identified planning needs

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape Light Compact
- Massachusetts Clean Energy Center
- Massachusetts Department of Energy Resources

### DELIVERABLES

Model by-laws, form-based code framework, plan/strategy document including implementation plan, potential funding sources, and budget; updated regional design guidelines that could serve as models for towns, as needed

### PROJECT TYPE

Product Development (ongoing)



## HOUSING PROTOTYPE LIBRARY

The Commission will actively engage the developer community to develop a library of building prototypes designed to address regional housing needs, including affordability and mixed use. The library will support infill and redevelopment in community activity centers, reducing resource use and energy demand associated with new development. Location, construction methods, building envelope and renewable energy can be considered among the features of Cape Cod residential prototypes.

### GOAL

Develop a library of building prototypes for Activity Center planning.

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Leadership in Energy and Environmental Design (LEED)
- Cape Light Compact

### DELIVERABLES

Building prototypes and their application locally

### PROJECT TYPE

Product Development (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## EXPEDITED PERMITTING

---

The Commission, Chambers, and towns will coordinate with state and local agencies to identify, support, and pursue opportunities to streamline permitting and regulations to support economic development, public-private partnerships, and private investment. Methods to leverage Opportunity Zone will be investigated and the Economic Development Resource Guide will be updated to cover methods to streamline permitting, increase municipal transparency and improve communications around regional land use and planning needs.

### GOAL

To improve permitting and access to funding through better coordination with state, regional, and local agencies and private entities

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Permit and regulation updates to streamline process

### PROJECT TYPE

Implementation (ongoing)

### TIMELINE

YEAR 1

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YEAR 2

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YEAR 3

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YEAR 4

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YEAR 5

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## E-PERMITTING

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The Commission and potential partner agencies will encourage towns to adopt electronic permitting and similar online tools to improve the clarity and efficiency of local and regional permitting.

### GOAL

To expedite permitting and increase consistency between towns in the region

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- State Agencies
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors

### DELIVERABLES

Towns with e-permitting systems

### PROJECT TYPE

Implementation (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





A photograph of a row of white houses with dark shutters and a white picket fence in the foreground. The houses are set against a clear blue sky with some bare trees. A semi-transparent dark blue rectangle is overlaid on the middle of the image, containing the title and subtitle text.

# Housing Access and Affordability Initiative

*Improve housing diversity and access across the region, but particularly in existing centers of activity, directing development to areas with existing infrastructure while managing impacts to natural resources*

## POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Habitat for Humanity

## MEASURES

- Number of new and existing housing units by type of housing
- Average and median home prices by town
- Density of housing in activity centers
- Length of time required to permit affordable housing projects
- Number of affordable units by income requirement categories
- Number of housing units constructed as a percent of local and regional housing supply goals
- Percent of population in workforce compared to percent of retired population
- Percent of households considered housing stressed (housing costs 30% or more of gross income)
- Number of public Community Solar developments serving low-income communities



## REGIONAL HOUSING PLAN

The Commission will develop a comprehensive regional housing plan that supports sustainable development of affordable and varied housing options for Cape Cod residents of all income levels and ages. The plan will identify regional, subregional, and town-specific housing supply goals and appropriate areas for housing development, especially multi-unit development. It will identify policies, actions, and strategies for furthering the goals of the plan, including how to foster infrastructure investment to support an increase in housing supply, and will include a community engagement strategy for education, visioning, and planning purposes.

### GOAL

To increase access to affordable and diverse housing that addresses the “missing middle” and affordability issues of the region

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Local Housing Authorities
- HOME Consortium
- State Foundations
- Bank Foundations
- Community Foundations
- Large Employers
- State Agencies
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Regional housing plan; scope of work with team, timeline, and budget; plan/strategy document including implementation plan, funding sources, and budget

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





# HOUSING AFFORDABILITY RESOURCE DEVELOPMENT PROGRAM

This project will support and expand existing efforts, such as those carried out by the Massachusetts Housing Partnership, to provide housing affordability information and expertise to policy makers and stakeholders. The program will identify research and data needs for key audiences, collect identified missing data, and tailor information for key audiences (second homeowners, state lawmakers and agencies, developers, non-profits) to educate them on the importance of housing affordability to economic development in the region and reduce resistance to multi-family housing, density, and affordable housing. One approach for consideration will be to support the funding of sub-regional housing staff to work with towns on affordable housing production, establishing and managing local Municipal Housing Trusts, and expanding sub-regional coordination and collaboration.

## GOAL

To raise awareness around regional housing issues to grow support for related initiatives among key stakeholder groups

## POTENTIAL PARTNERS

- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Cape Cod Commission
- Cape Cod Young Professionals
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative

## DELIVERABLES

Online information and data repository, Gap analysis for research needs, Report on housing affordability research

## PROJECT TYPE

Feasibility



## HOUSING AFFORDABILITY TRUST/WORKFORCE HOUSING FUND

This project will assess the feasibility of establishing local and/or regional workforce housing funds to support development and ownership of “missing middle” housing types, especially those affordable to low- and middle-income residents. Consideration will be given to offering household support programs such as rental or utility assistance, and provide other incentives to reduce up-front development costs. A working group will evaluate trust/fund options, feasibility, and the implementation of an action plan for establishing the fund and pursuing means to support it.

### GOAL

To support development of a fund that increases the supply of and access to housing affordable to low- and middle-income resident.

### POTENTIAL PARTNERS

- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Cape Cod Commission
- Bank and Community Foundations
- Large Employers
- Towns
- Cape Cod Housing Assistance Corporation
- Local Housing Authorities
- HOME Consortium
- State Agencies
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Feasibility study, establishment of fund if feasible

### PROJECT TYPE

Feasibility

### TIMELINE





# YEAR-ROUND RESIDENT OR RENTAL PROPERTY TAX EXEMPTION

This project will evaluate models and potential impacts of year-round resident property tax exemptions by Cape Cod towns, and will provide information to towns interested in adopting the exemption for its permanent residents. Such exemptions currently exist in Provincetown and Barnstable.

### GOAL

To reduce the cost of living for year-round Cape Cod residents

### POTENTIAL PARTNERS

- Towns
- Association to Preserve Cape Cod
- Cape Cod Chamber of Commerce
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals

### DELIVERABLES

Towns with tax exemption

### PROJECT TYPE

Implementation (ongoing)





# Climate Change Innovation Initiative

*The region must continue to plan for mitigating climate change and addressing its potential impacts. Planning is needed to move the region away from fossil fuels, encourage renewable energy, electrify transportation, and ensure protection of the region's natural resources and natural carbon sinks. Identify and promote public and private opportunities for climate change mitigation and adaptation on a local and/or regional scale*

## POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Climate Change Collaborative
- Towns
- Association to Preserve Cape Cod
- Center for Coastal Studies
- Woods Hole Oceanographic Institution
- Waquoit Bay National Estuarine Research Reserve
- MA Department of Environmental Protection
- MA Department of Energy Resources
- US Environmental Protection Agency
- Cape Cod & Islands Association of Realtors
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Utilities

## MEASURES

- Regional greenhouse gas emissions
- Number of electric vehicles in municipal fleets
- Number of Municipal Vulnerability Preparedness communities
- Number of installed charging stations for electric vehicles
- Number of installed utility-scale solar installations
- Number of battery storage systems
- Percent of electricity from non-utility scale, distributed sources
- Miles of utilities placed underground
- Miles of transportation network at risk
- Percent of assessed value of residents in and out of FEMA Flood Zones
- Number of businesses with resiliency strategies
- Number of critical facilities with battery storage available
- Number of public Community Solar developments
- Number of coastal resiliency projects designed, implemented

## CLIMATE CHANGE MITIGATION AND ADAPTATION PLANNING

The Commission will establish a methodology for and complete an inventory of greenhouse gases for the region (with the intention of contributing to the work of the Cape Cod Climate Change Collaborative and other stakeholders) to ultimately develop a climate action plan for Barnstable County. The Commission will also complete two analyses to identify appropriate sites across the region for electric vehicle charging stations and utility-scale solar installations. In addition, the Commission plans to continue working with communities to implement state and local planning efforts to build climate and coastal resilience, such as the Municipal Vulnerability Preparedness Program and Green Communities program.

### GOAL

To build climate resilience on Cape Cod through local and regional land use planning efforts, including reduced dependence on fossil fuels

### POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Climate Change Collaborative
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Home Builders & Remodelers Association of Cape Cod
- Towns
- Association to Preserve Cape Cod
- Center for Coastal Studies
- Woods Hole Oceanographic Institution
- Waquoit Bay National Estuarine Research Reserve
- MA Department of Environmental Protection
- MA Department of Energy Resources
- US Environmental Protection Agency
- Utilities

### DELIVERABLES

Greenhouse gas inventory, analysis of sites for electric vehicle charging stations; analysis for sites for utility-scale and community solar installations; analysis of sites for a public electric vehicle rental depot, scopes of work with team, timeline, and plan for MVP program participation

### PROJECT TYPE

Planning (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## RESILIENT UTILITIES COALITION

Project partners will work to improve coordination among utilities, independent energy providers, government entities, and towns to support resilient development in centers of activity, including efficient development of wastewater, telecommunications, and energy distribution infrastructure. This will include establishing the coalition and engaging state-level partners to support it. The coalition will research and support regional and local policies that call for coordination of public works projects, dig-once policies, interconnections, undergrounding, distributed renewable energy, and climate change mitigation and resiliency.

### GOAL

To facilitate coordination among utilities, independent energy providers, governmental entities, and towns to support climate change mitigation, resiliency and installation and maintenance efficiency efforts

### POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Utilities
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Home Builders & Remodelers Association of Cape Cod
- Cape & Islands Association of Realtors
- Cape Light Compact

### DELIVERABLES

Project report and policy changes

### PROJECT TYPE

Feasibility and Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## REGIONAL ECONOMIC RESILIENCY INFORMATION CLEARINGHOUSE

---

Project partners will establish an Economic Resiliency Information Clearinghouse focused on preparation for and recovery from economic and natural disasters. This will include conducting a gap analysis to identify research and data needs for key audiences, collecting data to fill identified gap, developing materials for training and outreach on economic and natural disaster resiliency issues and potential solutions, and assembling and disseminating the new information through an online portal.

### GOAL

To support economic resiliency and expedite recovery from systemic shocks

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- MassHire Cape and Islands Workforce Board

- Educational Institutions
- Public access media and other media outlets
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Online Clearinghouse

### PROJECT TYPE

Research and Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## OBSTACLES TO OPPORTUNITIES CHALLENGE

Project partners will coordinate and implement community events and/or competitions centered around proposing creative solutions, technologies, and approaches that address climate change and other regional resiliency challenges.

### GOAL

To encourage creative responses to regional challenges

### POTENTIAL PARTNERS

- Cape Cod Community College
- Local Technical High Schools
- Cape Cod Chamber of Commerce
- Massachusetts Maritime Academy
- Bridgewater State University
- Barnstable County
- Cape & Vineyard Electric Cooperative
- Cape Cod Climate Change Collaborative
- Cape Cod Young Professionals

### DELIVERABLES

Events

### PROJECT TYPE

Feasibility and Program Administration

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



# Regional Infrastructure Planning Initiative

*Improve infrastructure planning to promote greater efficiency and coordination in infrastructure projects, protect the region's resources, and improve resiliency to natural disasters*

## POTENTIAL PARTNERS

- Cape Cod Commission
- OpenCape
- Towns
- Cape and Vineyard Electric Cooperative
- Cape Cod Chamber of Commerce
- Public Access TV
- State Agencies
- Joint Base Cape Cod
- Barnstable County Department of Health and Environment
- Sustainable Practices
- Local Departments of Public Works
- Bourne Transfer Station
- Association to Preserve Cape Cod
- Cape & Vineyard Electric Cooperative
- Cape Light Compact
- Utilities
- Cape Cod Young Professionals
- SWANA Southern New England

## MEASURES

- Number of towns with comprehensive wastewater plans
- Number of towns with comprehensive drinking water plans
- Percent of amount of drinking water requiring treatment for contaminants in groundwater
- Acres of protected drinking water supply areas
- Pond and coastal water quality
- Air quality index changes
- Acres of salt marsh, unfragmented forest, and other natural infrastructure
- Tons of municipal and construction waste shipped off Cape Cod
- Percent of energy utilized from renewable sources
- Number of public Community Solar developments
- Percent of businesses (including home-based businesses) served by high-speed internet
- Cost of infrastructure maintenance and operations
- Number of installed utility-scale solar installations
- Number of projects identified and included in the Regional Capital Plan inventory
- Number of coordinated capital projects begun and/or completed
- Miles of utilities placed underground

## REGIONAL CAPITAL PLAN

To support local comprehensive planning and regional infrastructure investment, the Commission will seek funding for and develop a regional capital plan. The regional capital plan will identify key needs, priorities, and funding options for capital infrastructure and create tools for communities to help identify potential efficiencies. Development of the regional capital plan will include creating an inventory of planned infrastructure improvements, planning and implementing a facilitated public process around capital planning efforts, and identifying tools/resources needed to improve coordination and efficiency in planning. Additionally, the Commission will develop a decision support tool to identify opportunities for collaboration to find efficiency, reduce cost and limit disruption, and to better coordinate access to funding sources.

### GOAL

To coordinate regional capital planning and address infrastructure needs efficiently

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Regional Transit Authority
- Cape Cod Water Protection Collaborative
- Cape & Vineyard Electric Cooperative
- Utilities

### DELIVERABLES

Regional Capital Plan; scope of work with team, timeline, and budget; plan/strategy document; inventory of planned infrastructure improvements; decision support tool

### PROJECT TYPE

Planning (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## NATURAL AND GREEN INFRASTRUCTURE ASSESSMENT

---

Project partners will assess and support the increased use of natural and green infrastructure to meet land use, resiliency, and economic development needs.

### GOAL

To reduce the need for built infrastructure while restoring and protecting natural resources

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

### DELIVERABLES

Assessment report

### PROJECT TYPE

Feasibility and Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## CAPE-WIDE DRINKING WATER PLAN

---

The Commission will update the Cape Cod Areawide Regional Water Quality Plan (the 208 Plan) to expand drinking water protection and increase the protection of ponds and other freshwater resources. This will include updating related documents and plans as needed, such as the Cape Cod Pond and Lake Atlas.

### GOAL

To pursue long-term health and safety of Cape Cod's drinking water resources in pursuit of economic resilience

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

### DELIVERABLES

Updated 208 plan

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## LOCAL WATER QUALITY PLANNING

---

The Commission will support development and adoption of local water quality plans to restore drinking and surface water quality.

### GOAL

To pursue long-term health and safety of Cape Cod's water resources in pursuit of economic resilience

### POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

### DELIVERABLES

Land protected, plans adopted

### PROJECT TYPE

Planning (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## ZERO-WASTE POLICIES

The County will identify and evaluate existing and potential zero-waste programs, policies, and regional and municipal regulations that could be adopted on Cape Cod as part of a regional solid waste planning and education effort. The project will identify ways to promote adoption of zero-waste policies and practices on a regional scale with buy-in from all Cape communities. Particular focus will be on policies that internalize waste products within production systems, as well as promoting efficiency through policies, such as LEED and net zero development.

### GOAL

To increase materials recovery and reduce waste production on Cape Cod

### POTENTIAL PARTNERS

- Barnstable County Cooperative Extension
- Sustainable Practices
- Towns
- Joint Base Cape Cod
- Cape Cod Commission
- Barnstable County Department of Health and Environment
- Town Departments of Public Works
- Bourne Transfer Station
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative
- Cape Cod Young Professionals
- SWANA Southern New England

### DELIVERABLES

White paper on feasibility

### PROJECT TYPE

Feasibility and Planning

### TIMELINE



## RENEWABLE ENERGY SITING AND PERMITTING STUDY

Project partners will conduct a study of potential utility-scale renewable energy sites and local policies around energy generation, recommending programs and policies that increase distributed renewable energy generation, improve siting of generation facilities, support local and community ownership and protect sensitive natural resources, natural infrastructure and community character.

### GOAL

To encourage distributed renewable energy generation and import substitution/"energy independence," while reducing impacts to sensitive natural resources.

### POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Community College
- Cape Light Compact

### DELIVERABLES

Map and analysis of sites for utility-scale solar renewable energy sites

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## LAST-MILE BROADBAND DEPLOYMENT STRATEGY

---

Project partners will seek to determine the optimal management structure and deployment plans for last-mile build-out of the OpenCape broadband network. This will include identifying the necessary coordination and policies to facilitate implementation and considering how the system will be integrated with future technologies. This project will identify ways towns can partner with OpenCape for network build-out, including alternative funding schemes, as well as educating residents on the value of broadband.

### GOAL

To complete the last-mile build out connection for Cape Cod

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- OpenCape
- Towns
- Barnstable County
- Cape & Vineyard Electric Cooperative
- State Agencies
- Public Access TV
- Cape Cod Commission
- Major Employers
- Cape Cod Young Professionals

### DELIVERABLES

White paper on feasibility

### PROJECT TYPE

Feasibility and Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



## REGIONAL SOLID WASTE PLANNING

---

Project partners will identify improvements and ideas for regional solid waste planning, including feasibility for, and funding of a Materials Recovery Facility if appropriate.

### GOAL

To increase materials recovery, reuse and waste reduction on Cape Cod

### POTENTIAL PARTNERS

- Barnstable County Cooperative Extension
- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative
- Cape Cod Young Professionals
- SWANA Southern New England

### DELIVERABLES

White paper on feasibility, Facility design and construction

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

An aerial photograph of a long, narrow bridge spanning a body of water. The bridge has a white metal truss structure. In the background, there is a dense forest of green trees, a road with some buildings, and a small blue structure. The foreground shows the dark blue water of the bridge's approach.

# Transportation and Air Quality Improvement Initiative

*Identify and promote actions to reduce traffic and greenhouse gas emissions  
on Cape Cod*



## POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- State Agencies
- Towns
- Cape Cod Chamber of Commerce
- Local Chambers of Commerce
- MassHire Cape and Islands Workforce Board
- Cape & Vineyard Electric Cooperative
- Cape Light Compact
- Cape Cod Young Professionals

## MEASURES

- Number of chronic congestion areas during peak season
- Number of transit riders by type of transportation
- Number of transit stops and frequency of travel
- Air quality index changes
- Number of alternative methods of reaching Cape Cod and moving between Cape town centers
- Number of automobile rentals that are electric vehicles
- Number of miles of off-road bike routes
- Number of miles of on-road bike routes
- Number of bike-related crashes
- Number of motor vehicle-related crashes
- Number of serious injury crashes per year
- Number of charging stations for electric vehicles
- Percent of electric versus gas powered vehicles owned by Cape Cod residents
- Percent of transit system that is powered by electricity
- Cost of infrastructure maintenance and operation

## PUBLIC TRANSIT EXPANSION FEASIBILITY ANALYSIS

Project partners will evaluate strategies for transit improvements to better facilitate movement within and among towns, including adjustments to transit locations and frequency to more effectively meet riders' needs and potentially reduce parking needs. This will include developing and pursuing a strategy for an electric vehicle (EV) car rental depot with demand response capacity, ride-sharing and car-sharing options, including an implementation plan, identification of potential funding sources, and an administration budget.

### GOAL

To improve Cape Cod's transit services and reduce reliance on personal vehicles, thereby reducing greenhouse gas emissions

### POTENTIAL PARTNERS

- Cape Cod Regional Transit Authority
- Cape Cod Commission
- Towns
- State Agencies
- Cape Cod Chamber of Commerce
- Local Chambers of Commerce

- MassHire Cape and Islands Workforce Investment Board
- Cape & Vineyard Electric Cooperative
- Cape Cod Young Professionals

### DELIVERABLES

White paper on public transit expansion

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





# COMPLETE REGIONAL MULTIUSE PATH

The Commission will work with municipalities to obtain design and construction funding to realize the vision of a multi-use path from Woods Hole to Bourne to Provincetown with connections to all 15 Cape Cod towns.

### GOAL

To expand bike commuter infrastructure along the trail, emphasizing connections to centers of activity, and promoting non-auto-oriented modes of transportation

### POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Metropolitan Planning Organization
- Cape Cod Joint Transportation Committee
- Towns
- State Agencies
- Cape Cod Regional Transit Authority

### DELIVERABLES

Plan with potential funding sources, construction of paths and connections

### PROJECT TYPE

Planning and Construction (ongoing)



## HYANNIS ACCESS BUILD-OUT

The Hyannis Access Study Implementation Report (2013) identifies recommendations, including (1) a major redesign of two intersections of Route 28 and several miles of roadway changes within the town of Barnstable, and (2) to improve access to Cape Cod’s major urban center in Hyannis village via the Airport Rotary (intersection of Route 28, Route 132, Barnstable Road, and access to the Barnstable Municipal Airport), Yarmouth Road and its intersection with Route 28, and segments of Route 28 adjacent to the Airport Rotary. This project will help carry out and implement the recommendations from the Hyannis Access Study.

### GOAL

To reduce traffic congestion, air emissions, and decrease the time for emergency vehicles to reach the hospital.

### POTENTIAL PARTNERS

- Town of Barnstable
- Cape Cod Commission
- Cape Cod Chamber of Commerce
- Hyannis Chamber of Commerce
- Hyannis Main Street BID
- Hyannis Airport
- Cape Cod Regional Transit Authority
- Cape Cod Hospital

### DELIVERABLES

Funding and construction of upgrades

### PROJECT TYPE

Funding and Construction (ongoing)

### TIMELINE





# ELECTRIC TRANSIT

Project partners will identify resources needed to electrify the transit vehicle fleets that serve Cape Cod, and in particular how to electrify transit across the region with electricity that does not come from fossil fuels.

### GOAL

To reduce greenhouse gas emissions caused by Cape Cod’s transportation network

### POTENTIAL PARTNERS

- Cape Cod Regional Transit Authority
- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns

### DELIVERABLES

White paper on feasibility, new transit fleets and EV car rental depot with demand response capacity

### PROJECT TYPE

Feasibility



## BUILDOUT ELECTRIC VEHICLE INFRASTRUCTURE

Project partners will evaluate the feasibility for expanding infrastructure needed for an electric vehicle network that does not rely on fossil fuels. This includes developing and pursuing a strategy for a charging station network, including an implementation plan, identification of potential funding sources, and an infrastructure construction and maintenance budget, as well as how this network can connect with and support mass transit and bicyclist and pedestrian infrastructure, and potentially support an electric vehicle pool.

### GOAL

To reduce greenhouse gas emissions caused by Cape Cod's transportation network

### POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- Cape Cod Regional Transit Authority

### DELIVERABLES

White paper on feasibility and electric vehicle car rental depot with demand response capacity

### PROJECT TYPE

Planning

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





# EXPAND COMMUTER RAIL TO HYANNIS

The Commission will support extension of MBTA Commuter Rail to Buzzards Bay and later Hyannis, with rail upgrades for speed and on-Cape stops along the way.

### GOAL

To increase transit options on Cape Cod while strengthening its workforce connections to and from Boston and the metropolitan area

### POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape and Vineyard Electric Cooperative

### DELIVERABLES

White paper on feasibility, expansion of commuter rail

### PROJECT TYPE

Planning and Funding

### TIMELINE



## WATER FERRY/TAXI SYSTEM

The Commission will support expanding water-based transit services to and from Cape Cod, and between Cape Cod’s harbors. This will require development and pursuit of a strategy for a water ferry/taxi system that does not rely on fossil fuels, including a feasibility study, implementation plan, identification of potential funding sources, and a fleet purchase and maintenance budget.

### GOAL

To decrease reliance on personal vehicles while increasing transit options and business opportunities on Cape Cod

### POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce

### DELIVERABLES

White paper on feasibility, ferry/taxi fleet

### PROJECT TYPE

Feasibility

### TIMELINE





# AUTONOMOUS VEHICLE PLANNING

Project partners will evaluate the potential impact of autonomous vehicles to Cape Cod, identifying challenges, recommending actions, and considering impacts on key populations.

## GOAL

To better understand how autonomous vehicles may benefit or impair the Cape Cod economy, and to implement a strategy to encourage their adoption if appropriate

## POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Regional Transit Authority
- State Agencies
- Cape & Vineyard Electric Cooperative

## DELIVERABLES

White paper on feasibility of autonomous electric vehicle rental depot with demand response capacity

## PROJECT TYPE

Feasibility and Planning



## CANAL BRIDGES

---

The Commission will support upgrades to the Sagamore and Bourne Bridges to reduce traffic congestion, lower maintenance costs and disruption, and maintain the iconic character of the bridges. This will include participating and engaging with MassDOT for the planning process to ensure the needs of regional stakeholders are considered and integrated into the plan for upgrading the bridges.

### GOAL

To reduce traffic, maintenance costs and service interruption while maintaining the iconic character of the bridges

### POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Technology Council Infrastructure Committee

### DELIVERABLES

Bridges

### PROJECT TYPE

Planning (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







# Infrastructure Development Initiative

*Improve and expand critical infrastructure in areas appropriate for increased development, mitigating impacts to and restoring natural resources, community character, and economic diversity*

## POTENTIAL PARTNERS

- Cape Cod Commission
- OpenCape
- Towns
- Utilities
- Association to Preserve Cape Cod
- Cape Cod Chamber of Commerce
- MA Department of Environmental Protection
- Cape & Vineyard Electric Cooperative
- Cape Light Compact

## MEASURES

- Percent of drinking water requiring treatment for contaminants in groundwater
- Percent of activity centers served by wastewater treatment infrastructure
- Pond and coastal water quality changes
- Air quality index changes
- Tons of municipal and construction waste reused, and tons shipped off Cape Cod
- Number of installed charging stations for electric vehicles
- Percent of businesses (including home-based businesses) served by high-speed internet
- Cost of infrastructure maintenance and operation



## BUILDOUT OF LAST-MILE BROADBAND

Project partners will complete buildout of high-speed telecommunications based on the outputs of the last-mile broadband planning assessment

### GOAL

To Improve high-speed telecommunications and stimulate economic diversity and business/employment opportunities

### POTENTIAL PARTNERS

- OpenCape
- Towns
- Utilities
- Cape Cod Commission
- Towns
- State Agencies

### DELIVERABLES

Last-mile connections

### PROJECT TYPE

Construction (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



# WASTEWATER INFRASTRUCTURE IN CENTERS OF ACTIVITY

Project partners will continue to build wastewater infrastructure, particularly for existing centers of activity and through regional and sub-regional collaborations among towns, Joint Base Cape Cod, and other entities. The project includes identifying a power source for waste facilities on Cape Cod.

### GOAL

To reduce the cost of wastewater treatment on Cape Cod.

### POTENTIAL PARTNERS

- Towns
- Cape Cod Commission
- Association to Preserve Cape Cod
- Cape Cod Chamber of Commerce
- Massachusetts Department of Environmental Protection

### DELIVERABLES

Identification of waste facility power source; infrastructure built and operating

### PROJECT TYPE

Construction (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



An aerial photograph of a coastal area during sunset. A paved road with a guardrail runs along the left side of the frame. To the right of the road is a sandy beach with some green vegetation. Further right is the ocean. The sky is filled with dramatic, colorful clouds in shades of blue, orange, and white, with the sun low on the horizon. The overall scene is serene and scenic.

# Infrastructure Funding Initiative

*Seek funding for infrastructure development that spreads the cost of infrastructure among residents, seasonal homeowners, and visitors to the region*

## POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Towns
- MA Department of Environmental Protection
- Cape Cod & Islands Association of Realtors
- Home Builders & Remodelers Association of Cape Cod
- Municipal Airports
- OpenCape
- Barnstable County Departments
- State Agencies
- Cape & Vineyard Electric Cooperative
- Cape Light Compact

## MEASURES

- Amount of off-cape funding received for infrastructure development
- Percent of infrastructure funding coming from property taxes
- Percent of infrastructure funding from user fees

## CONGESTION PRICING ON BRIDGES

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Project partners will conduct a feasibility and impact study on using congestion-related pricing for travel to, movement within, and parking on Cape Cod. This could include a vehicle fee system, such as bridge tolls, with potential consideration of fuel type in determining the fee schedule.

### GOAL

To improve traffic and air quality in the region and expand funding for infrastructure development and maintenance and reduce greenhouse gas emissions through reduced reliance on single-occupancy vehicles and gas-powered vehicles

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Army Corp of Engineers
- MA Department of Transportation

### DELIVERABLES

White paper on feasibility and recommendations for implementation

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## LAST-MILE BUILDOUT FUND

Project partners will identify and pursue new funding streams to finance last-mile broadband build out development. In addition to identifying new funding streams, it will also seek to expand existing funding streams, including crowd-funding options and leveraging existing wireless, cable, and broadband utilities. It will also develop and pursue a loan or grant program to supplement public and private investments for hookups to utility.

### GOAL

To advance economic diversity and employment opportunities

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- OpenCape
- Towns
- Barnstable County
- Cape Cod Commission
- State Agencies

### DELIVERABLES

White paper on feasibility

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## LODGING TAX SET-ASIDE FOR INFRASTRUCTURE

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Project partners will support the establishment of a municipal infrastructure fund that channels new and existing lodging tax revenues into funding for building critical infrastructure, particularly in centers of activity. This will involve working with towns to encourage the dedication of a portion of new and existing lodging tax revenues for this purpose.

### GOAL

To expand critical infrastructure to protect water quality, mitigate climate change, and allow concentrated development in activity centers

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Cape Cod & Islands Association of Realtors
- Home Builders & Remodelers Association of Cape Cod
- Cape & Vineyard Electric Cooperative

### DELIVERABLES

Towns adoption of set-aside

### PROJECT TYPE

Implementation (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





## EXPAND INFRASTRUCTURE FUNDING

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Project partners will identify and pursue new funding streams to finance wastewater, energy, and other regionally-significant infrastructure development. In addition to finding new funding streams, it will also look to expand existing funding streams, including the Cape and Islands Water Protection Fund.

### GOAL

To pursue long-term health and safety of Cape Cod's drinking water resources in pursuit of economic resilience

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Towns
- MA Department of Environmental Protection
- Cape Cod & Islands Association of Realtors
- Home Builders & Remodelers Association of Cape Cod

### DELIVERABLES

White papers on feasibility of different funding options

### PROJECT TYPE

Feasibility (ongoing)

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

## JET TAX

---

Project partners will assess the feasibility and impacts of taxes or fees on private jet transport on- and off-Cape Cod as a way to fund regional wastewater and infrastructure initiatives affected by seasonal visitors and second homeowners.

### GOAL

To pursue long-term health and safety of Cape Cod's drinking water resources in pursuit of economic resilience

### POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Municipal Airports
- Cape Cod & Islands Association of Realtors

### DELIVERABLES

White paper on feasibility

### PROJECT TYPE

Feasibility

### TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







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# Appendix V: Public Comments and Responses

## and Responses

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## PUBLIC COMMENT PERIOD ANNOUNCEMENTS

- [CEDS Draft Public Comment Period Announcements](#)
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## WORKGROUP FOLLOW-UP MEETINGS

Two follow-up sessions were held with CEDS Workgroup members to get their feedback on the draft CEDS released for public comment. Both sessions began with [a presentation](#) giving an overview of the draft and then individual projects included in the CEDS Action Plan were discussed as needed to clarify and refine the projects. In the presentation, staff reviewed the following:

- The planning and public comment timeline, noting that all comments will be responded to and recorded in the plan.
- The planning framework including the CEDS vision and goals, noting the importance of working with stakeholders implement the plan.
- Key regional trends in demographics, employment, income and the natural environment.
- The CEDS Action Plan and how projects were selected and prioritized and why they are organized under initiatives.
- The annual review of CEDS implementation based on a hierarchy of performance measures.

### CEDS Workgroup Follow-up Session #1, May 15, 2019

Attendees: Jeannine Marshall (President, Coastal Community Capital), Jay Coburn (CEO, Community Development Partnership), Liz Argo (Manager, Programs & Administration, Cape & Vineyard Cooperative), Christopher Flanagan (Executive Officer, Home Builders & Remodelers Association of Cape Cod), Jay Pateakos (VP Business Development, MassDevelopment)

- [Entrepreneurship Revolve Loan Fund](#) – Jeannine Marshall explained that there is a greater need for access to below market rate capital, particularly for underserved populations. Additionally, an entrepreneurship revolving loan fund exists, so there was discussion that this project should expand or build upon the existing one, rather than establishing a new one. It was also pointed out that a key part of making this successful is making sure people know about it and so working with local banks, which are often the first point of contact for someone seeking a business loan, to ensure they can point people towards this fund, will help direct people to the fund.
  - Staff revised the project description to reflect this suggestion.
- [Tourism and Leisure Economy Assessment](#) – Liz Argo discussed that climate change and its potential impacts to these sectors should be considered in these assessments. Additionally, she mentioned that climate change related eco-tourism could present an opportunity for the region and should also be included in these assessments.
  - Staff revised the project description to reflect this suggestion.

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- Housing Affordability Resource Development Program – Jay Coburn and other attendees discussed the fact that there already exists a clearinghouse for housing affordability information, maintained by the Massachusetts Housing Partnership, and so rather than develop a new clearinghouse, this project should expand on the existing one. It was also pointed out that what is really needed is local expertise and greater staff capacity at the town level devoted to developing affordable housing. It was suggested that this project could help fund sub-regional housing staff to work with towns on affordable housing production.
  - Staff revised the project description to reflect this suggestion
- Housing Affordability Trust/Workforce Housing Fund – Jay Coburn suggested that supporting the development of local Municipal Housing Trusts rather than establishing a regional trust would help with affordable housing production and could be used to provide rental subsidies for the local workforce.
  - Staff revised the project description to reflect this suggestion

### **CEDS Workgroup Follow-up Session #2, May 20, 2019**

Attendees: Kari Parcell (Regional Waste Reduction Coordinator, Cape Cod Cooperative Extension Service), Seth Rolbein (Director, Cape Cod Fisheries Trust), Kyle Pedicini (Economic Development Coordinator, Town of Yarmouth), Erin Ellis (Project Administrator, Town of Provincetown), Lauren Barker (Executive Director, Cape Cod Young Professionals), Mike Trovato (Economic Development, Town of Barnstable)

- Workforce and Business Retention Program – Lauren Barker explained that when the project was discussed initially the focus was on retaining workforce through the provision of key support services, such as childcare and healthcare, that add to the high cost of living and education debt faced by younger workers and families. She also noted that the cost of benefits is also a burden for businesses. Erin Ellis, from Provincetown, discussed the town's efforts to reduce costs for year-round residents through resident property tax abatements and incentives for year-round rentals. She also discussed the value of apprenticeships and employee-to-employee training relative to this project and the Trades Workforce and Business Development Program.
  - Staff revised the project description to reflect this clarification and discussion.
- Economic Sector Impact Assessments – Erin Ellis noted the potential value of these assessments to development project review and funding; she suggested it be given more priority in the first years of implementation.
  - Staff revised to reflect this recommendation.
- Tourism and Leisure Economy Assessment – Erin Ellis requested further explanation of this project and how it originated. Staff explained that a series of different ideas relative to tourism's changing nature and impact came up in multiple workgroups and that this assessment would go further than the others in order to understand how the industry is changing and how climate change might

## Appendix V: Public Comments and Responses

impact tourism. Erin Ellis stressed the importance of promoting different kinds of tourism – educational and eco-tourism for example - that would maximize the benefits to the local community. The group discussed Campus Provincetown and other similar efforts to extend the tourism season and add more value to the experience.

- Staff revised the project description to reflect this discussion.
- Building Trades Workforce and Business Development Program – Seth Rolbein of the Fisheries Trust requested that training in aquaculture and offshore fishing were traditionally part of the trade school's curriculum and that this should be continued and expanded. He stressed there are excellent opportunities to expand aquaculture, that these jobs pay well and will continue to be in demand in the future.
  - Staff revised the project description to reflect this clarification and discussion.
- Cape-First Construction Policy – Mike Trovato explained that an outright preference was not legal under state law so the description should be revised to focus on increasing local knowledge and pursuit of both public and private procurement opportunities. The group discussed the value of becoming a state approved vendor and working with local procurement officers to help educate local contractors on the process
  - Staff revised the project description to reflect this clarification and discussion.
- Buy Fresh Buy Local Program – The group discussed methods for expanding this program both in the area of local agriculture through the continued development of farmers markets and cooperatives and working with the state on permitting direct deliveries of produce and catch to restaurants and food purveyors on the Cape. They also discussed ways to encourage local purchasing of other products and services, the continued need for commercial kitchens, and potential partnerships that could extend the program.
  - Staff revised the project description to reflect this clarification and discussion.
- Entrepreneurship Revolve Loan Fund – Erin Ellis asked if there was a reason for not listing local banks as partners on this project given that this is often where people start when they are seeking financial support. Staff agreed that they should be included but noted that this program would be for below market rate loans that the banks do not offer. The CDP and coastal capital do work with banks.
  - Staff revised the project description to reflect this suggestion.
- Zero Waste Policies & Materials Recovery Facility (MRF) – Kari Parcell explained that with the fluctuations in the recycling market the viability of a MRF would have to be studied and that the Cooperative Extension could be a partner in that effort. She stressed however, that the real need was for a regional solid waste management plan and, from that effort a system for encouraging towns to take actions to reduce waste. She noted that there is a gap between what is possible and what policy makers and residents think is possible in the area of solid waste. She recommended that

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the Solid Waste Association of North America (SWANA) and the Massachusetts Department of Environmental Management be added to the list of partners.

- Staff revised the project description to reflect this clarification and discussion.
- Renewable Energy Siting – Seth Rolbein suggested that renewable energy links to tourism in ways that should be articulated and marketed to help with attraction and value-added tourism efforts. Destinations in the Caribbean have successfully marketed their energy independence and net neutrality to increase tourism while managing its impacts.
  - No revisions required
- Last-Mile Broadband – Kyle Pedicini, from the Town of Yarmouth, stressed that this project was a top priority for the town; others concurred that this was very important to the successful evolution of the regional economy and to economic resilience.
  - No revisions required
- Expand Infrastructure Funding – Erin Ellis asked if this project was geared towards increasing public funding and expressed some concern about the impact of more fees or taxes on the community and the towns. The group discussed how different taxes or fees tap into different constituencies that contribute to the infrastructure needs in the region and how this must be considered when recommending new funding streams. Seth Rolbein noted that revenues from the recently adopted short-term rental tax were being dedicated to wastewater infrastructure and asked if that was the sole focus of this initiative or was it broader? Staff and the group discussed the need for funding of other types of infrastructure, such as broadband and drinking water, as well as wastewater and that this project should cover all needs.
  - No revisions required
- Electric Vehicle Infrastructure – Erin Ellis said that the towns should be listed as partners and should be encouraged to change town vehicle fleets to electric and offer charging stations.. The group agreed that the electricity should be generated from renewable sources.
  - Staff revised the project description to reflect this clarification and discussion.
- Complete Regional Multi-Use Path – Erin Ellis noted that the Cape Cod Rail Trail continues to be extended and asked if this project was suggesting a separate path or if it would build on current efforts. Staff assured the group that this would build on existing effort underway and served mostly as a reminder of its importance and to help attract funding or support for the project.
  - No revisions required
- Regional Harbor and Dredge Services – Seth Rolbein stated that the harbor and dredge services are very important and helpful.
  - No revisions required

## PUBLIC LISTENING SESSIONS

- [Public Listening Sessions PowerPoint](#)

### The Upper-Cape Listening Session

Thursday, May 16 at 10:00 a.m. at the Sand Hill School in Sandwich

Mr. John Cox, President of Cape Cod Community College, asked what the college can do to help move the plan forward.

Ms. Richardson asked if there are specific projects listed in the appendix the college would like to take the lead on or if he had suggestions or refinements on any of the projects or initiatives.

Mr. Cox said the college has discussed incorporating the Buy Fresh Buy Local campaign into the school's culinary program. Ms. Richardson said language could be added to the plan to reference this collaboration.

- Language added to the project description

He suggested the college's Center for Corporate and Professional Advancement be part of the plan's Workforce and Business Retention Program.

- The Center was added as a partner on the project

He said the college has been in discussion with some of the key players involved in the Coastal Resiliency Innovation Center and hope to have a role moving forward.

- The College was added as a partner on this project

Regarding wastewater treatment, Mr. Cox said the College is in the process of building a new science and engineering building. The building is designed to have a self-contained toilet system. The toilet design was part of the Gates Foundation "Reinvent the Toilet Challenge." The college is looking to partner with Kohler on a pilot project.

- This was added to the Wastewater Treatment Innovation and Testing Center project description

Concerning the tourism and leisure piece of the plan, Mr. Cox encouraged the connection of bike paths across the Cape. A continuously connected path would prove to be a draw for tourists and support the economy across the Cape.

- No changes to the CEDS were required

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Moving forward, the college is looking at expanding the air program to include avionics. Ms. Richardson asked if the college collaborates with the two technical schools on the Cape. Mr. Cox said the college is in discussions with the school to establish aviation mechanics training at the schools. Ms. Richardson asked if the college offers instruction in marine mechanics. Mr. Cox said there is an agreement between three Massachusetts colleges for Massasoit Community College to provide a marine mechanics program, Cape Cod Community College to provide an aviation program and Quincy Community College to run a locomotive program. Mr. Cox said the college received a grant to develop classes for wind power. Bristol Community College is the lead on the project and Mass Maritime and UMASS Amherst are partners. The college is working with Vineyard Wind and the Clean Energy Council.

- This information was all incorporated into the Trades Workforce and Business Development Program

Mr. Cox said CCCC's offers dual enrollment programs with local high schools. Dual enrollment allows a student to graduate high school with an associate degree.

Ms. Richardson asked if the college has any programs which address local business development. Mr. Cox said CCCC's has a construction management program and series of courses on small business management.

- No changes to the CEDS were required

Ms. Richardson asked if the college has any program or courses on emergency management, such as helping businesses recover from disasters. Mr. Cox said there is no program, but there is the possibility of developing a program in collaboration with Mass Maritime. Ms. Richardson said there might be funding opportunities from US EDA for an economic development/disaster readiness and recovery program. She suggested the college reach out to the Barnstable County Health Department's Executive Director Sean O'Brien, who is the Emergency Preparedness Coordinator for the county.

- No changes to the CEDS were required

Mr. Cox said the college spent two years expanding their nursing program with the help of Cape Cod Healthcare. The college has dual acceptance agreement with UMASS Boston and hopes to establish a similar type of program with an off-Cape institute for an MBA program.

- No changes to the CEDS were required

Sallie Riggs, secretary and clerk of the Bourne Financial Development Corporation asked if anything in the plan would impede the Bourne development campus, an area being considered for blue-green manufacturing.

Ms. Richardson said there is nothing in the plan that would prohibit that specific project. She said it is not called out as a CEDS project, but it could potentially fall under one of the plan's initiatives.

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- No changes to the CEDS were required

### The Mid-Cape Listening Session

Tuesday, May 14 at 4:00 p.m. at the Cape Cod Commission in the main conference room

Leslie Richardson, Chief Economic Development Officer at the Cape Cod Commission, provided attendees with a [brief presentation](#) on the 2019 CEDS Update. The presentation included a review of what the CEDS document includes, timeline, its connection to the Regional Policy Plan and the five-year action plan.

An attendee asked about how the Cape Cod Commission works with towns to implement regional plans. Ms. Richardson said the executive director meets with the town managers group and Cape Cod Selectman and Councilors Association regularly. The draft 2019 CEDS update was shared with the public and the Commission invited town planners to attend sub-regional informational meetings. Town staff, elected and appointed officials were invited to stakeholder meetings and participated in the CEDS kickoff workshop and working group meetings. An example of the towns and the Commission working on a CEDS project successfully is the grant received by the Town of Bourne from US EDA for a wastewater facility.

- No changes to the CEDS were required

An attendee said she observes elected officials in towns hesitant to work at a regional level or with neighboring communities to advance economic growth. Officials look out for what “is in it for the town.” This approach is outdated when it comes to addressing economic growth and climate issues. She said towns need to be part of a regional approach that does not sell short individual towns. Ms. Richardson asked if attendees had suggestions on how the Commission could work with communities implementing the plan.

- No changes to the CEDS were required

An attendee said the water quality issue has been an opportunity for communities to come together and work on multitown solutions. There is a recognition that the problem needs to be fixed and it will take more than just one town. He said he thinks solutions for growing and strengthening economies within municipal boundaries is to come together as a region. As the chair of his town’s housing trust, he said there is a lack of recognition that housing is a regional problem. Towns look at the issue from within their boundaries. Towns and the Cape Cod Commission need to help people see the economic value of regional economic development. The collaboration between communities on water quality issues may be a way to educate the public.

- Staff concurred; no changes to the CEDS were required

A consultant working for towns on the Cape, and off Cape, said from his experience, it is difficult for towns to work together. He worked on a water quality project with three off Cape towns which led the

## Appendix V: Public Comments and Responses

towns to collaborate on other multi-town efforts. He said that collaboration between towns would best when three towns are involved. Two town efforts can lead to a stalemate. He said UMASS Donahue Institute has conducted economic studies that show the correlation between water quality infrastructure and economic return and job growth for the town. Wastewater also helps to make housing more affordable.

- Staff appreciated the suggestion; no changes to the CEDS were required

An attendee acknowledged he had not read the plan but thinks the five-year action plan might be taking on too much. He suggested the projects be prioritized. He supports the concepts but wondered what could be accomplished. There are three issues that the public cares about- finding employees, water quality, and housing. If workforce development and water quality are prioritized, it will establish a foundation for the remaining projects and initiatives. He suggested adding other utilities to the list of priorities, citing the importance of electric public transportation.

- Staff concurred but no changes to the CEDS were required

An attendee said a lot of people don't rank the employment situation as one of their top concerns. He said the message that key sectors are at risk due to lack of workforce, lack of housing has not sunk in. The public needs to be educated that the region is losing people.

- No changes to the CEDS were required; this topic is covered in Chapter 2 of the plan

An attendee said there is a workforce problem, especially in the trades.

- Staff described the Trades Workforce and Business Development Program designed to address this issue; no changes to the CEDS were required

An attendee said that many times there is a disconnect from what the residents of the town want and need and how town committees vote. Another attendee said towns need to consider how to build support for regional ideas, through community outreach and organizing, so politicians don't fear requesting funding for regional projects.

- No changes to the CEDS were required

An attendee asked if the Cape wants to fix the water quality issue with sewer systems or septic systems. He said five communities surrounding Orlando passed a referendum that all existing septic systems need to be upgraded, this incentivized residents to pay for sewer.

Ms. Richardson said the CEDS document is a compendium and there will be a prioritization effort going forward. The document covers a broad range of issues because it determines the funding requests that can be made to US EDA. One way of prioritizing projects is to get a better understanding of what projects resonates with the community.

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Ms. Richardson said the Commission organized community and stakeholder outreach through the CEDS Update process. She said the agency works with partner organization who are in a better position to reach out and educate the public. The Commission is always on the lookout for ways to educate towns and residents on its work.

- No changes to the CEDS were required

An attendee said it is important to show the links between projects and initiatives. This would provide a more compelling explanation of how individual components relate to major efforts. Nantucket and Martha's Vineyard produced videos on affordable housing that show that changes to zoning and increased density isn't about changing the community but preserving it. The message that we need to change to preserve our communities needs to be shared.

Ms. Richardson said the Commission is currently working with towns to help visualize zoning. She said zoning changes can be hard to understand if not visualized. She said the action plan includes working with builders to understand what the barriers to development are and how these can be eliminated. There are a number of committed developers who want to build more affordable housing for the region. A large piece of affordable housing is making sure there is appropriate infrastructure available.

- No changes to the CEDS were required

An attendee said the region should focus on projects, infrastructure, wastewater and drinking water, that lay a strong foundation for the remaining projects.

- Staff concurred; no changes to the CEDS were required

An attendee asked if there is a strategy for implementation. Ms. Richardson said there is an outline within the document outlining an annual review process. This will assist the Commission in looking at how the agency in collaboration with partner organizations, measures to determine progress. An attendee said the CEDS document is a macro strategy. There needs to be planning on a tactical level, support for priority projects needs to be identified. Partners need to work together to push certain projects to the forefront.

- Staff concurred; no changes to the CEDS were required

Ms. Richardson thanked everyone for coming to the listening session. She told attendees that if they think of other comments or suggestions to please submit them in writing by mail or email.

## The Outer-Cape Listening Session

Tuesday, May 21 at 1:00 p.m. at the Eastham Public Library

Leslie Richardson, Chief Economic Development Officer at the Cape Cod Commission, provided attendees with a [brief presentation](#) on the 2019 CEDS Update. The presentation included a review of

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what the CEDS document includes, timeline, its connection to the Regional Policy Plan and the five-year action plan.

An attendee said the overall plan has been criticized because it fails to address net neutral path and was interested to know how it was going to be addressed.

Ms. Richardson said that CVEC has submitted specific suggestions to incorporate these concerns. There are also a number of projects in the CEDS that deal with reducing emissions- support for electric transportation and renewable energy. The Commission is committed to working with community to site appropriate sites for renewable energy and are looking to make the permitting of this energy easier. CVEC is drafting a few paragraphs on the transportation system and how to reduce dependence on fossil fuels. The plan places an emphasis on response and resilience and on efforts to mitigate climate change.

- CVEC's suggestions were reviewed with them and agreed to changes were incorporated into the CEDS

An attendee asked if the Commission is looking at transportation in terms of renewable energy? Ms. Richardson said yes and that there is a CEDS project that calls for building an electric public transit system using energy would be generated locally. An attendee asked how energy will be generated locally. Ms. Richardson said by solar or wind. Regional development regulations encourage distributed generation, including solar installations on rooftops and over parking. The Commission will work with towns to help this happen.

- No changes to the CEDS were required

An attendee asked if there is a forecast at what sectors affect the environment the most. Ms. Richardson said the Commission does not have that information. An attendee said the CEDS seems to be reactive. Ms. Richardson said, in part it is reactive to our current issues and challenges, but we also have a focus on innovation and identifying new opportunities that may arise from our challenges.

- No changes to the CEDS were required

An attendee said elder employment is an issue the region needs to address; it has become imperative that we extend the income producing years. A lot of things suggested in the plan are connected to the older workforce such as commuter issues, broadband and developing activity centers but the issue is not specifically called out. Ms. Richardson agreed and committed to including more on this topic in the background section in particular.

- Changes were made to Workforce and Business Retention Program to address this comment

An attendee asked who the CEDS stakeholders represented. Ms. Richardson said stakeholders represented towns, regional organizations, housing, business, non-profits, schools, the fishing industry and many more.

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- No changes to the CEDS were required

An attendee said regionalization of services and efforts is important to the success of the plan. Ms. Richardson said regional solutions are a priority.

- No changes to the CEDS were required

An attendee asked if the retail sector was continuing to shrink. Ms. Richardson said it continues to evolve.

- No changes to the CEDS were required

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## WRITTEN COMMENTS RECEIVED

- Cape and Vineyard Electric Cooperative – provided [red-line version of the document](#) and [Action Plan](#)
  - Staff reviewed comments and made edits as appropriate; changes were not made to the vision, goals, or priorities already developed through public participation processes.
  - CVEC was added as a potential partner for several projects
- Cape Light Compact – provided [red-line version of the document](#)
  - Staff reviewed comments and made edits as appropriate; changes were not made to the vision, goals, or priorities already developed through public participation processes.
  - Cape Light Compact was added as a potential partner for several projects
- Felicia Penn – [Letter](#)
  - Staff reviewed comments and made edits as appropriate; changes were not made to the vision, goals, or priorities already developed through public participation processes.
- Michael Westgate – [E-mail](#)
  - This comment was not directly related to a CEDS project or initiative; all towns were included in CEDS projects relating to affordable housing
- Community Development Partnership (CDP) – [E-mail/Comments in Action Plan](#)
  - CDP asked to be and were added as a partner agency to a number of projects relating to housing and business development
- Cape Cod Young Professionals (CCYP) – [E-mail](#)
  - Live Love Local corrected to Love Live Local

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- CCYP added as potential partner under the Blue Economy Development Initiative
- SWANA listed as potential partner under the Zero Waste Policies and Regional Solid Waste Planning projects