



Cape Cod Comprehensive Economic Development Strategy (CEDS)

2018 ANNUAL REPORT (YEAR 4)

June 30, 2018



CAPE COD
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**Cape Cod Comprehensive Economic Development Strategy (CEDS)
2018 Annual Report (Year 4)
June 30, 2018**

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Annual Report

YEAR FOUR

The Comprehensive Economic Development Strategy (CEDS) for Cape Cod is the economic development blueprint for the region. It is consistent with the Cape Cod Commission's Regional Policy Plan that guides land use decisions across the region. The CEDS is a planning process as well as a plan. The process is led by the CEDS Strategy Committee and includes stakeholders from regional and local organizations with an interest in economic development. The CEDS document lays out a vision and set of goals for economic development on Cape Cod as well as an action plan for achieving those goals. Leadership and collaboration are essential to the implementation of this plan. The following annual report outlines the region's progress towards implementation of the most recent five-year plan completed in 2014.





Photo of the new Barnstable County Economic Development Council (BCEDC)

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

CEDS Structure and Process

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

The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of land use policies and development standards to guide growth on Cape Cod and to protect its resources. The RPP establishes the basis for economic development planning

on Cape Cod, envisioning synergy between economic development and the protection and preservation of the Cape’s resources and heritage. The CEDS incorporates the regional growth policy and economic development goals of the RPP.

Cape Cod Commission staff lead the development and implementation of the CEDS while the Barnstable County Economic Development Council (BCEDC) serves as the CEDS Strategy Committee for Barnstable County. The BCEDC is a 14-member advisory council representative of

the region’s economy. The BCEDC, together with the Cape Cod Commission members, are the governing board of the Cape Cod Economic Development District (EDD).

This annual report was prepared by the Commission’s Chief Economic Development Officer, reviewed and endorsed by the CEDS Strategy Committee, and submitted by the Executive Director and Chair of the Cape Cod Commission.

Greater detail on the stakeholders and outreach process for the CEDS is outlined in Appendix 1: CEDS Structure and Process.

CEDS Vision & Goals

Economic development on Cape Cod begins with the protection of the natural, built, and cultural assets of the area that make it unique. The importance of being unique cannot be underestimated in our era of standardization; it is essential to maintaining our tourism-based economy. Cape Cod has the enviable advantage of having near global name recognition and a reputation for being a special place of great beauty. The Cape Cod character has attracted tourists, retirees, and second homeowners, as well as scientists, entrepreneurs, artists, and professionals to live and work in this otherwise remote location.

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



Protect and build on your competitive advantage

For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.



Foster balance and diversity

Economic strength and sustainability depend on having a mixture of industries, businesses, workers, ownership types, and employment options.



Use your resources efficiently

Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns impact efficiency.



Expand opportunity and regional wealth

Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

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

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

There are **five goals** included in the CEDS. The first four are directly from the Cape Cod Regional Policy Plan that guides land use policy in the region. The fifth goal pertains to the CEDS process specifically.

The annual action plan and the priority projects included in the CEDS must be and are consistent with these goals and economic development vision. During the planning process, proposed actions and projects are evaluated based on these goals and included only if they are deemed consistent. Annually, in this document, the action plan and projects are evaluated based on these goals, as is the overall progress of the region.

ED 1 GOAL

Low-impact and Compatible Development

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

ED 2 GOAL

A Balanced Economy

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

ED 3 GOAL

Regional Income Growth

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

ED 4 GOAL

Infrastructure Capacity

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

CEDS1 GOAL

Regional Collaboration & Joint Commitment

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

Greater detail on the vision and goals for the CEDS is outlined in Appendix 2: The CEDS Vision.

CEDS Evaluation

The impact of the CEDS is evaluated using a set of measures to gauge regional economic progress and track CEDS program and project implementation relative to the RPP/CEDS goals.

The Region

The first metric used in evaluating the state of the region's economy is the **EDA distress measures** of unemployment rates and per capita incomes relative to the United States. Using this methodology, the number of census tracts considered distressed has steadily increased over time. The population within these tracts, is just below its peak of 24% of the regions total resident population.

There are several statistically significant differences between tracts that are distressed and those that are not. Residents living in distressed census are more likely to be younger, non-white and live in non-family households or alone. They are less likely to own their homes and live in multi-family dwellings. They are more likely to work in service occupations, have only a high-school education, and experience poverty.

Census Tracts Classified as Distressed Over Time					
Year	Higher than Average Un-employment	Lower than Average Per Capita Income	All Distressed Census Tracts		
	# TRACTS	# TRACTS	# 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%

EDA Distress Measures

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

The second tool, developed locally, is a series of **regional benchmarks** to measure changes in the regional economy. The benchmarks were designed around the CEDS goals to increase economic and social diversity, expand opportunity for all, and improve productivity and social wellbeing. It is understood that local action and planning alone may not be able ensure the trends illustrated by these benchmarks will be positive, and that it may take a long time and, in many cases, will require structural changes within the region and outside, to improve trends that may be moving in the wrong direction.

Each benchmark is made up of numerous different individual measures. To understand the data in context, each measure is tracked over time and compared to state and national trends whenever possible. The Benchmarks primarily use data collected by and for the federal Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics.

The following table provides a quick overview of **trends by benchmark**.

The individual measures that constitute these benchmarks are listed and discussed in greater detail in Appendix 3: CEDS Evaluation.

Highlights of the measures that capture the unique nature of this region and its economy are included on the next page.

Regional Benchmark Trends			
Economic Development Goal	Benchmark	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

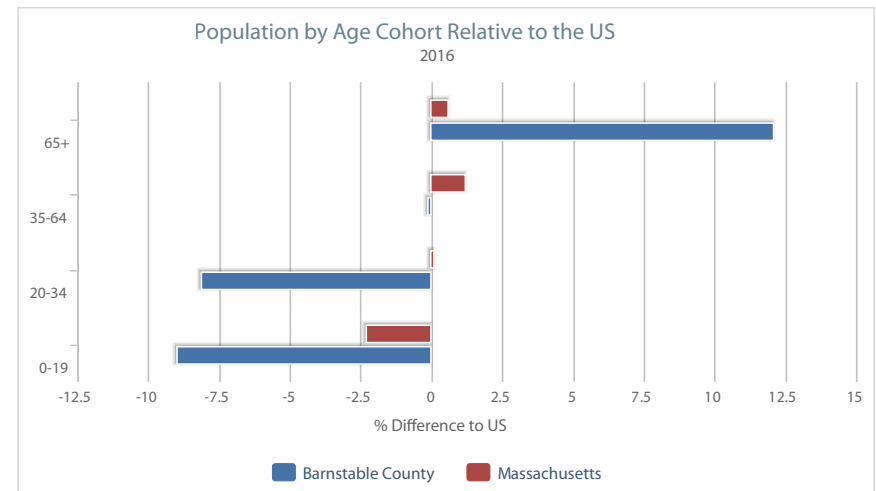
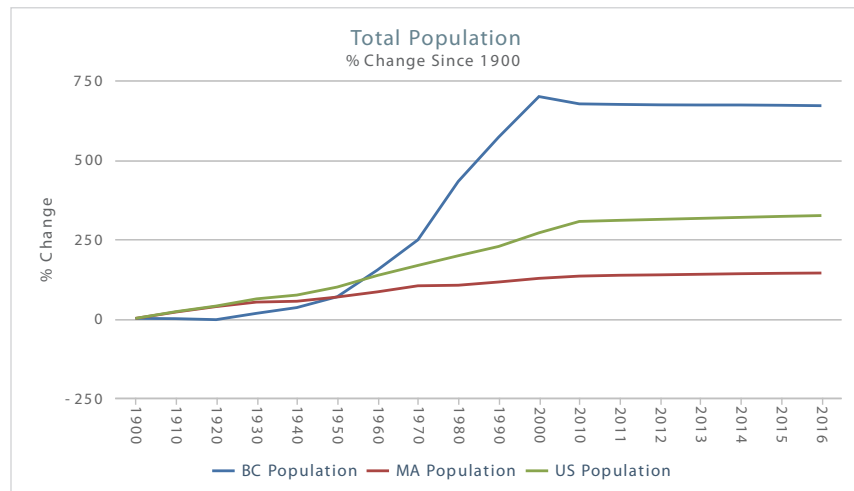


Individual measures of the regional economy

Key aspects of the regional economy illustrated by the individual measures are outlined in the following bullets:

- The significant **population** growth on Cape Cod from the 1960's through the 1990's was driven by people retiring to the region; this age cohort is over 13% higher on Cape Cod than in the US as a share of the total resident population

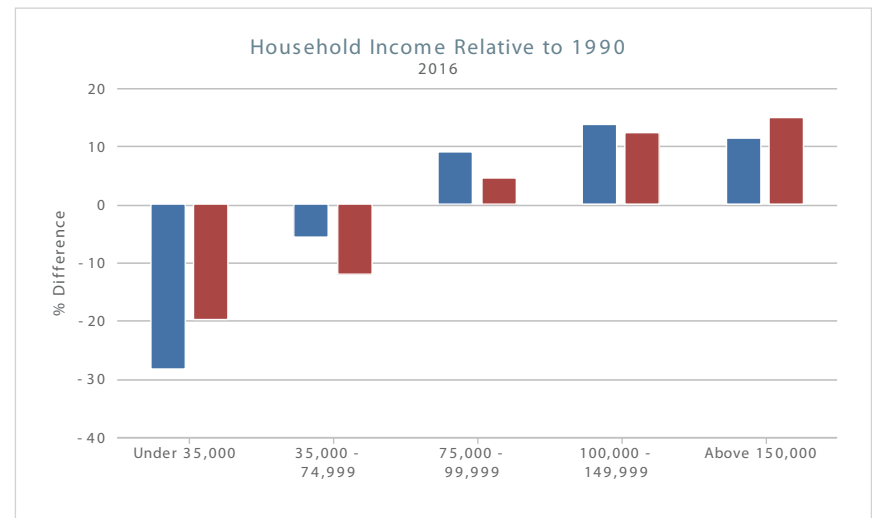
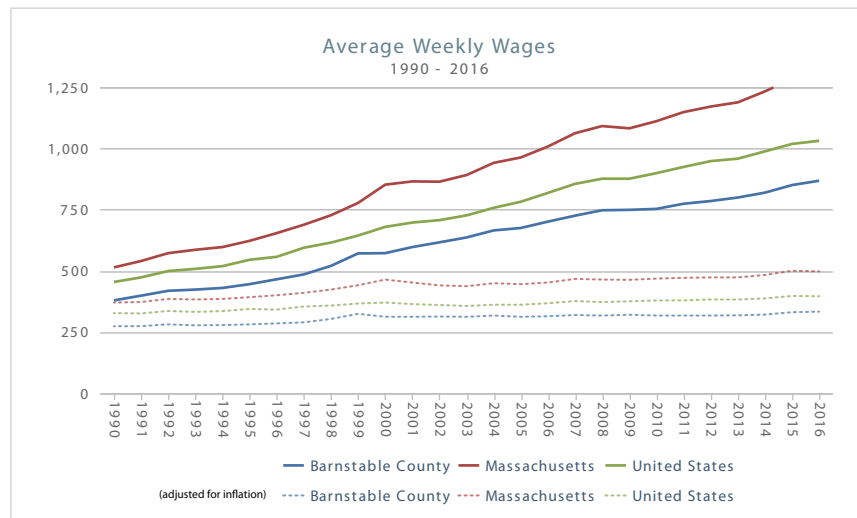
- College age **populations** and young adults early in their career years are less represented on the Cape; the trend reverses in older working age and retirement age cohorts
- Overall, the **population** is more highly educated than average for the US but, if working, they are more likely to be in service or construction occupations than in the US on average



- With population **growth**, the Cape has seen strong job growth, businesses growth, and workforce growth. The recession eroded some of this growth, but trends are again moving upwards.
- The Cape's economy is less **seasonal** than during the 1990's but still depends heavily on the doubling of the population in the summer and spending by second-home owners and visitors. Second homes constitute over 37% of the region's housing stock.
- While the payroll of **businesses** on the Cape has risen as the number of businesses and jobs has grown, average weekly **wages** when controlled for inflation have not increased significantly since 1990 on Cape Cod or indeed in Massachusetts or the US

- Within the tourism cluster **wages** are comparable with the state and the US but overall, the average annual wage paid by Cape employers is \$20,000 a year lower than average wage in the Massachusetts and over \$7,000 lower than the US average annual wage
- Since 1990, the share of households with **incomes** above \$150,000 per year has grown by over 1,000% while the total number of households has only increased by 21.5%. Nevertheless, over half of the households on the Cape are still in the lowest two income brackets with incomes of less than \$75,000 per year.

- Barnstable County's **Gross Regional Product** is \$9.8 billion in 2016, a 6% increase over 2001. Regional output began to decline sharply in 2005 hitting bottom in 2009. Declines in the number of working residents lagged declines in output but then took a significant drop in 2010.





CEDS Implementation

Each year the CEDS Strategy Committee and the Cape Cod Commission agree to a CEDS implementation work plan. The activities in the work plan are funded jointly by Barnstable County, the Cape Cod Commission, and EDA.

The EDA designated Cape Cod as an [Economic Development District](#) in 2013 and began providing an annual planning grant in 2016; previously EDA had awarded the Commission three short-term planning grants for CEDS implementation.

The annual CEDS work plan includes:

- Economic development planning, research, data dissemination and public outreach
- Technical assistance to towns in economic development through the RESET program
- Implementation of regional priority projects

Many of these activities are on-going while others are completed within the year.

In addition to our efforts at the Commission, other regional partners lead and fund some of the priority projects identified in the CEDS.

Since the intensive CEDS planning process resulting in the 2009 CEDS, the region has made considerable progress, some of it highlighted throughout this report.



Planning, Research, Data Dissemination & Outreach

The goal of the CEDS planning process is to provide a forum where local and regional organizations impacting economic development can work together to form policies and execute projects. The CEDS process resulted in strong new partnerships between regional organizations that, in the past, were typically considered adversaries, and between regional organizations and towns that, in the past, were often at odds.

Key planning efforts have included:

- CEDS Stakeholder Workshops, Focus Groups, and Surveys to develop the CEDS 5-year plans and track progress
- The Smarter Cape Partnership: the partnership was established after the 2009 CEDS 5-year planning process and included the Cape Cod Commission, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, the Cape Cod Economic Development Council, and OpenCape (middle-mile broadband entity); it has since been expanded to include the Cape Cod Community College, the Cape & Islands Home Builders Association, the Cape Cod Young Professionals, and the Cape Cod Realtor's Association
- Smarter Cape Summits: The five Smarter Cape Summits were joint conferences sponsored by the Smarter Cape Partnership to advance our understanding of the region's economy and identify or share ways we could continue to strengthen economically

- OneCape Conferences: In the last several years, the Cape Cod Commission has sponsored a OneCape conference focused on region-wide issues that will require all levels of government as well as residents and the business community to address. The issues all touch on economic development directly or indirectly.
- WorkSmart Partnership: The Cape and Islands Workforce Development Board established the WorkSmart Partnership as the implementing body for their updated Blueprint Regional Workforce Training. The Partnership includes the Cape Cod Commission/EDD staff as well as staff from many CEDS partner agencies.

A significant body of research, along with data collection and the development of educational/policy tools, have increased regional understanding of what economic development means on Cape Cod.

- Research:
 - Myth & Fact Series: [Chain Stores](#), [Kids and Taxes](#) and [Density and Cost of Sprawl](#)
 - [Three Bays Study](#): the impact of water quality on property values
 - [Regional Market Study](#): evaluated the demand and supply of retail and office commercial space on Cape Cod
 - [Housing Needs Assessment](#): evaluated the demand for housing at different price points and the availability of that housing on Cape Cod today and in the near future

■ Primary Data Collection:

- [2012 Business Climate Survey](#)
- [2013 Regional Market Study](#)
- [2008 Second-home Owners Survey](#)
- 2015 Homeowners Opinion Survey regarding development trends and land use regulation
- [2017 Second-home Owners Survey](#)

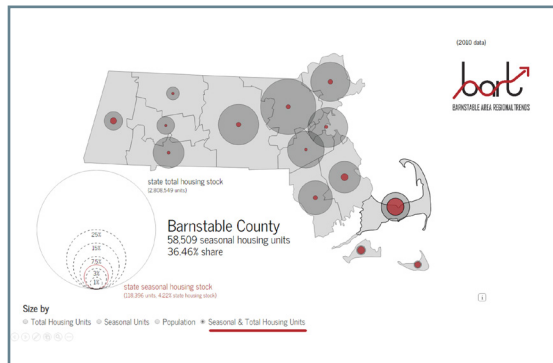
■ On-line Data Access & Analysis

- [STATS Cape Cod](#) to disseminate economic data and track the performance of the regional economy
- [BART](#) to provide contextual analysis of key economic drivers on Cape Cod
- [Balanced Economy Benchmarks](#) where developed to track progress on the CEDS goals

- Planning tools have been developed to identify the economic development advantages and limitation of individual locations, estimate the cost to develop certain types of structures given local land use rules, and estimate the impact of different development scenarios on natural resources and infrastructure. These tools include:

- [fRED](#): The fRED application was developed to inform the conversation between the development community and economic development stakeholders about where future growth in the region should occur. Numerous factors need to be considered in selecting a site for development. Some are economic, some natural resource-based, and some are based on the availability and quality of infrastructure. The fRED application shows the relative suitability of areas on Cape Cod for development based on these factors.

- [Watershed MVP](#) is a planning tool that has been developed by the Commission to test different scenarios for treating wastewater using a wide variety of technologies. The model compares cost and effectiveness of different technology combinations over a user specified land area.
- [208 Map Viewer](#) is another wastewater treatment planning tool developed by the Commission to advance public understanding of the issue
- Envision Tomorrow, Geo-Planner, City Engine and a TishlerBise fiscal impact model have been procured and tailored to help with land use planning, development feasibility and impact assessments for development on Cape Cod. The staff is also working to deploy a spatial fiscal impact model that includes a GIS component, applying impacts to parcels and areas.
- A number of [tools related to sea level rise](#) have been created as well. These are used for both planning and community engagement.



Barnstable Area Regional Trends (BART)



fRED being presented at a Smarter Cape Summit



A stakeholder interacting with Envision Tomorrow



Prepared by the Cape Cod Commission

Town Technical Assistance (RESET)

Targeted Technical Assistance Projects through the Commission's [RESET program](#) have helped Towns understand how their zoning and infrastructure decisions have and could impact economic development in their communities. Twelve projects have been successfully completed resulting in:

- [Regulatory streamlining](#), through the elimination of regional regulation for technology, research and development, and light manufacturing companies locating on the Upper-Cape in areas zoned for these uses
- Zoning changes in Orleans, Yarmouth, Sandwich, and Chatham to allow for more concentrated housing and commercial development that can be more efficiently served by existing and new infrastructure
- Redevelopment of underutilized properties in activity centers, such as obsolete motels in Yarmouth, into housing and commercial development
- Retention of two marine science manufacturing company employing over 325 skilled workers

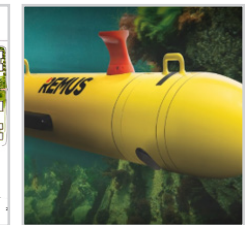
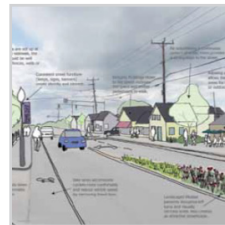
- Transportation improvements and financial commitments to planned wastewater improvements in activity centers in Orleans, Bourne, and Falmouth

CEDS efforts have been successful in channeling and increasing public funds to implement the CEDS action plans and priority projects.

- Open Cape & other infrastructure investments of over \$44 million
- County investments \$2.5 million over eight years into CEDS implementation

Some limited private sector investments have been realized as well:

- Business expansions in CEDS target industry marine technology manufacturing (for example Hydroid and Teledyne Benthos)





Regional Priority Projects

The Commission and its partners have moved forward on all regional priority projects in the current five-year plan. The following table lists the **regional priority projects**, the long-term goals of each project and when these goals might be met, as well as the specific tasks identified in the CEDS to advance these goals and their status relative to completion.

Regional Priority Project	Long-term Project Goal & Goal Date		Short-term CEDS Task and % Complete	
Cape Cod Capital Trust Fund	New funding for long-overdue infrastructure	2020	<ul style="list-style-type: none"> Feasibility Assessment Legislative Action 	85%
Wastewater in Growth Centers	Improve water quality & enable econ. Growth	2040	<ul style="list-style-type: none"> 208 Plan Completion Construction Grants 	85%
Integrated Infrastructure	Regional strategy to reduce long-term costs	2020	<ul style="list-style-type: none"> Undergrounding Study Regional Capital Plan 	85%
Commuter Rail Impact Analysis	Establish appropriate train service to Boston	2020	<ul style="list-style-type: none"> Impact Assessment Pilot Test Survey 	100%
SIO Regional Services	Reduce costs; increase consistency & efficiency	2025	<ul style="list-style-type: none"> E-permitting Regional database 	75%
Climate Change Impacts	Improve resiliency and reduce costs & impacts	2018	<ul style="list-style-type: none"> Research Study Focus Groups 	65%
Last Mile Broadband	Maximize use of Open-Cape fiber backbone	2025	<ul style="list-style-type: none"> Regional Area Network Last mile assessment 	50%
Business Dev. Revolving Loan	Entrepreneurship & small businesses capital pool	2016	<ul style="list-style-type: none"> Assess Need & Feasibility of EDA fund 	100%
Expedited Permitting	Target growth to limit environmental impacts	2030	<ul style="list-style-type: none"> Upper Cape Incentive areas for light industry 	100%
Harbor Planning	Preserve & strengthen maritime industries	2025	<ul style="list-style-type: none"> Harbor Infrastructure Assessment 	20%

Cape Cod Capital Trust Fund



- Commission staff completed research on the use and structure of regional redevelopment authorities in Massachusetts and the US. Study concluding that a financing authority was a more appropriate structure for this region given its infrastructure needs.
- The Commission hired experts in municipal finance to complete a feasibility analysis for creating a regional infrastructure bank/trust to fund the building of needed infrastructure, particularly wastewater treatment infrastructure. The analysis recommended a bond bank structure and identified potential sources of funding.
- Based on this work, Commission staff worked with state legislators to craft and pass legislation that designates funding and a structure for providing some of the additional resources needed to address the region's infrastructure problems, particularly wastewater

Wastewater in Economic Centers



- The Commission led intensive regional planning to identify, prioritize, and eventually fund wastewater infrastructure which is outlined in the Regional 208 Watershed Management Plan approved by the EPA and the Massachusetts Department of Environmental Protection. Implementation of this plan is underway.
- Commission staff prepared and submitted an EDA public works grant to help fund an expansion of the Buzzards Bay wastewater treatment system in Bourne. A decision by EDA is pending.

Integrated Infrastructure Planning



- Commission staff developed the framework for a Regional Capital Infrastructure Plan that will be incorporated into the Regional Policy Plan. It establishes a regional vision, goals, objectives and measures. Implementation will result in a regional infrastructure database and an identification regional funding priority using criteria included in the plan.
- Transportation Improvement Program Tool was developed to guide the review of transportation investments based on certain goals and risks
- An [Undergrounding Utilities Feasibility Assessment](#) was completed for the Town of Orleans that applies to the entire region

Commuter Rail Impact Analysis



- Commission staff completed an impact assessment for the extension of commuter rail to Buzzards Bay
- Commission staff designed a survey for potential users of commuter rail based on a potential train schedule under consideration
- The Town of Bourne joined the MBTA rail service district as a first step towards getting commuter rail
- Planning is underway at the state level for extending commuter rail to Buzzards Bay; a pilot test of commuter service is under consideration

Strategic Information Office (SIO)



- This office was established as a result of the CEDS process and has been partially funded by the County. Its purpose is to develop a comprehensive regional planning database
- A Regional Fly-over was funded to generate a series of aerial images used to build a GIS planimetric dataset for the entire county to help map infrastructure
- The Commission initially received a large grant from the state and has continued to support the [E-Permitting Initiative](#): Chatham, Yarmouth, Harwich, Provincetown continue to be deployed and expanded

Climate Change



- The Commission was awarded a \$750,000 Coastal Resiliency Grant by NOAA to identify and investigate the impacts of different resiliency strategies; educate decision makers & public; and understand the economic ramifications of sea level rise. The project is underway.
- Commission staff developed the Sea-level Rise Viewer and other tools for climate change planning to identify at risk properties and infrastructure
- Commission staff completed a Regional Multi-Hazard Mitigation Plan that has since been approved by FEMA
- Commission staff completed a final report on Critical Transportation Assets Vulnerability to Sea Level Rise
- Commission staff continue to obtain funding for and provide technical assistance to towns for the development of [Local Hazard Mitigation Plans](#). Commission staff provides necessary data and helps evaluate the economic ramifications of climate change. All towns have now completed plans and had them approved by both the necessary state and federal agencies.

Last Mile Broadband



- Commission staff led the effort to establish a 1Gbps [Regional Area Network](#) connecting town facilities to the Internet at no upfront cost to the 13 towns that opted in

Business Development Revolving Loan Fund



- The task under this priority project to determine whether to apply for an EDA grant to set up a new revolving loan fund has been completed; the conclusion was not to apply at this time given concerns about meeting match and administrative requirements

Expedited Permitting



- The Cape Cod Commission increased the size of development permitted in industrial areas on the Upper Cape that could be developed without regional review. This permitted the expansion of several marine technology manufacturing companies.
- Commission staff worked with the towns of Orleans, Mashpee and Falmouth evaluate local by-laws relative to the town's economic development goals
- This work has illustrated the need for changes in zoning density limits, dimensional standards, and parking requirements to allow developers to provide residential and commercial space that is affordable while still earning a return on their investment. Such changes would be focused in designated activity centers only where appropriate infrastructure exists or is planned.
- The update of the Regional Policy Plan will designate Activity Centers and change planning, regulatory, and funding practices to focus future growth into these areas and away from more sensitive natural resource areas and flood zones

Regional Harbor Planning



- Commission staff completed a set of case studies on working harbors on Cape Cod
- Commission staff completed concept plans for two harbors in Harwich stimulating town actions to expand and improve the harbor facilities (currently underway)
- Commission staff has developed a scope of work to evaluate the economic benefits and opportunities of the region's harbors. The staff will study four harbors and develop a template that Towns can use to evaluate the many other harbors in the region. The goal is to improve long-term maintenance of the harbors that is cost efficient and has the greatest economic return. Staff will begin the study this summer.



Year 5 Implementation Work Plan

The following table outlines the work to be undertaken in Year 5 of the current CEDS by the Cape Cod Commission. The table provides a description of each project under the five implementation activity areas.

Greater detail on the region, CEDS implementation, and the plans for Year 5 are outlined in Appendix 3: CEDS Evaluation.

Cape Cod Commission Economic Development Work Plan FY18		
Activity	Projects	Description
Economic Development Planning	Regional Policy Plan Development & Implementation	Complete update of economic development section including goals; Provide economic development perspective in implementation of RPP planning goals and regulatory actions
	CEDS Development & Reporting	Complete CEDS 5-yr Plan update including orchestrating the public process, drafting the document, and obtaining approvals; Complete EDD partnership planning grant scope of work and reporting
	CEDS Strategy Committee/ EDD Governing Body Administration	Regular meeting coordination including agenda, minutes, public postings; coordinate ad hoc meetings and sub-committee meetings
Research & Data Dissemination	Primary Data Collection Program	Develop and implement annual survey program reaching residents, property owners, and businesses
	Research Program	Understand and communicate regional economic trends to inform planning and policy
	Data Dissemination Program	Development and maintain STATS Cape Cod; provide data analysis on pertinent topics/trends (BART)
RESET	RESET Program Administration	Increase awareness of the program and work with towns to identify potential projects; report progress
	RESET Projects	With towns, design and complete specific interventions to reduce obstacles to economic development

-End-

Cape Cod Commission Economic Development Work Plan FY18		
Activity	Projects	Description
CEDS Regional Priority Projects	Integrated Infrastructure Plan	Develop regional capital infrastructure plan to guide local capital planning and target funding
	Wastewater in Economic Centers	Develop wastewater infrastructure where it will encourage economic development in town centers
	Cape Cod Capital Trust Fund	Establish a regional mechanism to fund infrastructure using new revenue sources
	Climate Change Economic Impact Assessment	Complete the NOAA funded Resilient Cape Cod project and identify future steps to continue to improve understanding of the economic impacts of climate change
	Harbor Planning	Work with stakeholders to integrate harbor infrastructure concerns into the regional capital planning effort.
	Commuter Rail Impacts & Feasibility	Assist in local planning for expansion of rail service
	Expedited Permitting	Identify and enact methods to expedite local and regional permitting in key growth areas
	Strategic Information Office	Support local electronic permitting initiative; establish data sharing agreements; continue to build regional database

An aerial photograph of Cape Cod, Massachusetts, showing its characteristic coastline with numerous bays, inlets, and islands. The land is covered in dense green forests, and several golf courses are visible. The water is a deep blue, and many small boats are scattered throughout the bays. A semi-transparent dark blue rectangular box is overlaid on the center of the image, containing the title and subtitle text.

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