

3225 MAIN STREET • P.O. BOX 226
BARNSTABLE, MASSACHUSETTS 02630



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(508) 362-3828 • Fax (508) 362-3136 • www.capecodcommission.org

JUNE 30, 2018

Ms. Linda Cruz-Carnall, Regional Director
Economic Development Administration
U.S. Department of Commerce
Philadelphia Regional Office
Robert N.C. Nix, Sr. Federal Building and U.S. Courthouse, Room 602
900 Market Street
Philadelphia, PA 19107

Dear Ms. Cruz-Carnall :

Please accept the enclosed Cape Cod Comprehensive Economic Development Strategy (CEDS) Annual Report for Year 4 of our 2014 CEDS 5-Year Plan. The Annual Report has been approved by the CEDS Strategy Committee (the Cape Cod Economic Development Council).

The CEDS continues to give focus to the region's economic development efforts and spur collaboration among stakeholders across the region. Our success is in part due to the support of EDA through three short-term planning grants, designation as a Economic Distress District (EDD), and a subsequent partnership planning grant. Past EDA funding has been paired with increased investment by Barnstable County for the implementation of the CEDS.

The enclosed Annual Report documents our progress over the past year towards strengthening our regional economy and implementing the CEDS strategy. The report tracks the health of the regional economy, the effectiveness of the CEDS planning process to develop regional partnerships, and the accomplishments over the past year in terms of the implementation plan and the regional priority projects.

We look forward to your review of the Annual Report and thank you for your support of our local process.

Sincerely,


Harold "Woody" Mitchell
Chair


Kristy Senatori
Acting Executive Director



Cape Cod Comprehensive Economic Development Strategy (CEDS)

2018 ANNUAL REPORT (YEAR 4)

June 30, 2018



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

Submitted To: US Department of Commerce Economic Development Administration
Submitted By: Leslie Richardson, Chief Economic Development Officer
Cape Cod Commission, Barnstable County, Massachusetts
US Mail: P.O. Box 226 (3225 Main Street), Barnstable, Massachusetts 02630
Phone: (508) 362-3828 • Fax: (508) 362-3136
Website: www.capecodcommission.org



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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.



Use your resources efficiently

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



Foster balance and diversity

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



Expand opportunity and regional wealth

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

Cape Cod's long-term economic Vision 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

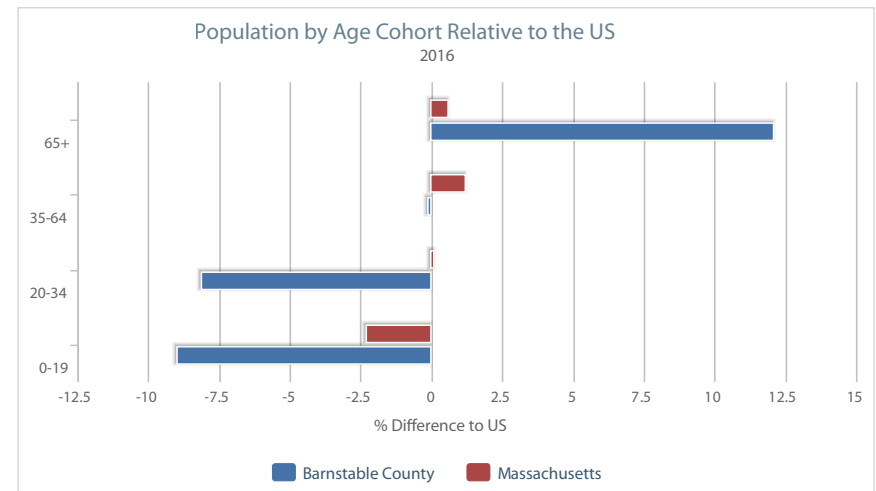
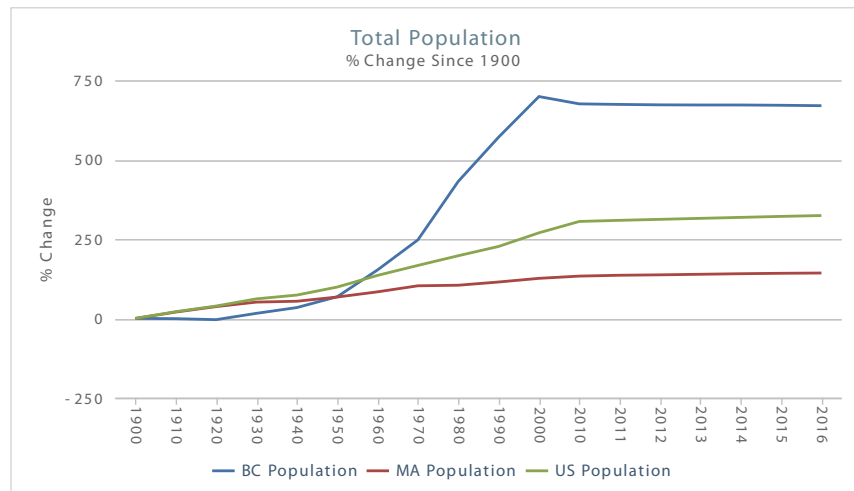


Individual measures of the regional economy

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

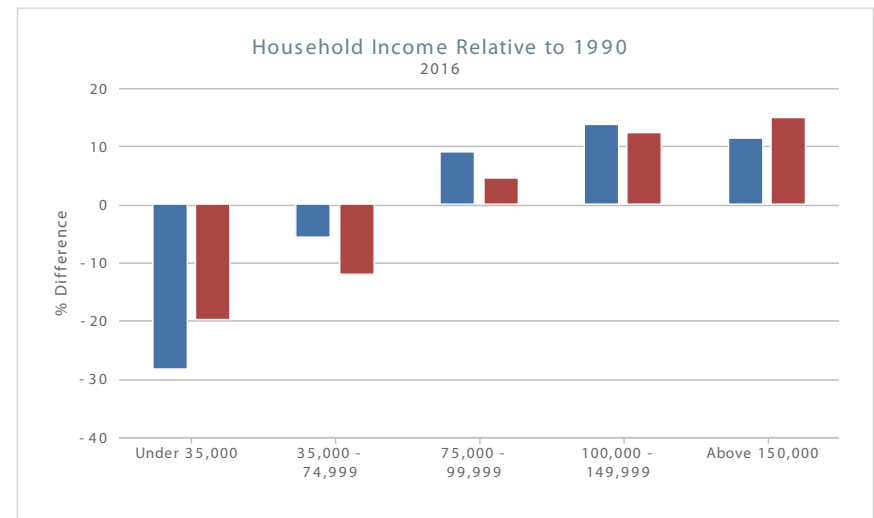
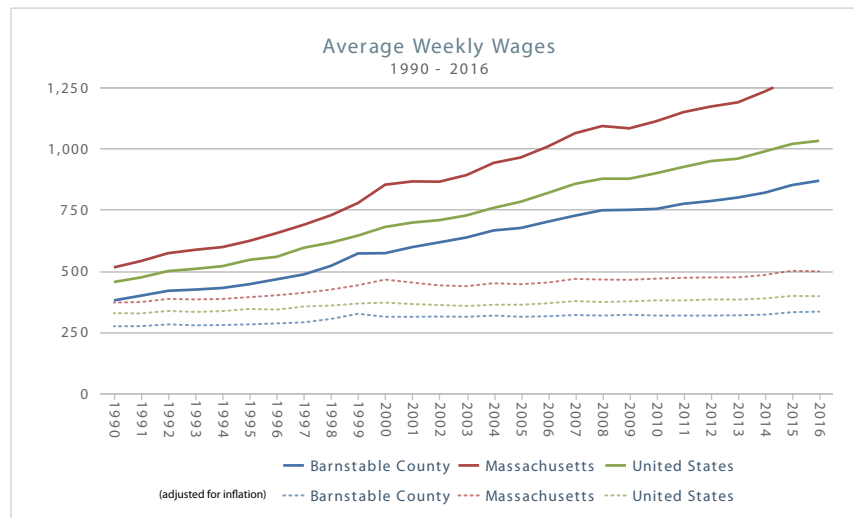
- College age **populations** and young adults early in their career years are less represented on the Cape; the trend reverses in older working age and retirement age cohorts
- Overall, the **population** is more highly educated than average for the US but, if working, they are more likely to be in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

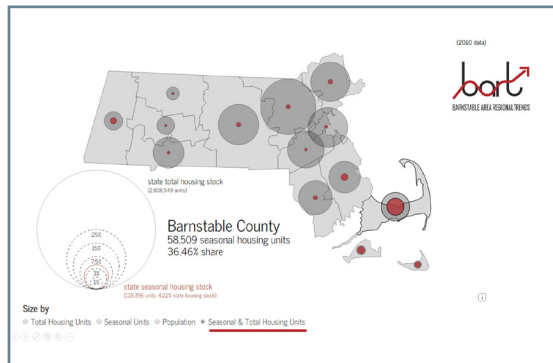
■ On-line Data Access & Analysis

- [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



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

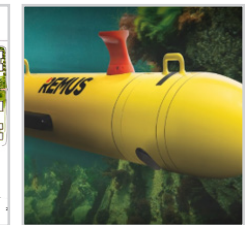
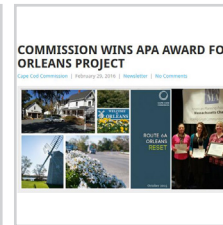
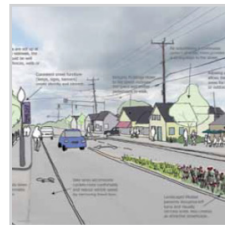
- Transportation improvements and financial commitments to planned wastewater improvements in activity centers in Orleans, Bourne, and Falmouth

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 centered over the middle of the image, containing the title and subtitle text.

Cape Cod Comprehensive Economic Development Strategy (CEDS)

2018 ANNUAL REPORT (YEAR 4)

June 30, 2018



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Appendices

CEDS Annual Report – Year 4 (2018)



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Appendix 1: CEDS Structure & Process

THE CAPE COD REGION

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

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

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

THE LEGAL AND PHILOSOPHICAL BASIS FOR THE CEDS

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

THE CAPE COD COMMISSION ACT

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

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



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

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

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

THE REGIONAL POLICY PLAN

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



CAPE COD ECONOMIC DEVELOPMENT DISTRICT (EDD)

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

THE CEDS PLANNING STRUCTURE

THE CEDS LEAD AGENCY

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

The Commission's 19- members represent each town on Cape Cod, the County of Barnstable, the Governor, and the Native American and minority communities on Cape Cod (see sidebar to right). The Commission is supported by a staff of full-time planners and technical specialists in the areas of water resources,

The Cape Cod Commission - Organizational Structure

Commission Members (19)

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

Economic Development Staff (3.5)

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

Other Staff (~40 total)

- Executive Director
- Deputy Director
- Chief Planner
- Chief Regulatory Officer
- Land Use, Community Design, and Natural Resource Planners
- Transportation Engineers & Planners
- Hydro-geologists & Hydrologists
- Regulatory Officers
- Special Projects Coordinators



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

THE CEDS STRATEGY COMMITTEE

The Barnstable County Economic Development Council (BCEDC) serves as the CEDS Strategy Committee for Barnstable County and, with the Cape Cod Commission, 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.

The BCEDC is also instrumental in the CEDS planning process.

They contribute to and approve a public participation plan for the 5-year update, hosting public planning sessions and events and facilitating collaborations and information dissemination about both the development and implementation of the CEDS.

The Strategy Committee reviewed and approved by unanimous vote this Annual Report.

The Cape Cod Economic Development Council - Organizational Structure

Council Members (14)

- 11 private-sector members represent the main economic interests of the Region, including the private sector, public officials, community leaders, private individuals, representatives of workforce development boards, institutions of higher education, minority and labor groups, and others who can contribute to and benefit from improved economic development in the Region
- 3 governmental members representing:
 - Barnstable County Commissioners
 - Barnstable County Assembly of Delegates
 - Cape Cod Commission



Appendix 2: CEDS Vision

CHANGES OR UPDATES TO THE CEDS VISION

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

BACKGROUND

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

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

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



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

THE REGION'S GROWTH POLICY

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

THE GROWTH POLICY FOR CAPE COD

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

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

THE REGION'S ECONOMIC DEVELOPMENT VISION

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



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

The RPP outlines four core economic development principles:

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

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

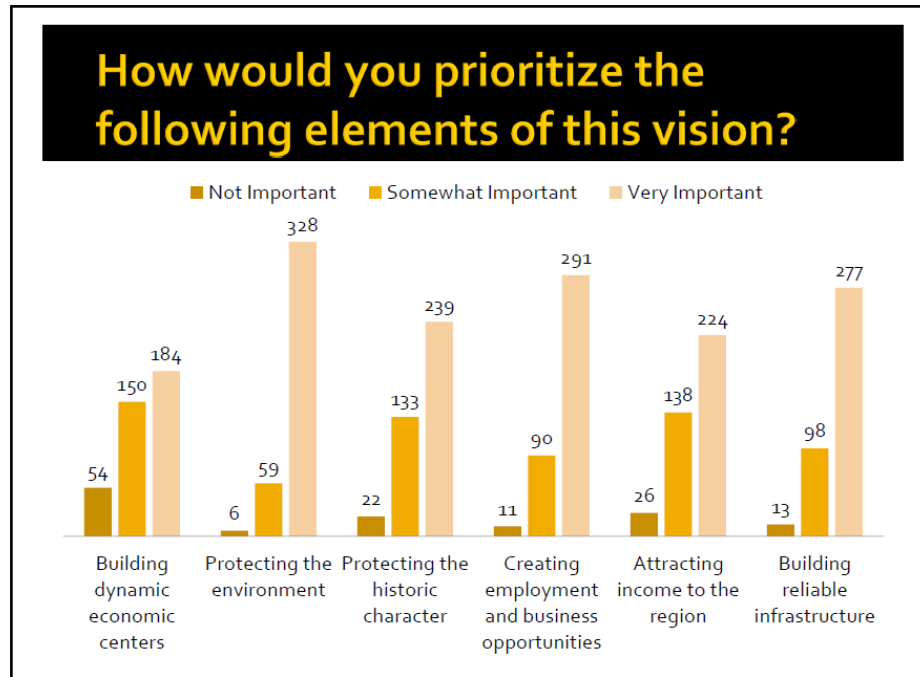
A VISION FOR CAPE COD

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

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



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THE REGION'S ECONOMIC DEVELOPMENT GOALS

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

<i>Goal - ED1: Low-impact and Compatible Development</i>
To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.



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

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

Specific objectives under this goal are:

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

Goal - ED2: A Balanced Economy

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

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



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

Specific objectives under this goal are:

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

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

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



Specific objectives under this goal are:

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

Goal – ED4: Infrastructure Capacity

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

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

Specific objectives under this goal are:

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



THE REGION'S GOAL FOR THE CEDS AND CEDS PROCESS

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

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

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

Specific objectives under this goal are:

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



Appendix 3: CEDS Evaluation

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

This appendix provides the detailed data and information used in preparing the shorter annual report. The appendix includes two parts:

1. An Evaluation the Region's Overall Economic Progress
2. An Evaluation of CEDS Planning and Implementation

The CEDS Strategy Committee and other stakeholders were involved in the interpretation of this information and in the development of the annual report using this information. Quantitative and qualitative measures are used to gauge progress towards the CEDS goals overall or towards the goals of specific projects.

EVALUATING THE REGION'S ECONOMIC PROGRESS

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

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

The Cape is a region of great wealth and real poverty. The economy depends heavily on the disposable income of retirees, second home-owners and visitor but provides relatively low wages to those making a living here. The cost of living far outstrips average wages, particularly when it comes to housing.



Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US
	Number	Pct. of Total	Number	Pct. of Total	diff in share
Population by Age, 2016					
Total	214,703	100%	318,558,162	100%	0.0%
Preschool (0 to 4)	8,141	3.80%	19,866,960	6.20%	-2.4%
School Age (5 to 17)	26,102	12.20%	53,745,478	16.90%	-4.7%
College Age (18 to 24)	15,651	7.30%	31,296,577	9.80%	-2.5%
Young Adult (25 to 44)	37,916	17.70%	83,946,307	26.40%	-8.7%
Adult (45 to 64)	67,112	31.30%	83,522,208	26.20%	5.1%
Older Adult (65 plus)	59,781	27.80%	46,180,632	14.50%	13.3%
Median Age*	52.5		37.7		39.3%
*Median Age is averaged for combined areas					

Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US
	Number	Pct. of Total	Number	Pct. of Total	diff in share
Population by Race and Hispanic Origin, 2016					
Total	214,703	100%	318,558,162	100%	0.0%
American Ind. or Alaskan Native Alone	909	0.40%	2,597,817	0.80%	-0.4%
Asian Alone	3,066	1.40%	16,614,625	5.20%	-3.8%
Black Alone	5,611	2.60%	40,241,818	12.60%	-10.0%
Native Hawaiian and Other Pac. Isl. Alone	184	0.10%	560,021	0.20%	-0.1%
White Alone	198,374	92.40%	233,657,078	73.30%	19.1%
Two or More Race Groups	4,220	2.00%	9,752,947	3.10%	-1.1%
Hispanic or Latino					
Total Hispanic or Latino	5,661	2.60%	55,199,107	17.30%	-14.7%
Mexican	906	0.40%	35,110,480	11.00%	-10.6%
Cuban	102	0.00%	2,077,828	0.70%	-0.7%
Puerto Rican	1,384	0.60%	5,275,008	1.70%	-1.1%
Other	3,269	1.50%	12,735,791	4.00%	-2.5%

Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US
	Number	Pct. of Total	Number	Pct. of Total	diff in share
Households, 2016					
Total Households	94,351	100.00%	117,716,237	100.00%	0.0%
Family Households	58,419	61.90%	77,608,829	65.90%	-4.0%
Married with Children	12,016	12.70%	22,632,647	19.20%	-6.5%
Married without Children	34,956	37.00%	34,148,758	29.00%	8.0%
Single Parents	5,193	5.50%	10,934,829	9.30%	-3.8%



Other	6,254	6.60%	9,892,595	8.40%	-1.8%
Non-family Households	35,932	38.10%	40,107,408	34.10%	4.0%
Living Alone	30,601	32.40%	32,595,486	27.70%	4.7%
Average Household Size	2.2		2.6		-15.4%
Average Family Household Size	2.8		3.3		-15.2%
Family Households					
Total Family Households	58,419	100%	77,608,829	100%	0.0%
In Poverty	1,669	2.90%	5,026,427	6.50%	-3.6%
In Poverty With Female Head	1,460	2.50%	4,523,743	5.80%	-3.3%
In Poverty With Female Head With Kids	1,321	2.30%	3,877,343	5.00%	-2.7%

Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US
	Number	Pct. of Total	Number	Pct. of Total	diff in share
Housing units, 2016					
Total Housing Units	161,632	100.00%	134,054,899	100.00%	0.0%
Owner Occupied	74,679	46.20%	74,881,068	55.90%	-9.7%
Renter Occupied	19,672	12.20%	42,835,169	32.00%	-19.8%
Vacant For Seasonal or Recreational Use	61,142	37.80%	5,368,085	4.00%	33.8%
1-Unit (Attached or Detached)	80,181	49.60%	80,972,569	60.40%	-10.8%
2 - 9 Units	9,827	6.10%	14,772,730	11.00%	-4.9%
10 - 19 Units	1,100	0.70%	5,137,577	3.80%	-3.1%
20 or more Units	2,959	1.80%	10,018,709	7.50%	-5.7%
Built prior to 1940	19,534	12.10%	17,458,151	13.00%	-0.9%

Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US
	Number	Pct. of Total	Number	Pct. of Total	diff in share
Educational Attainment, 2016					
Total Population 25 and Older	164,809	100.00%	213,649,147	100.00%	0.0%
Less Than 9th Grade	2,313	1.40%	11,913,913	5.60%	-4.2%
9th to 12th, No Diploma	5,282	3.20%	15,904,467	7.40%	-4.2%
High School Graduate (incl. equiv.)	41,442	25.10%	58,820,411	27.50%	-2.4%
Some College, No Degree	32,862	19.90%	44,772,845	21.00%	-1.1%
Associate Degree	15,180	9.20%	17,469,724	8.20%	1.0%
Bachelor's Degree	39,130	23.70%	40,189,920	18.80%	4.9%
Graduate or Professional Degree	28,600	17.40%	24,577,867	11.50%	5.9%
Resident Occupations, 2016					
Employed civilian pop. 16 years and over	103,552	100.00%	148,001,326	100.00%	0.0%
Management, professional, and related	38,839	37.50%	54,751,318	37.00%	0.5%
Service	21,536	20.80%	26,765,182	18.10%	2.7%



Sales and office	24,991	24.10%	35,282,759	23.80%	0.3%
Farming, fishing, and forestry	541	0.50%	1,057,193	0.70%	-0.2%
Construction, extraction, and maintenance	10,266	9.90%	12,114,439	8.20%	1.7%
Production, transportation, and material moving	7,379	7.10%	18,030,435	12.20%	-5.1%
Poverty, 2016					
Total Population (for whom poverty status determined)	211,875	100%	310,629,645	100%	0.0%
In Poverty	17,433	8.20%	46,932,225	15.10%	-6.9%
Age 65 and Over In Poverty	3,156	1.50%	4,195,427	1.40%	0.1%

Social & Economic Context – Annual Metrics	Barnstable County		U.S.		CC v US diff in share
	Number	Pct. of Total	Number	Pct. of Total	
Commuting to Work, 2016					
Workers 16 years and over	101,171	100.00%	145,861,221	100.00%	0.0%
Car, truck, or van -- drove alone	82,426	81.50%	111,448,640	76.40%	5.1%
Car, truck, or van -- carpooled	6,952	6.90%	13,588,601	9.30%	-2.4%
Public transportation (excluding taxicab)	1,436	1.40%	7,476,312	5.10%	-3.7%
Walked	2,562	2.50%	4,030,730	2.80%	-0.3%
Other means	1,450	1.40%	2,655,046	1.80%	-0.4%
Worked at home	6,345	6.30%	6,661,892	4.60%	1.7%
Mean travel time to work (minutes)	23		26		(3.00)

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

REGIONAL DISTRESS INDICATORS

The EDA uses unemployment and income metrics to determine distress within census tracts¹. The two criteria that the EDA uses to determine distress are

- (1) Unemployment rate that, averaged over the most recent 24 month period for which data are available, are at least 1% greater than the national unemployment rate for the same period; and
- (2) Per capita income² 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.

¹ Census tracts generally have a population size between 1,200 and 8,000 people, with an optimum size of 4,000 people. Source: US Census Bureau

² Per capita income is derived by dividing the total income of all people 15 years old and over in a geographic area by the total population in that area. Source: US Census Bureau



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 regions total resident population.

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%

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

This following table containing the most recent data, was generated using the website developed by STATSAmerica.org with funding from the EDA. It shows the thirteen census tracts in Barnstable County that, according to these metrics, are distressed. There is a total of fifty-six census tracts in the county. Keep in mind that this data is based on year-round residents only; second home owners and seasonal workers are not included.

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



Census Tracts Qualifying as Distressed							
Census Tract	Village (Generally)	Town	2016 Unemp. Rate	Threshold Calc.	2016 PCMI	Threshold Calc.	2015 Pop.
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
TOTAL POPULATION LIVING WITHIN CENSUS TRACTS CLASSIFIED AS DISTRESSED							50,763

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

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. These differences are called out in red on the following tables.

Barnstable County Social & Economic Context – Annual Metrics	Not Distressed Tracts		Distressed Tracts		diff in share
	Custom Region	Pct. of Total	Custom Region	Pct. of Total	
Population by Age, 2016					
Total	163,922	100%	50,781	100%	0.0%
Preschool (0 to 4)	6,455	3.90%	1,686	3.30%	-0.6%
School Age (5 to 17)	19,879	12.10%	6,223	12.30%	0.2%
College Age (18 to 24)	11,229	6.90%	4,422	8.70%	1.8%
Young Adult (25 to 44)	27,889	17.00%	10,027	19.70%	2.7%
Adult (45 to 64)	51,952	31.70%	15,160	29.90%	-1.8%
Older Adult (65 plus)	46,518	28.40%	13,263	26.10%	-2.3%
Median Age*	53.7		49.1		(4.60)
*Median Age is averaged for combined areas					
Population by Race and Hispanic Origin, 2016					
Total	163,922	100%	50,781	100%	0.0%
American Ind. or Alaskan Native Alone	504	0.30%	405	0.80%	0.5%



Barnstable County Social & Economic Context – Annual Metrics	Not Distressed Tracts		Distressed Tracts		diff in share
	Custom Region	Pct. of Total	Custom Region	Pct. of Total	
Asian Alone	2,080	1.30%	986	1.90%	0.6%
Black Alone	2,879	1.80%	2,732	5.40%	3.6%
Native Hawaiian and Other Pac. Isl. Alone	43	0.00%	141	0.30%	0.3%
White Alone	154,364	94.20%	44,010	86.70%	-7.5%
Two or More Race Groups	2,760	1.70%	1,460	2.90%	1.2%
Hispanic or Latino					
Total Hispanic or Latino	4,099	2.50%	1,562	3.10%	0.6%
Mexican	643	0.40%	263	0.50%	0.1%
Cuban	102	0.10%	0	0.00%	-0.1%
Puerto Rican	1,014	0.60%	370	0.70%	0.1%
Other	2,340	1.40%	929	1.80%	0.4%
Households, 2016					
Total Households	71,490	100.00%	22,861	100.00%	0.0%
Family Households	45,206	63.20%	13,213	57.80%	-5.4%
Married with Children	9,584	13.40%	2,432	10.60%	-2.8%
Married without Children	27,530	38.50%	7,426	32.50%	-6.0%
Single Parents	3,617	5.10%	1,576	6.90%	1.8%
Other	4,475	6.30%	1,779	7.80%	1.5%
Non-family Households	26,284	36.80%	9,648	42.20%	5.4%
Living Alone	22,445	31.40%	8,156	35.70%	4.3%
Average Household Size	2.2		2.1		(0.10)
Average Family Household Size	2.8		2.9		0.10
Family Households					
Total Family Households	45,206	100%	13,213	100%	0.0%
In Poverty	1,281	2.80%	388	2.90%	0.1%
In Poverty With Female Head	951	2.10%	509	3.90%	1.8%
In Poverty With Female Head With Kids	866	1.90%	455	3.40%	1.5%
Housing units, 2016					
Total Housing Units	120,879	100.00%	40,753	100.00%	0.0%
Owner Occupied	58,533	48.40%	16,146	39.60%	-8.8%
Renter Occupied	12,957	10.70%	6,715	16.50%	5.8%
Vacant For Seasonal or Recreational Use	45,126	37.30%	16,016	39.30%	2.0%
1-Unit (Attached or Detached)	62,094	51.40%	18,087	44.40%	-7.0%
2 - 9 Units	6,388	5.30%	3,439	8.40%	3.1%
10 - 19 Units	750	0.60%	350	0.90%	0.3%
20 or more Units	2,136	1.80%	823	2.00%	0.2%
Built prior to 1940	14,101	11.70%	5,433	13.30%	1.6%
Educational Attainment, 2016					
Total Population 25 and Older	126,359	100.00%	38,450	100.00%	0.0%
Less Than 9th Grade	1,707	1.40%	606	1.60%	0.2%



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Barnstable County Social & Economic Context – Annual Metrics	Not Distressed Tracts		Distressed Tracts		diff in share
	Custom Region	Pct. of Total	Custom Region	Pct. of Total	
9th to 12th, No Diploma	3,198	2.50%	2,084	5.40%	2.9%
High School Graduate (incl. equiv.)	30,120	23.80%	11,322	29.40%	5.6%
Some College, No Degree	25,194	19.90%	7,668	19.90%	0.0%
Associate Degree	11,872	9.40%	3,308	8.60%	-0.8%
Bachelor's Degree	31,251	24.70%	7,879	20.50%	-4.2%
Graduate or Professional Degree	23,017	18.20%	5,583	14.50%	-3.7%
Resident Occupations, 2016					
Employed civilian pop. 16 years and over	79,794	100.00%	23,758	100.00%	0.0%
Management, professional, and related	31,029	38.90%	7,810	32.90%	-6.0%
Service	15,739	19.70%	5,797	24.40%	4.7%
Sales and office	19,246	24.10%	5,745	24.20%	0.1%
Farming, fishing, and forestry	330	0.40%	211	0.90%	0.5%
Construction, extraction, and maintenance	7,949	10.00%	2,317	9.80%	-0.2%
Production, transportation, and material moving	5,501	6.90%	1,878	7.90%	1.0%
Poverty, 2016					
Total Population (for whom poverty status determined)	161,486	100%	50,389	100%	0.0%
In Poverty	11,666	7.20%	5,767	11.40%	4.2%
Age 65 and Over In Poverty	2,265	1.40%	891	1.80%	0.4%
Commuting to Work, 2016					
Workers 16 years and over	77,810	100.00%	23,361	100.00%	0.0%
Car, truck, or van -- drove alone	64,062	82.30%	18,364	78.60%	-3.7%
Car, truck, or van -- carpooled	5,335	6.90%	1,617	6.90%	0.0%
Public transportation (excluding taxicab)	988	1.30%	448	1.90%	0.6%
Walked	1,616	2.10%	946	4.00%	1.9%
Other means	885	1.10%	565	2.40%	1.3%
Worked at home	4,924	6.30%	1,421	6.10%	-0.2%
Mean travel time to work (minutes)	24		20		(4.00)

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates



REGIONAL BALANCED ECONOMY BENCHMARKS

The Commission has been working to develop 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.
- *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Each benchmark is made up of numerous different individual measures; some are still under development. 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.

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, require structural changes within the region and outside, to improve trends that may be moving in the wrong direction.

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

Economic Development Goal	Benchmark	Desired Trend	Actual Trend
Balanced, Diverse Economy	Population Diversity	↑	↓
	Housing Diversity	↑	↓
	Seasonality	↓	↑
	Employment Diversity	↑	↑



Economic Development Goal	Benchmark	Desired Trend	Actual Trend
	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

The individual measures within each of these benchmarks are listed in the following tables by goal:

GOAL: BALANCED ECONOMY/DIVERSITY		
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	Trend Desired
Population Diversity	Resident Population Change	increase
	Net Population Migration	increase
	Working Age Out Migrants	decrease
	Retirement Age of In Migrant	decrease
	Number & Share of Non-White Residents	increase
	Resident Median Age	decrease
	Number & Share of Residents Under 65	increase
	Labor Force as % of Total Population	increase
	Median Household Income	increase
	Share of HH in LOW income cohort (inflation adjusted)	decrease
	Share of HH in MIDDLE income cohort (inflation adjusted)	increase
	Share of HH in HIGH income cohort (inflation adjusted)	stable
Housing Diversity	Total Housing Units	increase
	Number & Share Rental Units	increase
	Number & Share Seasonal Units	stable



GOAL: BALANCED ECONOMY/DIVERSITY		
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	Trend Desired
	Number & Share of Single Family Homes	decrease
	Number & Share of Multifamily Homes	increase
	Number & Share of Units 800 SF or less	increase
	Median Home Price	decrease
Seasonality	Gap between Jan and July Unemployment Rates	decrease
	Number & Share of Seasonal Jobs (estimate)	decrease
	Peak Season Population	stable
	Resident Population v. Peak Population	stable
Employment Diversity	Total Employment	increase
	Number & Share of Employment in non-tourism Clusters	increase
	Number & Share of Employment in High Wage Industries	increase
	Number & Share of Employment in Emerging Industries	increase
	Number & Share Arts & Culture Industry Employment	stable
	Number & Share Employment in High Wage Occupations	increase
	Number & Share Employment in STEM Occupations	increase
	Number & Share Self-Employed	stable
Wage Diversity	Number & Share of jobs in High Wage Industries	increase
	Number & Share of jobs at minimum wage	decrease
	Average Wages (Real\$)	increase
	Average Self-Employment Wage (Real \$)	increase
Business Diversity	Number & Share of Establishments in Core Industries	stable
	Number & Share of Establishments in Emerging Industries	increase
	Number & Share of Small Establishments	increase
	Number & Share of Large Retail Establishments	decrease

GOAL: REGIONAL INCOME GROWTH/WEALTH		
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.		
Benchmark	Measures	Trend Desired
Productivity	Gross Regional Product (Real \$)	increase
	Total Payroll (Real \$)	increase
	Total Resident Income (Real \$, in thousands)	increase
	Total & Share Income from Earnings (Real \$)	increase



GOAL: REGIONAL INCOME GROWTH/WEALTH		
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.		
Benchmark	Measures	Trend Desired
	Total & Share Income from Transfers (Real \$)	stable
	Gross Regional Product (Real \$)	decrease
Value Added	Business Receipts	increase
New Money	Rooms Tax Receipts	increase
	Meals Tax Receipts	increase
	Income Earned Off-Cape (Real \$, in thousands)	increase
Wellbeing	Poverty Rate	decline
	Number of People in Poverty	decline
	Gap between Income & Median Housing Prices	decline
	% Resident Paying > 30% of Income	decline
	Annual Homelessness Count	decline

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		
Benchmark	Measures	Trend Desired
Smart Growth Pattern	Number & share of New Development in Activity Centers	increase
	Number & Share of total residential units in activity centers	increase
	Number & Share of total commercial SF in activity centers	increase
	Housing Density in Activity Centers (units/acre)	increase
	Un-development outside Activity Centers	increase
	New Development in Priority Protection Areas	decrease
Quality of Life	Alternative Transportation/Transit Use	increase
	Average Commute to Work Duration	decrease
	Acres of Recreational Open Space	increase
	Land Use Diversity in Activity Centers	increase
Environmental Quality / Resource Protection	Drinking Water Quality	improve
	Surface Water Quality	improve
	Impervious Surface	decrease
	Manicured Lawn	decrease
	Tree Coverage	increase
	Number of Historic Structures (Pre-1950)	stable



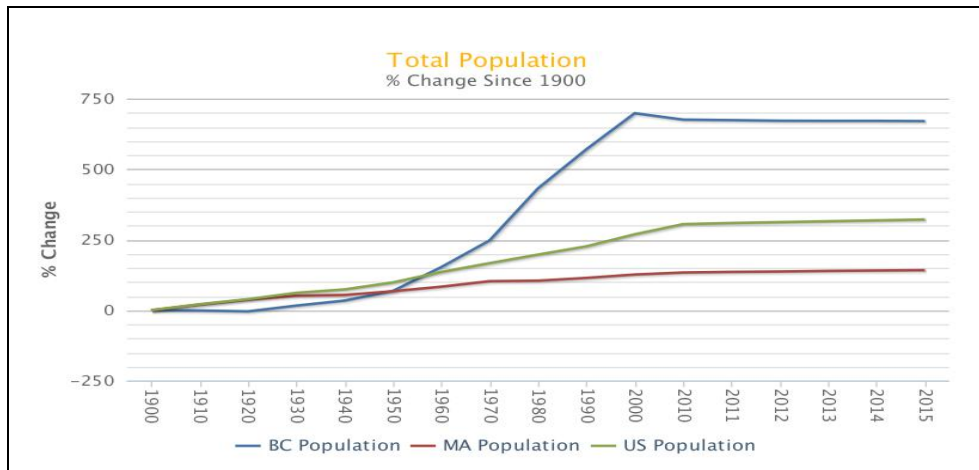
Key aspects of the regional economy illustrated by the individual measures are outlined in the following bullets:

- 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 homeowners and visitors.
- 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.

Many of measures are available on the Cape Cod Commission's web site STATSCapeCod.org; a sample of which are included here.

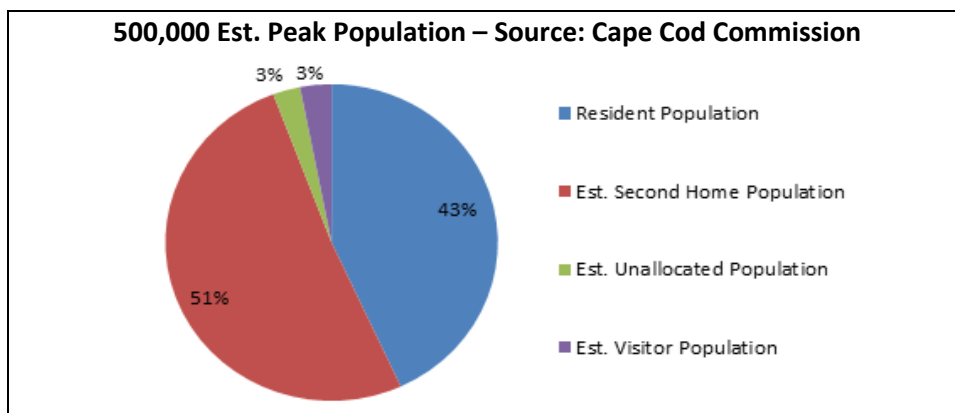


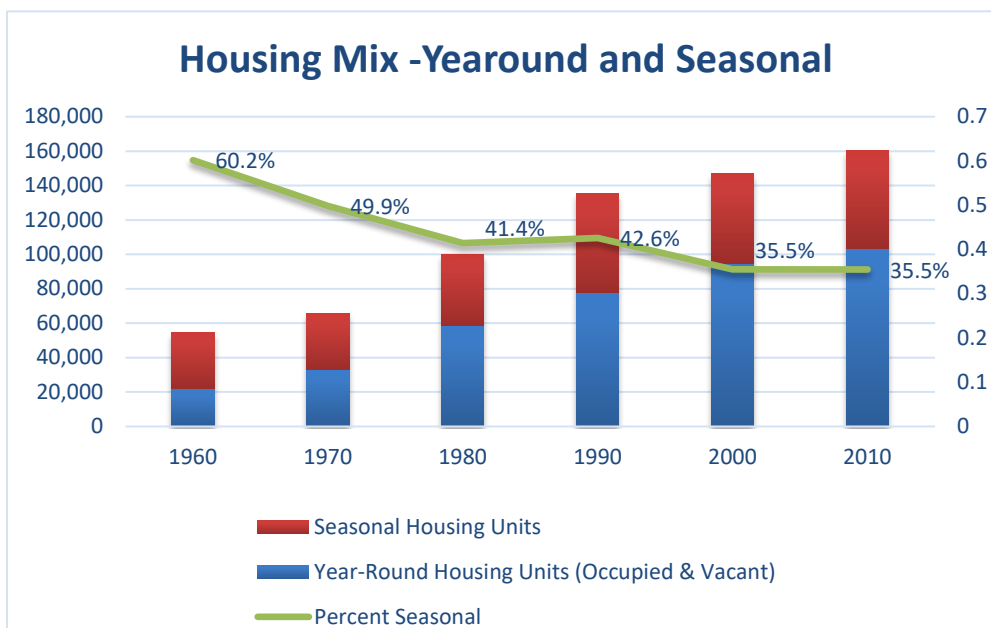
Resident Population: The most telling graph for understanding the economy and development issues on Cape Cod is simply resident population change over time. Cape Cod was first discovered as destination for tourists and second homeowners around 1900. During this time the resident population stayed flat through the 1950s. Retirees began moving here permanently in the 1960s and 70s but the real population explosion happened between 1980 and 2000. In just a few decades, the resident population in some towns more than doubled and in Mashpee grew by over 1,000%. The region as a whole grew by almost 700% in just 40 years.



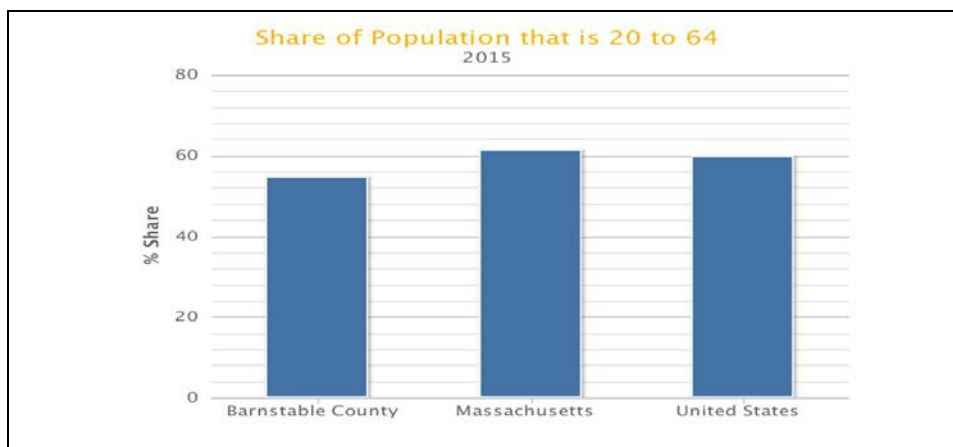
* Non-decennial years are population estimates; Source: US Census Bureau

Seasonal Population: Typically, summer visitors and second homeowners roughly double population on the Cape between mid-June and the end of August. Both the rapid growth of year-round residents and the continued appeal of Cape Cod as a summer destination has impacted the health of the region's natural environment and the urgent need to waste management infrastructure, particularly to protect drinking water and manage waste and storm water.





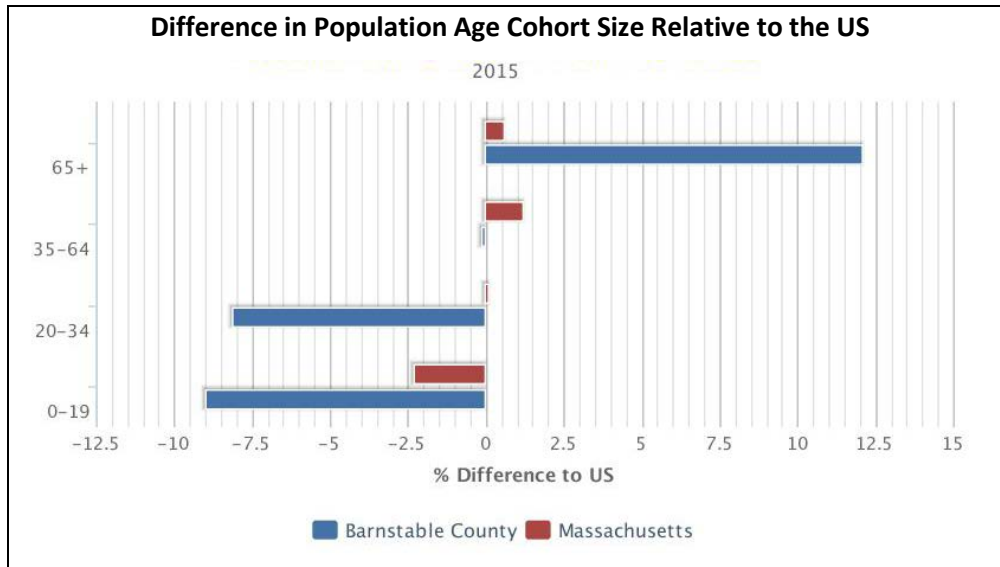
Population Age Diversity: A smaller share of the Cape’s population falls into the working age cohort; 55% of Cape residents are between age 20-64 while in Massachusetts their share is 61% and the US, 60% of the total population. Furthermore, working age residents are more likely in the older age bracket (35 years – 64 years) than in other areas. Part of the reason working age resident form a smaller share of the population is that retirement age residents (over 65) make up a relatively larger share than is typical in Massachusetts and US.





Source: LAUS, Bureau of Labor Statistics

At the same time, young children and young adult make up less of the resident population than is typically found in the US as a whole. It is somewhat typical for a non-urban area without a number of residential colleges to see a lower share of young adults in their population. Trends suggest that adults over thirty migrate to the Cape after they have completed school and started their careers.

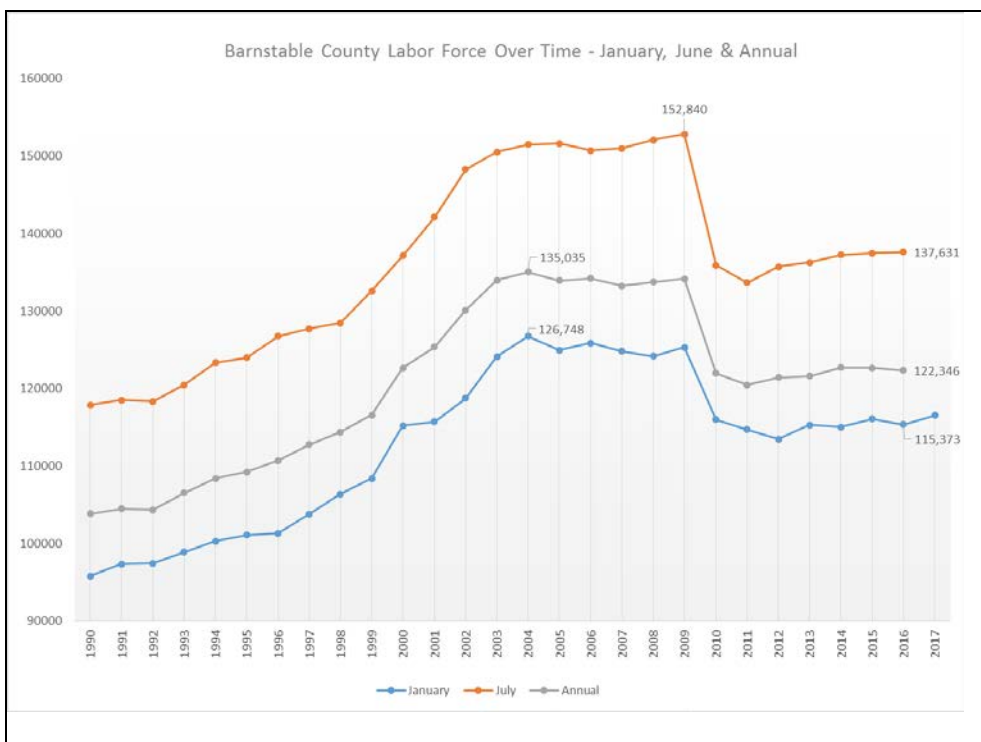


Source: Census Bureau, American Community Survey 5-year estimates ending in 2014

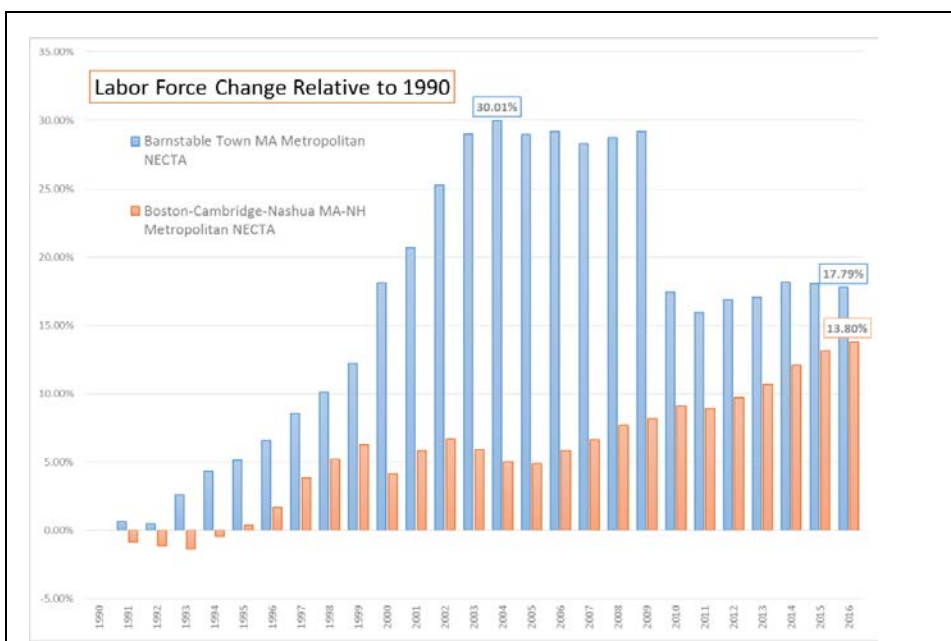
Labor Force Size: The Cape's labor force varies quite a bit based on the season with July being the annual peak. Interestingly, the annual average and January labor force size peaked in 2004, however, the summer labor force peaked in 2009. The very next year showed a significant drop in the labor force across the board due to the impact of the recession on the region's economy. The current labor force has recovered but only to the level of the year 2000. Interestingly, the pattern of labor force change relative to 1990 on Cape Cod was quite different than the Boston Metro Area labor force. The Boston area is currently at its peak, while the Cape's labor force peaked between 2000 and 2009. The Boston area also shows a much more steady state of growth while the Cape sees dramatic changes in labor force with changes in the larger economy.



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Source: LAUS, Bureau of Labor Statistics

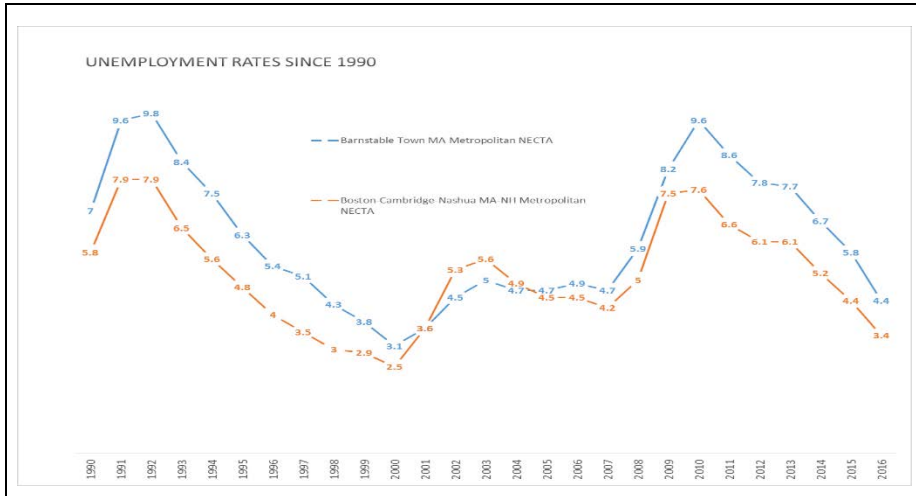


Source: LAUS, Bureau of Labor Statistics



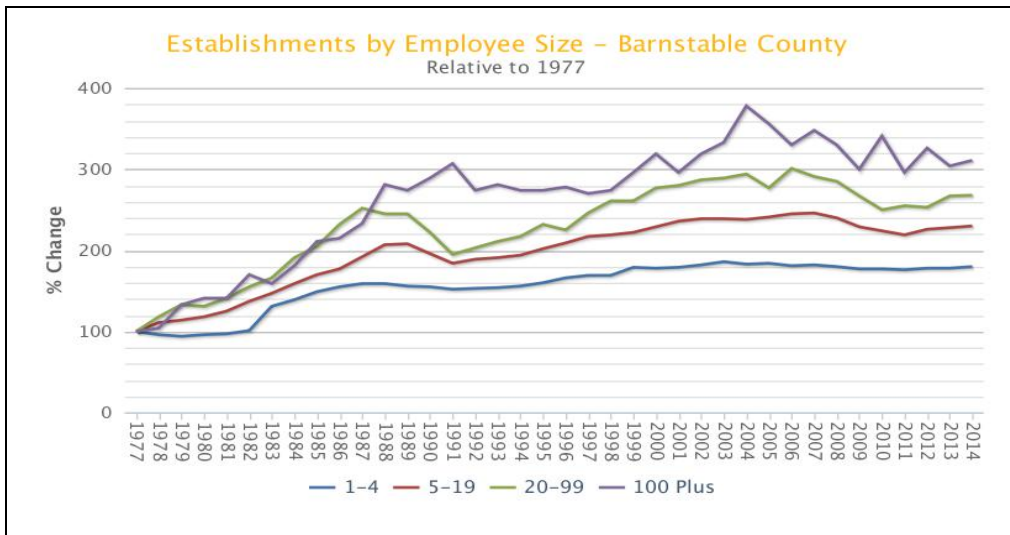
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The unemployment rate is significantly lower than its peak at 9.6% in 2010; at 4.4% without a notable increase in the labor market indicates an increasingly tight labor market on the Cape.



Source: LAUS, Bureau of Labor Statistics

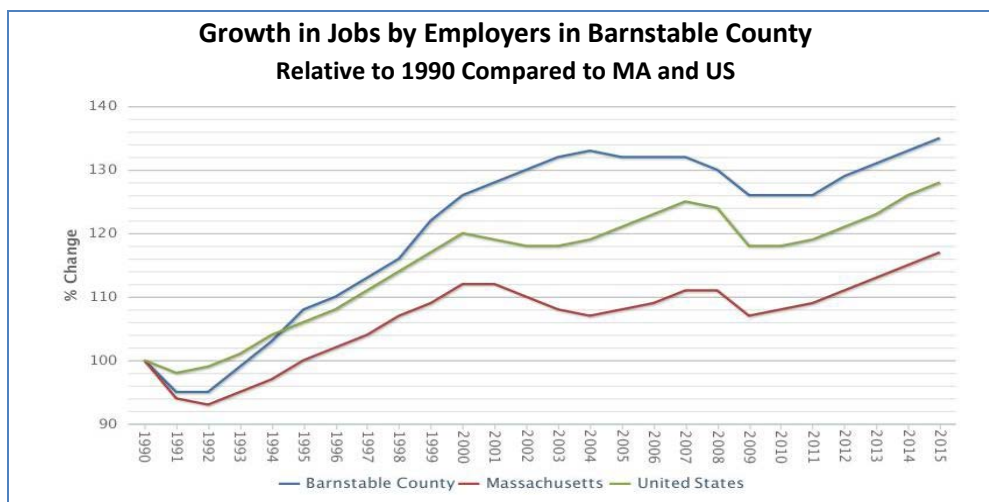
Employers: The number of business establishments on Cape Cod has more than doubled since 1977, mirroring the growth in year-round population and jobs. As of 2016, there were 9,377 establishments in Barnstable County, just above the 2003 peak. Businesses with fewer than five employees have consistently made up over 60% of all businesses since 1977. Businesses with less than 20 employees consistently hovered around 30% of the total. Since 1977 the number of establishments with over 100 employees has grown the fastest but still only represent 1% of all businesses.



Source: U.S. Census Bureau, County Business Patterns

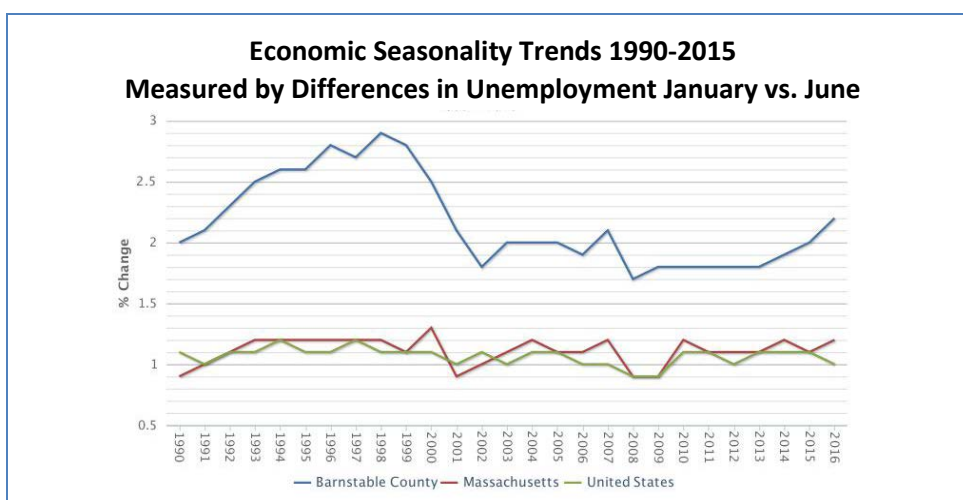


Employer Jobs: In 2014, the number of people employed by firms located in Barnstable County exceeded the 2004 peak. Local employers provided an annual average of 96,405 jobs. Relative to 1990, the number of jobs located on Cape Cod has increased by 133% while jobs in the US grew by 126% and in Massachusetts by 115%.



Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages

Seasonal Jobs: The Cape economy is driven by tourism, second home owners, and retirees that are on Cape only part of the year. Thus, the region's economy is more seasonal than the state or the national economy. The data showing the difference between January and June unemployment rates indicate that the region has been less seasonal since 2001 than it was in the 1990s. The greatest difference, almost 3%, was between winter and summer unemployment in 1998.

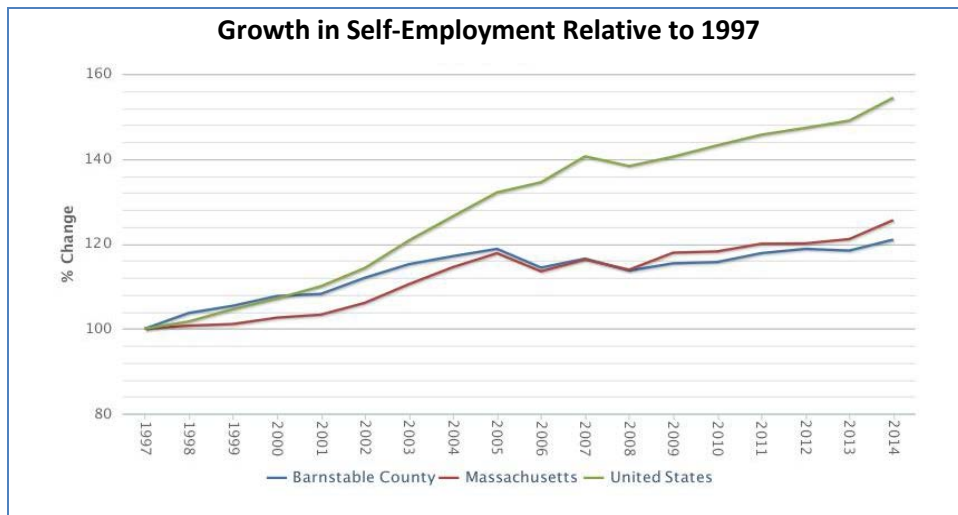


Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Survey (LAUS)



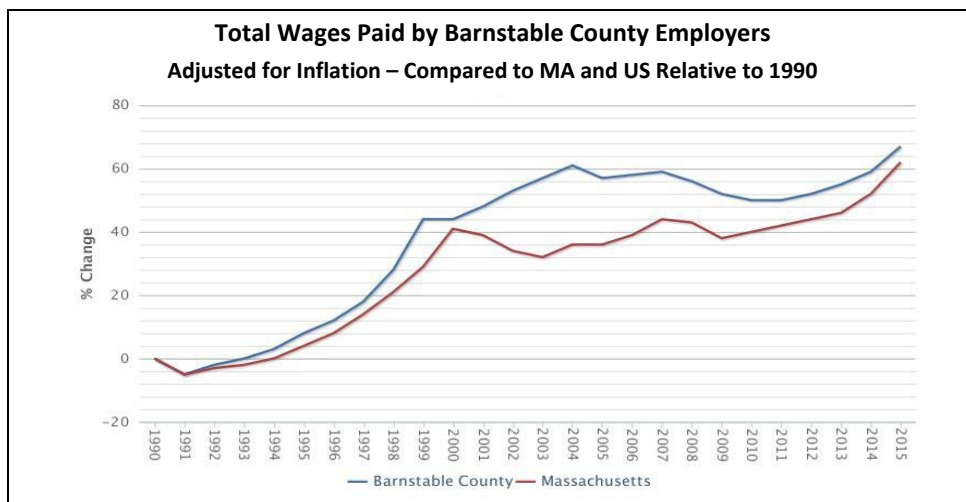
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Self-employment: In 2014, almost 26,000 people on Cape Cod were self-employed, equal to almost a quarter of the Cape's employed labor force (24% versus 15% US; 14% MA). Self-employment has grown by almost 50% since 1997 in the US as a whole. The growth rate locally has been slower but nevertheless significant at 18% on Cape Cod and 21% in Massachusetts since 1997.

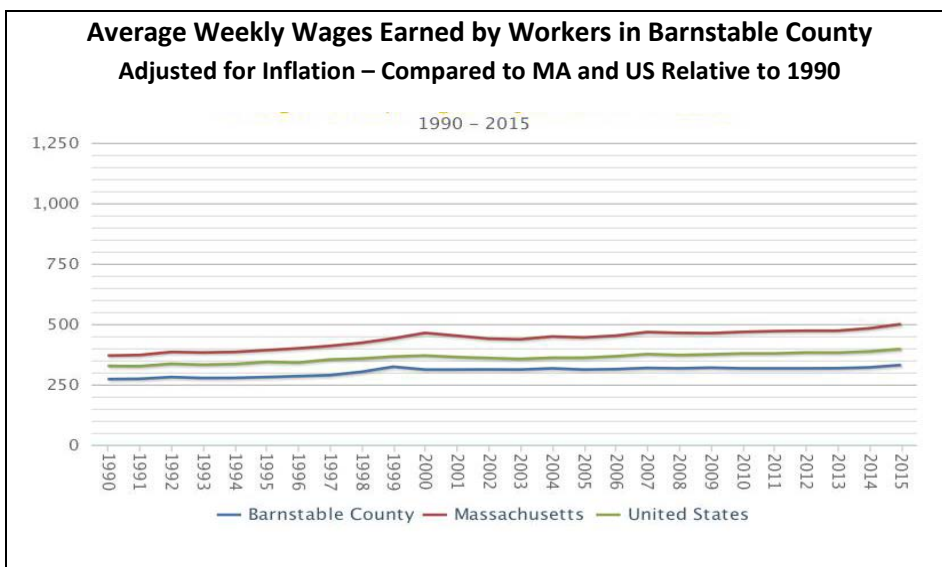


Source: Census Bureau, Non-employer Statistics

Total Wages in Real Terms: Since 1990, the payroll of employers on Cape Cod has risen by about 60% after controlling for inflation. Unfortunately for workers, this increase has been mostly due to job growth rather than wage growth. Without accounting for inflation, average the weekly wage per worker appears to have increased, however, once adjusted for inflation, growth in average wages is minimal.

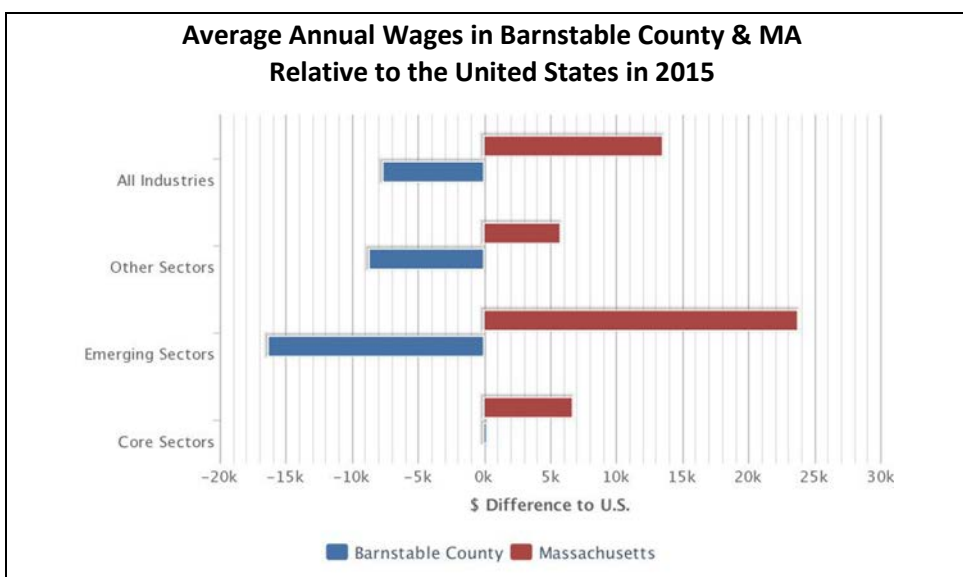


Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages



Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages

Wages by Industry Cluster: In addition to not growing over time, the average annual wage on Cape Cod (\$41,000) is lower than the US average (\$48,000) and significantly lower than the Massachusetts average (\$61,000) for all industries combined. Breaking industries down into groups - Core, Emerging, and Other – gives a more nuanced picture.



Source: US Department of Labor, ES202 Quarterly Wages & Employment

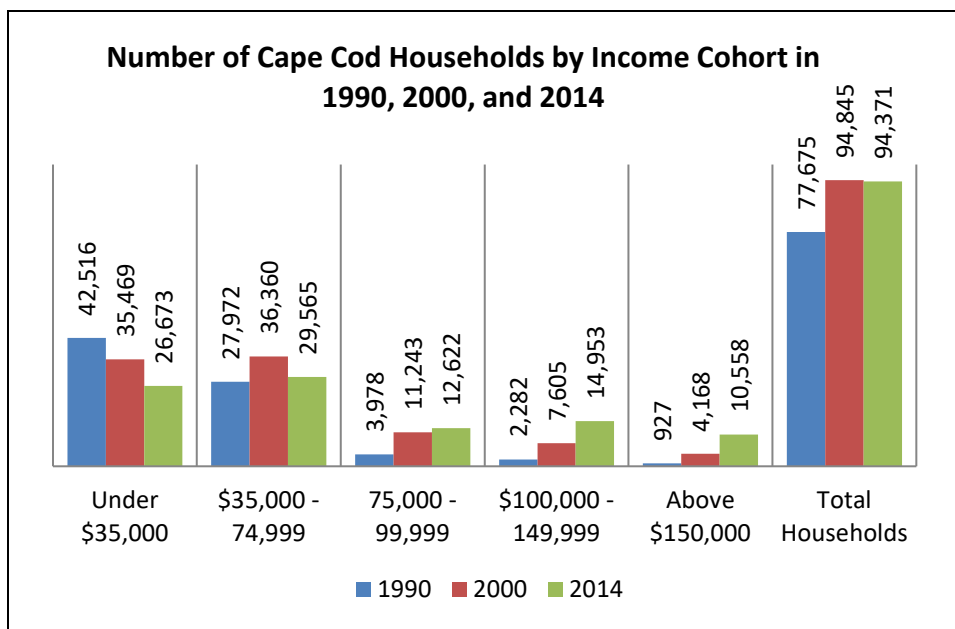


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Together, local wages in core industries are comparable to the US. These industries include those related to tourism as well as health care, fishing, and construction. Sixty-one percent of those working on Cape Cod, work in these core industries versus 51% in Massachusetts and 52% in the US. With exceptions in construction and healthcare, core industry wages are lower than wages in the other two industry groupings.

Emerging industries include Art & Culture, Educational Services, Finance & Insurance, Information, and Professional, Scientific & Technical Services. The average annual wage in emerging industries on Cape Cod is about \$54,000; \$18,000 a year higher than in the Core sector group. Yet, emerging sectors on the Cape pay almost \$15,000 less than the US average and only 22% of the Cape's workers are in these industries versus 29% of the US workforce. Massachusetts has more workers and higher wages in emerging industries than both the US and Cape Cod.

Household Income: Without controlling for inflation, there appears to be a shift towards higher income households on the Cape between 1990 and 2014. In 1990 only 1.2% of all households had incomes over \$150,000 per year; by 2014 this percentage was over 11% of all households; growing by over 1,000%.

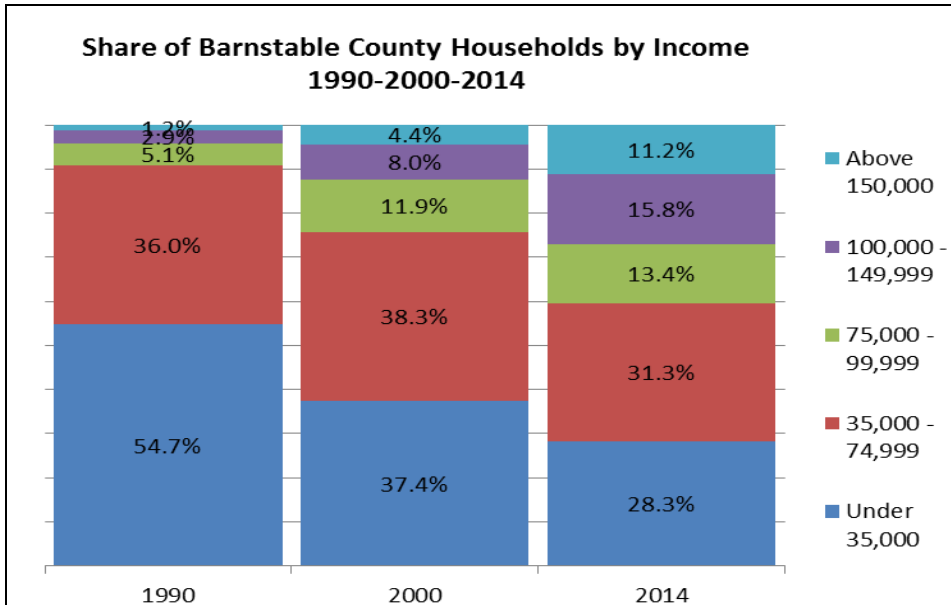


Source: U.S. Census Bureau, Decennial Census & American Community Survey

The total number of households on Cape Cod only grew by 21½ % during that same period. The number of households in the lowest income bracket declined by almost



16,000 since 1990 and the top income cohort grew by over 9,000 households. It is difficult to determine the cause of this shift.



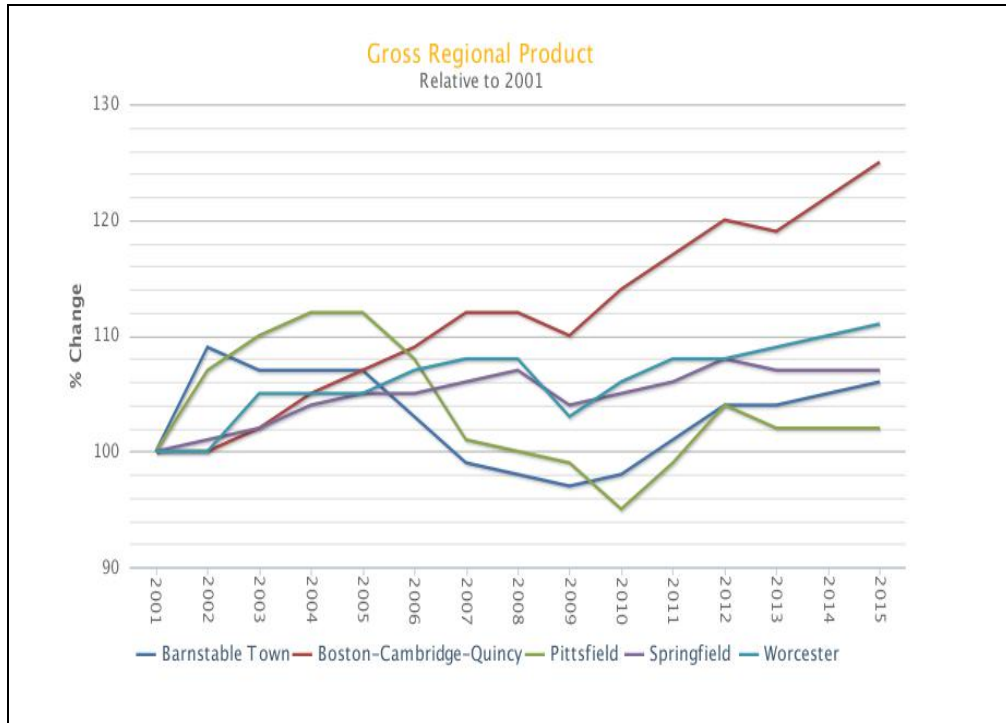
Source: U.S. Census Bureau, Decennial Census & American Community Survey

Are Cape residents doing better than they were in 1990 or have different people with higher incomes moved in while low income households have left? Either is possible but what is certain is that over half of all Cape households are still in the lowest two income brackets. Meanwhile, the Cape's poverty rate is almost 2% higher today than in 1990.

Regional Income: Barnstable County's Gross Regional Product is \$9.8 billion in 2015, an over 5% increase over 2001. The Boston metro area has significantly outpaced the other metro areas in Massachusetts. Cape Cod's regional product was stronger in the first half of this decade, but dropped below 2001 levels in 2007. Some uplift is evident towards the end of the decade but the region has yet to recover to the levels prior to the recession.



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Gross Regional Product (millions of chained 2005 dollars) By Metro Areas					
Year	Barnstable Town	Boston-Cambridge-Quincy	Pittsfield	Springfield	Worcester
2001	9,155	285,254	5,474	21,123	31,830
2002	9,935	285,143	5,830	21,230	31,937
2003	9,792	291,120	6,022	21,645	33,267
2004	9,808	298,297	6,140	21,951	33,445
2005	9,783	304,487	6,120	22,129	33,564
2006	9,435	310,406	5,891	22,190	33,990
2007	9,078	320,435	5,554	22,439	34,242
2008	8,967	320,598	5,477	22,585	34,268
2009	8,841	313,322	5,433	22,021	32,811
2010	8,979	326,445	5,218	22,237	33,885
2011	9,229	334,070	5,401	22,394	34,252
2012	9,546	340,791	5,648	22,490	33,977
2013	9,649	344,756	5,642	22,656	34,618
2014	9,663	353,710	5,655	22,913	35,160
2015	9,709	355,904	5,605	22,587	35,326

Source: Bureau of Economic Analysis



EVALUATING CEDS PLANNING & IMPLEMENTATION

CEDS PLANNING

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

Goal – CEDS1: Regional Collaboration & Joint Commitment

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

Four Objectives:

- Capital Investment
- Understanding of ED
- Strong Partnerships
- Easy Access to Information

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

Cumulative Highlights

Capital Investment

- Open Cape & Other Infrastructure Investments
- Private Business Expansions – Hydroid, Teledyne Benthos
- County Investments into Planning

Strong Partnerships

- 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 COMMISSION

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.

Understanding Economic Development

- **Primary Research** to better understand population dynamics, the seasonal economy, and business development challenges

Easy Access to Information

- **On-line Data Access & Analysis** thorough STATS Cape Cod and other on-line planning tools discussed later in this section.

Current Year

The following table outlines some of the successes in reaching the goal of regional collaboration and joint commitment.



CEDS Process – Measures of Success – Accomplishments for Year 4						
Objective	Process/In-put Measures			Outcome Measures		
	Measure	Goal	Results	Measure	Goal	Results
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	2 grants 2 funded	1 submitted 2 in process 1 awarded	\$\$ of Private Investment Leveraged		TBD
Understanding of ED	# of Presentations given # of Reports published # of Articles written	10 presentations 5 reports 2 articles	3 presentations 2 reports 0 articles	Town Actions on Wastewater and Zoning needed for Economic Development	One town	Wastewater Infrastructure Built: 0 Funded: 2 Smart Growth Zoning Adopted: 1
Strong Partnerships	# of Partnerships # of new Partnerships	5 maintained 2 new	5 maintained 2 new	Formal Partnerships	Continue existing	Continued existing
Easy Access to Information	Progress made on STATSCapeCod	New benchmarks		STATSCapeCod user statistics	Up 20%	

The CEDS process goals for Year 4 are listed in the following table.

CEDS Process – Measures of Success – Accomplishments for Year 5						
Objective	Process/In-put Measures			Outcome Measures		
	Measure	Goal	Results	Measure	Goal	Results
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	2 grants 2 funded		\$\$ of Private Investment Leveraged		
Understanding of ED	# of Presentations given # of Reports published # of Articles written	10 presentations 5 reports 1 article		Town Actions on Wastewater and Zoning needed for Economic Development	One town	



CEDS Process – Measures of Success – Accomplishments for Year 5						
Objective	Process/In-put Measures			Outcome Measures		
	Measure	Goal	Results	Measure	Goal	Results
Strong Partnerships	# of Partnerships # of new Partnerships	5 maintained 2 new		Formal Partnerships	Continue existing	
Easy Access to Information	Progress made on STATSCapeCod	New benchmarks		STATSCapeCod user statistics	Up 10%	

CEDS IMPLEMENTATION

This section evaluates progress on CEDS implementation relative to the Commission’s annual CEDS workplan and then reviews progress on each of the Regional Priority Projects.

Annual Work-plan

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 grant in 2016; previously EDA had awarded the Commission 3 short-term planning grants for CEDS implementation.

The annual CEDS work plan includes:

- Economic Development Planning
- Research, Data Dissemination and Public Outreach
- Regional Priority Projects led by the Cape Cod Commission
- RESET: Direct Technical Assistance to Towns

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.



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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

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 8 years into CEDS implementation

Some limited private sector investments have been realized as well:

- Business expansions in CEDS target industry marine technology manufacturing (Hydroid, Teledyne Benthos)

The following table outlines the activities slotted for Year 4 and the progress made towards completing those actions within the year. This represents the complete scope of work in the area of economic development undertaken by the Cape Cod Commission.

Year 4 Workplan – Year End Project Status						
Activity	Projects	Description	Done	On-going	Post-poned	Comments
Economic Development Planning	Update Regional Policy Plan	Economic Development Goals, Objectives & Measures		X		Completed draft of ED Section; Presented to CCC Planning Sub-cmty
	Implement Regional Policy Plan	LCP certification reviews; DRI reviews, GIZ and Chapter H designations, DCPCs, and Capital Planning		X		Hyannis GIZ Renewed with regulation change; Eastham DCPC
	CEDS Strategy Committee/ EDD Governing Body Administration	Meeting coordination		X		Revised Ordinance and established a new Board meeting EDA requirements
	CEDS Development & Reporting	CEDS process, report writing, and project progress reporting to Strategy Committee and EDA	X			Completed EDD grant reporting and CEDS Annual Report
	EDC Administration	Coordinate EDC small grants program; provide fiscal management	X			No grant round; fiscal management on-going
Research & Data Circulation	Primary Data Collection Program	Establish annual survey program		X		Draft plan submitted to Leadership for feedback



Year 4 Workplan – Year End Project Status						
Activity	Projects	Description	Done	On-going	Post-poned	Comments
	Environmental Economics Applied Research Program	Conduct primary research			X	Staffing Change in June 2017 – have not filled the position
	Data Dissemination Program	Development and maintain STATS Cape Cod; provide data analysis on pertinent topics/trends (BART)	X			Housing Study data visualized and disseminated; STATS Cape Cod data updated and refined
CEDS Regional Priority Projects	Integrated Infrastructure Plan	Develop regional capital infrastructure plan to guide local capital planning and target funding		X		Draft Regional Capital Infrastructure Plan submitted to leadership and presented CCC planning committee
	Wastewater in Economic Centers	Develop wastewater infrastructure where it will encourage economic development in town centers		X		Bourne Wastewater Expansion Grant – EDA application and awarded (2.4M); Orleans funded sewer in town center
	Cape Cod Capital Trust Fund	Establish a regional mechanism to fund infrastructure using new revenue sources		X		Legislation introduced and passed by both houses – currently in conference committee
	Climate Change Economic Impact Assessment	Improve understanding of the economic impacts of climate change		X		NOAA Grant entering 3 rd year
	Harbor Planning	Work with stakeholders to integrate harbor infrastructure concerns into the regional capital planning effort.		X		Applied for grant funding but not awarded; established project team and reduced scope of work to complete with in house resources
	Commuter Rail Impacts & Feasibility	Assist in local planning for expansion of rail service		X		Pending action by state MBTA



Year 4 Workplan – Year End Project Status						
Activity	Projects	Description	Done	On-going	Post-poned	Comments
	Expedited Permitting	Identify and enact methods to expedite local and regional permitting in key growth areas		X		Growth Incentive Zone regulations simplified
	Strategic Information Office	Support local electronic permitting initiative; establish data sharing agreements; develop regional database		X		
RESET	RESET Program Admin	Increase awareness of the program and work with towns to identify potential projects; report progress	X			No new RESET project initiated
	RESET Projects	With towns, design and complete specific interventions to reduce obstacles to economic development		X		Orleans follow-on completed; Others?

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

Cape Cod Commission Economic Development Work Plan FY18		
Activity	Projects	Description
Program Foundations – Planning, Administration, and Research		
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



Cape Cod Commission Economic Development Work Plan FY18		
Activity	Projects	Description
	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)
CEDS Implementation – Regional Priority Projects and RESET		
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



Cape Cod Commission Economic Development Work Plan FY18		
Activity	Projects	Description
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

Evaluating the Regional Priority Projects

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%



Regional Priority Project	Long-term Project Goal & Goal Date		Short-term CEDS Task and % Complete	
Harbor Planning	Preserve & strengthen maritime industries	2025	• 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



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- 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.

-END-



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Appendix 4: Supporting Material



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

December 19, 2013

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

Dear Mr. Niedzwiecki:

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

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

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

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

Sincerely,

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

Enclosure



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

MEMORANDUM OF DESIGNATION OF
AN ECONOMIC DEVELOPMENT DISTRICT

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

Name of District Organization Cape Cod Economic Development District

State Massachusetts

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

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

Date: December 19, 2013



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CEDS five-Year Planning Process Summary

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

As with the 2009 five-year update, this strategy is based on the Cape Cod Regional Policy Plan (RPP). Each issue area in the RPP has a set of goals; the economic development goals are the same in the CEDS as those included in the RPP. The visioning and public participation efforts around the development of these goals are conducted as part of the regular update of the Regional Policy Plan. Therefore, the CEDS planning process focused primarily on the development of regional and local priority projects given the regional economic context outlined in Chapter 3 of this document.

THE CEDS CALL FOR PROJECTS

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

THE CEDS SURVEY

The Cape Cod Commission designed and issued a CEDS Survey for the five-year update of the CEDS document. The survey instrument and the final results are included in the appendix. Included in the survey were



specific questions about potential regional priority projects. The 397 respondents ranked the projects according to how important they felt they were to the regional economy with the results as follows:

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

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

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

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

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

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

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



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

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

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

THE CEDS WORKSHOP

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

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

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

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



they would be eligible for funding from the EDA through their grant programs.

THE CEDS FOCUS GROUPS

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

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

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

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

THE SMARTER ECONOMY CONFERENCE

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

This year's focus on the economy included keynote speakers and panels sharing research and experience that shed light on the economic



CAPE COD
COMMISSION

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

THE CEDS APPROVAL PROCESS

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

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

Barnstable County Economic Development Council Membership 2018



David Augustinho (workforce)

Executive Director

Cape & Islands Workforce Development Board

david@ciwddb.com

David has served as Executive Director of Cape and Islands Workforce Development Board since 2000. He has helped secure over \$2,000,000 in Workforce Training Fund grants for the region and over \$1,000,000 for sectoral initiatives in health care. For close to twenty years David wrote a column for the Barnstable Patriot on workforce development issues. His previous work experience includes teaching at Newbury College and as the Business Retention Specialist at Fall River Office of Economic Development.

David is the chairman of the Housing Assistance Corporation Board of Directors, on the Coastal Community Capital Board, a member of Hyannis Rotary and on the ACCESS Program Advisory Board. He received a Master of Arts in Public Administration from Framingham State College, is a certified Master Consultant in Business Retention and a Certified Workforce Development Professional.



Terri Ahern (healthcare)

Senior Vice President, Strategy and Government

Cape Cod Healthcare

Temporarily represented by Lisa Guyon

tahern@capecodhealthcare.org

Ms. Ahern, MPA, has served as Cape Cod Healthcare's Senior Vice President, Strategy and Government Affairs since 2012. In this role, Ms. Ahern is responsible for expanding key service lines through program development and capital expansion. She also oversees CCHC's Community Benefits and Government & Regulatory Relations programs. Ms. Ahern began her association with Cape Cod and Falmouth Hospitals in a consulting role as the two hospitals merged to form Cape Cod Healthcare. She joined Cape Cod Healthcare as Director of Market Research and Analysis in 1998. Since then she has held positions as the Director of Strategic Planning, the Senior Director of Strategic Development and Vice President of Service Line Development. Ms. Ahern graduated from Lasell College and earned a Master's Degree in Public Administration from Suffolk University.



Lauren Barker (workforce)

CEO

Cape Cod Young Professionals

lauren@capecodyoungprofessionals.org

Lauren Barker is the CEO of Cape Cod Young Professionals (CCYP) a local nonprofit organization that works to connect, engage, and advance the next generation of Cape Cod's young workforce and community leaders. Lauren has more than a decade of nonprofit and municipal government experience and has done extensive work in the areas of community improvement and beautification; long-range and strategic planning; and citizen engagement. She holds a Masters Degree in Applied Anthropology, and will be graduating with a second Masters Degree in Public Administration in May. Lauren lives in Orleans with her husband, two children, and their rowdy Weimeraner, Hildy.

Barnstable County Economic Development Council Membership 2018



Rob Brennan (development)

President

CapeBuilt Homes

rob@capebuilt.com

Robert L. Brennan, Jr. is an award-winning real estate developer, with an accomplished background in the law, politics and community development. Rob is President of CapeBuilt Development, LLC and the developer of Heritage Sands in Dennis Port, Cape Cod, Massachusetts. Prior to founding CapeBuilt Development, Rob practiced as a land use attorney for almost 20 years and represented regional and national real estate developers on a variety of resort, residential and commercial properties and a wide range of transactions, permitting, environmental compliance and property operation matters.



Duane Fotheringham (marine sciences)

President, Chairman of the Board

Hydroid, Inc.

dfotheringham@hydroid.com

Duane became President of Hydroid, Inc. in 2014 and Chairman of the Board beginning in 2016. He began his career with the United States Navy, serving as a submarine officer aboard the USS Salt Lake City. He then spent more than a decade with Kongsberg Underwater Technology (KUTI) where he managed the company's underwater surveillance business and held hydroacoustics, hydrography, underwater positioning, fisheries acoustics and underwater vehicle responsibilities. He joined Hydroid in 2008 as the Vice President of Operations and was responsible for the research and development, engineering and manufacturing of the REMUS line of AUVs. As President of Hydroid, Duane's mission is to ensure that Hydroid's products and technology continue to develop and advance to effectively serve the marine industry worldwide.

Duane holds a Bachelor of Science degree in Electrical Engineering from Washington State University and a Master of Business Administration degree from the City University of Seattle, as well as executive education from IMD in Lausanne, Switzerland.



Alisa Galazzi (development)

Executive Director

Cape Cod Housing Assistance Corporation

agalazzi@haconcapecod.org

Alisa holds the honor of being the second CEO Housing Assistance Corporation has had since its inception in 1974. She arrived at HAC in January 2017, bringing with her more than two decades worth of experience in the nonprofit sector. She has served as the COO at Gosnold, the executive director at Alzheimer's Services of Cape Cod & the Islands and the development director for The Cape Cod Foundation.

Originally from Lansing, Michigan, Alisa holds a bachelor's degree in organizational communications from California State University and a masters of science in communication management from Simmons College. She and her husband Chris live in Orleans, where they are raising their three daughters.

Barnstable County Economic Development Council Membership 2018



Lisa Guyon (healthcare)
Director of Community Benefits and Grants Administration
Cape Cod Healthcare
Temporarily representing Terri Ahern
lguyon@CapeCodHealth.org

Lisa is the Director of Community Benefits for Cape Cod Healthcare. In this role, she is responsible for directing a system-wide community benefits program and promoting positive relationships between Cape Cod Healthcare and community organizations and coalitions, task forces, and public health agencies.

Early in her career, Lisa built her skill set in commercial real estate ventures and the hospitality industry. In 2004, she founded Building Impact, an award winning non-profit organization in Boston dedicated to increasing corporate citizenship in the small and medium business sector. Lisa has been recognized as a Social Innovator for her non-profit business ventures by the Social Innovation Forum in Cambridge and was selected a '40 Under 40' rising business leader by the Boston Business Journal in 2007 and Cape & Plymouth Business Magazine in 2012. Lisa is a graduate of Harwich High School and Wheaton College.



Tammi Jacobsen (higher education)
Director of Workforce Development and Training
Cape Cod Community College
tjacobsen@capecod.edu

Tammi Jacobsen serves as the Director of Workforce Development and Training at The Center for Corporate and Professional Education (CCAPE) at Cape Cod Community College. In her role, Tammi executes the delivery of high-quality, career-relevant, accessible training solutions to individuals, businesses and community organizations in our region to achieve and sustain economic prosperity. Over the past four years, Tammi has led in the expansion efforts of CCAPE to working with several employers to provide educational opportunities that span across the organization addressing the targeted needs of staff from entry level to executive level.

Under Tammi's leadership, CCAPE has assisted local employers in obtaining more than \$650,000 in grant-supported training. This funding provides local employers with access to high-quality training, contributing to economic growth across the region.

Tammi's background includes over 15 years of business advisory services in the areas of social media, entrepreneurship, business planning, and traditional marketing.



Peter Karlson (information technology)
CEO
NeuEon
pk@neueon.com

Peter is the founder/CEO of the technology consultancy NeuEon Inc. NeuEon specializes in providing strategic advisory services to technology product companies and private equity firms. Peter currently serves as the Entrepreneur in Residence at the Cape Cod Chamber as well as an ambassador to for Entrepreneurship For All on the South Coast and an adjunct professor at the Charlton College of Business at University of Massachusetts Dartmouth.

Barnstable County Economic Development Council Membership 2018



Diane Pratt (construction)
Executive Director
Home Builders & Remodelers Association of Cape Cod
diane@capecodbuilders.org

Diane L. Pratt, is the Chief Executive Officer of the Homebuilders and Remodelers Association of Cape Cod. She is a lifelong resident and is a 7th generation native of Cape Cod. Previously, she has been the executive director of several nonprofit organizations and also sat on the Board of Directors for Children's Cove, Mass Commission on the Status of Women, and was named the nonprofit leader of the year 2015 by Cape Cod and Plymouth Magazine. Ms. Pratt is also a licensed Realtor with Sotheby's International Realty in Falmouth and a member of the Cape Cod & Islands Board of Realtors, Mass Board of Realtors and National Board of Realtors.



Julie Wake (creative economy)
Executive Director
Arts Foundation of Cape Cod
jwake@artsfoundation.org

Julie Wake is the Executive Director of the Arts Foundation of Cape Cod. She believes the arts make us stronger and more vibrant and allow us to grow, both individually and as a community. Julie began her career in high-tech marketing and spent many years in Boston and San Francisco before transitioning into the nonprofit sector in 2008. Since then, she has worked in organizations focused on seniors, families, housing and homelessness, and now arts and culture. Julie holds a BFA in architecture from Massachusetts College of Art & Design in Boston.

While celebrating the arts is her primary function by day, after hours she enjoys exploring the region's culinary scene, walking her newspaper-fetching yellow Labrador, and spending time with her family.



Sheryl Walsh (finance)
Senior Vice-President
Cooperative Bank of Cape Cod
swalsh@mycapecodbank.com

For over 30 years, Sheryl Walsh has served Cape Codders in her capacity as a Retail Banker. Sheryl is a graduate of Harwich High School and regularly attends courses at Cape Cod Community College to enhance her knowledge base, skills and expertise. Active in the community, Sheryl is a member of American Business Women's Association (ABWA), and is a past Chairman of the Board for Cape Cod Child Development, a cause dear to her heart. Sheryl is also a long-time supporter of the Hyannis Chamber of Commerce, and currently is the President of the Board. Sheryl resides in Centerville with her two daughters. She loves to find time to read whenever she can and loves to combine her passion for running with her affection for the natural beauty of Cape Cod.

Barnstable County Economic Development Council Membership 2018

Non-Voting Members



Harold 'Woody' Mitchell (public)
Chair
Cape Cod Commission
sandwich@capecodcommission.org

Woody has been the Sandwich representative on the Cape Cod Commission since 2013 and has held the title of chair since 2016. He is also a member and co-chair of the Metropolitan Planning Organization which is a collaboration of local, regional, state and federal officials which meets to review, direct and vote on transportation projects across the Cape. He served on the Town of Sandwich Bikeways & Pedestrian Committee from 2013-2016 and the Sandwich Board of Appeals from 2010-2014.

Woody's professional background has been in the construction and development of residential homes and subdivisions. He has also worked on large scale commercial projects including: Featherstone Art Center, MVCS Office Building and Vineyard House.



Su Moran (public)
Falmouth Delegate
Barnstable County Assembly of Delegates
susan@susanmoranesq.com

Susan Moran is an attorney and mediator specializing in business law as well as the broker owner of Cape Lifestyle Real Estate. She is the Chairman of the Falmouth Board of Selectmen, the Falmouth Delegate to the Cape Cod Assembly, Vice Chairman of the Falmouth EDIC and Falmouth Selectmen Liaison for Energy Committee, Cable Advisory, Historical Commission and Falmouth Veteran's Council. Susan is also the Falmouth appointee to the Cape Cod Regional Transit Authority and a former President of Cape & Islands Selectmen and Councilors Association.

Ron Beaty (public)
Commissioner
Barnstable County
ron.beaty@barnstablecounty.org

BARNSTABLE COUNTY
In the Year Two Thousand and Seventeen
Proposed Ordinance 17-15

The Cape Cod regional government, known as Barnstable county, hereby ordains

This ordinance shall replace Section 4.8 of the Administrative Code of Barnstable County as created and amended previously through ordinances 04-17, 98-23, 98-19, 98-3, 98-13, 92-5 and any other ordinances pertaining to the previously named Cape Cod Economic Development Council.

In partnership with the fifteen towns of Barnstable County, to establish the Barnstable County Economic Development Council (BCEDC).

Whereas the future of all crucial Cape Cod economic sectors (high technology, retiree and second homeowners, tourism, fisheries, art and culture, aquaculture and agriculture) depend on the state of the Cape environment.

Whereas the attractiveness of Cape Cod for economic development also depends on having a skilled workforce, a high quality of life, and efficient physical infrastructure.

Whereas the region's economic strengths and threats to Cape Cod's current and future economy extend beyond municipal boundaries and cannot effectively be addressed by individual municipalities;

Whereas the Barnstable County Home Rule Charter grants Cape Cod regional government the power and authority to establish programs and perform services to address problems that cross municipal boundaries;

Whereas Barnstable County has adopted Economic Development Goals to guide economic development activities in Barnstable County departments and across the region; and

Whereas the Massachusetts Legislature created the Cape & Islands license plate to generate revenue to support economic development and tourism on Cape Cod and the Islands, and appropriated a portion of the revenues generated in Barnstable County to the Barnstable County Commissioners;

NOW THEREFORE,

BARNSTABLE COUNTY hereby ordains:

Pursuant to the Barnstable County Home Rule Charter, and to focus the County's regional economic development planning, actions, and investments, it is hereby proposed to establish the Barnstable County Economic Development Council (BCEDC)

SECTION 1. Establishment of the Barnstable County Economic Development Council

There shall be a Barnstable County Economic Development Council (BCEDC) established as a part of Barnstable County government and subject to the rules, regulations, and administrative and budgetary policies and procedures of the County.

All activities of the BCEDC shall be consistent with the Massachusetts Open Meeting and other relevant State Laws, Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan (RPP).

1. BCEDC Mission

The BCEDC is an advisory board to Barnstable County established 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.

2. BCEDC Functions

Consistent with the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, and the Cape Cod Commission Act, the BCEDC shall

- a. Advise in the development of the economic development goals for Barnstable County codified in the Regional Policy Plan.
- b. Act as the Cape Cod Comprehensive Economic Development Strategy (CEDS) Strategy Committee and Economic Development District (EDD) governing board on behalf of the Cape Cod Commission and Barnstable County and as required by the US Economic Development Administration (EDA).
 - i. Advise in the planning, content and implementation of the CEDS.
 - ii. Approve the 5-year CEDS document for delivery to and certification by the EDA.
 - iii. Approve the annual report to EDA on the implementation of the CEDS 5-Year plan.
- c. Advise the Barnstable County Commissioners, upon allocation of funds to award economic development grants/contracts, on the merits of proposals.
 - i. Participate, through a three-member BCEDC subcommittee selected by the Barnstable County Commissioners. The BCEDC Board may nominate by majority vote, to the County Commissioners, the three members to serve on the grant/contract subcommittee.
 - ii. Report on and provide performance summaries on the grants/contracts awarded by the Barnstable County Commissioners on a quarterly basis.
- d. Advise the County Commissioners on the funding of grants and contracts related to the functions outlined in this ordinance including, but not limited to, advertising and website development.
- e. Report on BCEDC activities and achievements relative to its mission annually to the Barnstable County Commissioners on or before June 30th; the report will be included in the Barnstable County Annual Fiscal Year Report.
- f. The BCEDC Chair, or in absence the Vice-Chair, shall assign subcommittees of BCEDC members deemed appropriate to carry out its responsibilities under this ordinance.

- g. Develop by-laws for the conduct of business to be approved by the County Commissioners.

3. BCEDC Membership

The BCEDC shall be constituted as follows:

- a. There shall be eleven (11) voting members with three (3) additional ex-officio members.
- b. Members shall "represent the main economic interests of the Region, including the private sector, public officials, community leaders, private individuals, representatives of workforce development boards, institutions of higher education, minority and labor groups, and others who can contribute to and benefit from improved economic development in the Region" as per the US Economic Development Administration (EDA) regulations to maintain CEDS certification and the Economic Development District designation from the EDA.
- c. Ex-officio members include representatives of the Barnstable County Commissioners, the Barnstable County Assembly of Delegates, and the Cape Cod Commission, nominated by respective bodies.
- d. Members shall have an understanding of the regional economy and the challenges facing long-term economic sustainability.
- e. Member nominations shall be solicited through a process approved by the Barnstable County Commissioners, from organizations in Barnstable County focused on the constituencies outlined in Section 3b of this ordinance so all required constituencies be represented on the BCEDC.
- f. Members/Ex-officio members are appointed by the Barnstable County Commissioners with consideration of the non-binding recommendations of Candidates/Nominees as identified herein 3 (b)(c)(e).
- g. Members shall have staggered three-year terms so as no more than four member's terms expire each year. Members may serve three terms or a total of nine years on the BCEDC.
- h. A majority of the members shall constitute a quorum.
- i. At the first meeting of each calendar year, BCEDC members shall nominate and elect, by a simple majority of the quorum present, a Chairman and Vice-Chairman who shall be voting or ex-officio members of the BCEDC.

4. BCEDC Staffing

The Cape Cod Commission will provide technical expertise and administrative support to BCEDC as needed to fulfill the responsibilities outlined in this ordinance.

Cape Cod Commission technical staff shall attend all BCEDC meetings and report to the BCEDC on activities related to the development of the CEDS and its implementation, and provide guidance to the Council in the execution of its duties.

5. BCEDC Funding

An annual budget to staff the BCEDC will be developed by the Cape Cod Commission to be included in the Cape Cod Commission's annual budget.

Prior to the annual county budget process, the County Commissioners shall meet with the Executive Director of the Cape Cod Commission to determine the division of Cape and Islands license plate revenue funds for the upcoming fiscal year. The BCEDC may submit a recommendation as to the division of funds for consideration by the County Commissioners.

SECTION 2. Effective date

This ordinance is effective immediately upon adoption replacing in its entirety the functions and membership of the Cape Cod Economic Development Council.

(Submitted by the Board of Regional Commissioners at a regular meeting of the Assembly of Delegates on December 6, 2018)



Cape Cod Economic Development Council

Monthly Meeting Agenda

Cape Cod Economic Development Council Meeting

Scheduled
Thursday, July 6, 2017, 5:00 pm

at the
Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Is Cancelled

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

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

Date: August 3, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes

- Discussion and potential vote to approve June 1, 2017 draft minutes

2. Council Chair's Report

- Rick Bsharah, Cape Cod Community College, reporting on the CCEDC grant for high school students to earn a Computer Aided Design (CAD) certification

3. Nominating Committee

- Appointment of new subcommittee members to research status of members with terms expiring 12/31/2017 and the vetting of new members as needed (action may be taken)

4. Resource Committee

- Update on Cape & Island License Plate revenue

5. Grants Committee

- Preparation for upcoming grant round to include defining of areas of interest, dollar amount, and timetable (action may be taken)

6. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



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

Minutes, August 3, 2017

Present:

Ryan Castle, John Kilroy, Ed McManus, Susan Moran, Felicia Penn, Rick Presbrey, Allen White, David Willard,

Absent:

Ron Beaty (alternate/Ms. Flynn), Ken Cirillo, Mary Pat Flynn, Brian Mannal, Harold Mitchell, Sheryl Walsh, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Stephanie Houghton, Taree McIntyre

Felicia Penn called the meeting to order at 5:02 pm in the conference room of the Cape Cod Commission. Upon a motion by Susan Moran, second by Rick Presbrey, the minutes of the June 1, 2017 meeting were approved unanimously.

Rick Bsharah, Engineering Instructor at Cape Cod Community College, reported on the success of the college's Smart Education Initiative Grant funded by the CCEDC through Cape & Island License Plate Revenue (presentation attached). The program allowed high school students within the Cape Cod Regional STEM Network to earn an industry certification in Computer Aided Design (CAD) while working remotely from their high schools. The CCEDC will provide the Cape Cod Community College with a letter of support for their submission of a grant to the Massachusetts Skills Capital Grant Program to expand and update their current remote instruction capabilities.

Ms. Penn stated that Ryan Castle, Rick Presbrey, and David Willard agreed to take on the responsibilities of the Nomination Committee. They will be contacting the five members with terms expiring December 31, 2017, to assess their interest in remaining on the CCEDC or seeking new members as necessary. The members with expiring terms are Ken Cirillo, Ryan Castle, Brian Mannal, Sheryl Walsh, and Dan Wolf.

Ms. Penn reviewed the status of the Cape & Island License Plate revenue and expenditures for the end of Fiscal Year 2017 (FY17). Based on expected revenue, it was determined that a 2018 grant round of \$75,000 was feasible. Ms. Penn reminded everyone of the special auction for low numbered Island & Cape (IC) license plates from August 13, 2017 through August 18, 2017. A link to register can be found at www.capecodedc.org.

Members discussed many possibilities for areas of interest for grants and/or RFPs (request for proposals) with no definitive conclusions. Members should email Miss Penn with any new ideas. This discussion was continued to the next meeting.

The meeting was adjourned at 6:45 pm.



Cape Cod Economic Development Council (CCEDC)

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

Minutes, June 1, 2017

Present:

Ron Beaty (alternate/Ms. Flynn), Ken Cirillo, Ed McManus, Susan Moran, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard

Absent:

Ryan Castle, Mary Pat Flynn, John Kilroy, Brian Mannal, Harold Mitchell, Dan Wolf

Also Attending:

Lewis Bay Research Center: Brian Braginton-Smith, Executive Director
CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:01 pm in the conference room of the Cape Cod Commission. Upon a motion by Ken Cirillo, second by Susan Moran, the minutes of the April 6 and May 4, 2017 meetings were approved unanimously.

Brian Braginton-Smith, Lewis Bay Research Center, presented a PowerPoint (attached) outlining their use of CCEDC grant funds to advance technology in wastewater treatment through algae based nutrient removal. This new technology has garnered global interest with the potential for increased funding sources. Lewis Bay's laboratory is being moved from Parker River to Swan Pond where their systems will be expanded to create the infrastructure for a sustainable village center in the Town of Yarmouth.

Ms. Penn stated that the meeting with the County Commissioners did not have good results for the CCEDC. The Commissioners voted to fund the maintenance of the Route 6 rest area with \$40,000 of License Plate Revenue negating any chance of starting a grant round early in FY2018. Ms. Penn pointed out that the Cape Cod Chamber and CCEDC receive equal amounts of License Plate revenue and the understood agreement is that the Chamber funds promote tourism and the CCEDC funds promote economic development through the creation of infrastructure. It was noted that there is friction between the local Chambers and the Cape Cod Chamber.

Leslie Richardson presented a final draft of the Cape Cod Comprehensive Economic Development Strategy (CEDS) FY2017 annual report. The annual report must be submitted to the Economic Development Administration by June 30, 2017 for the Cape Cod Commission to receive funding assistance for FY2018. The report focuses on the CEDS planning process, vision and goals, and the progress evaluation for the FY2017 workplan and regional priority projects. After a brief discussion, David Willard motioned to endorse the annual report as presented, second by Rick Presbrey, and approved by all. The report will be presented to the Cape Cod Commission Board for final approval.

The meeting was adjourned at 6:38 pm.



Overview

- Cape Cod Community College (CCCC) successfully executed a SMART Education Initiative grant to allowed high school students within the Cape Cod Regional STEM Network area to:
 - Earn dual enrollment college credit
 - Earn a Solidworks industry certification in Computer Aided Design (CAD)
- All at no cost to the student.

Overview

- The grant monies were used to:
 - Cover the students' tuition,
 - Pay for a teacher-facilitator at each high school site, and
 - Pay for the CCCC instructor.
 - The fees and test registration costs associated with the Solidworks industry certification were covered by CCCC.

3 Goals of the Grant

- Goal 1: Enable high school students within the Cape Cod Regional STEM Network to earn dual enrollment credit in an introductory 3D mechanical design course without having to leave their high school campus and at no cost.
 - Target: 20 high school students-focus on women, minority, and economically disadvantaged.

Goal 1 Results

Location	Enrollment
Barnstable High School	6
Bourne High School	6
Cape Cod Regional Technical High School	6
Falmouth Academy	9
Monomoy High School	1
Upper Cape Cod Technical High School	14
	42
Cape Cod Community College (non-dual enrolled)	12
Total	54

Goal 2

- Goal 2: Enable high school students within the Cape Cod Regional STEM Network to earn dual enrollment credit in advanced 3D mechanical design course without having to leave their high school campus and at no cost. (Students were required to purchase, rent, or barrow a textbook).
 - Target: 12 high school students (60% of students completing prerequisite introductory course)

Goal 2 Results

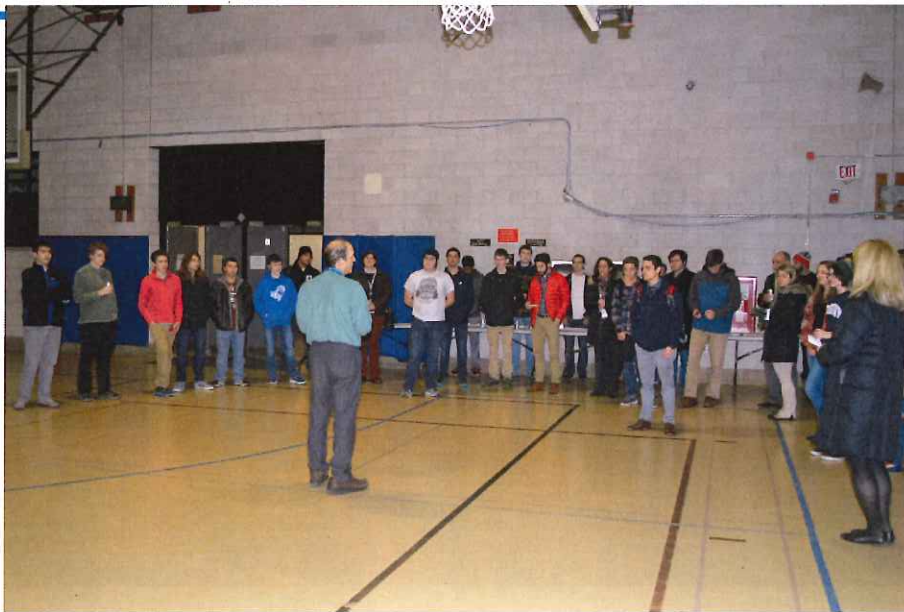
Location	Enrollment
Barnstable High School	3
Bourne High School	1
Cape Cod Regional Technical High School	4
Upper Cape Cod Technical High School	11
	19
Cape Cod Community College (non-dual)	14
Total	33

Goal 3

- Goal 3: Enable high school students within the Cape Cod Regional STEM Network to earn a Solidworks Certified Associate (CSWA) industry certification at no cost to the student.
 - Target: 60% of eligible students earn certification with 12 months of completion of advanced 3D Mechanical Design course (ENR104).
 - An eligible student is defined as a student who has successfully passed both ENR102 and ENR104.

Goal 3 Results

- As of July 15 2017, 76% (13/17) of eligible high school students have attempted to take the certification exam; and 23% (3/13) have successfully passed and earned CSWA certification.
 - Students are eligible to re-take the exam every thirty days.
 - *It is anticipated that the number of successful students will continue to grow over the next several months as students re-take the exam.*
- Historical percentages for non-dual enrolled students are 94% of eligible students have attempted to take the certification exam and 71% have successfully passed and earned CSWA certification within 12 months.





3D Printing Applications for People

Rakneil McLaughlin
3D Mechanical Design II, Tuesdays/Thursdays: 15:15 – 1
April 13, 2017

ABSTRACT

This paper contains information that tells us that 3D printing has an infinite possibility that can be used to help people regardless of their age, location, or body structure. Despite these benefits it remains a technology not often seen used by the public. There are potentially many people who can utilize this technology to make their lives better in different ways after becoming more familiar with it.

Keywords: Customized metal prosthetics, Raptor hand, Education, Mental.

I. INTRODUCTION

As technology improves, there is going to be an increase in demand for a lot of different things in various fields. Whether it be for personal use or for commercial, the technology of 3D printing is most likely to become a technology that is going to be applied to a lot of different fields. It already has been in industries such as automotive. Especially, the medical field has many of applications for 3D printing, such as a printing sample or complex prosthetics. Printing foods for children, and educational purposes are also just a few examples of 3D printing applications that have been using as a part of services. Also, the technology has been used to save people who are mentally exhausted. One of the reasons why this technology is going to have such a high demand is mainly because the rate of autism is increasing in the United States of America has been decreasing since 1955, indicating that in the future, we will need assistance from technology because the rate between elderly and young people will not be balanced [1].



Figure 1
As the population of elderly people in the United States increases, the demand for 3D printing technology will also increase.

II. PRINTING

From printing a small part in a class, there are millions of uses for 3D. As the United States is an technology is most likely going to help people in various ways.

Table 1
Population of the UK, by age, million

Age	2005	2010
Under 15	6.0	5.8
15-64	17.7	17.4
65+	10.8	11.5

The Impact of 3D Printing on Bionic Limb Production

Macleod Fox, 225-315-0231, mfox2001@yahoo.com

Research Paper for ENR 104

Professor Frederick Bisharah

3D Mechanical Design & Lab II, Spring 2017

T-TR, Upper Cape Tech cohort

March 20, 2017

Abstract—This paper will explore the impact of 3D printing and Computer Aided Design (CAD) on the creation and production of bionic limbs. For children, adults and even animals not having or the loss of an appendage or digit can be traumatizing and depressing. The recreation of these lost parts, even if they are not their original can help to return them to being able to go about life the way they used to, or get as close to it as they can. The creation of bionic limbs and digits can help people and animals who have lost arms or legs to terrible accidents, whose limbs are impacted by illness or injury, or who have been born without limbs. The utilization of CAD and 3D printing has had a positive effect on the design and construction of bionic and prosthetic limbs.

Index Terms—bionic limb, prosthetic, 3D printing, additive manufacturing, computer aided design, prosthetic integration, multi-electric, stereolithography.

Section Break (Continued)

INTRODUCTION

The creation of prosthetic and bionic limbs is not necessarily a cutting edge new idea but it is still a developing field, as most in the practice of medicine are bionic and prosthetic limbs have aided people and animals with disabilities for a long time and will continue to do so for a long time as well. Scientific advances in both 3D printing and engineering will make these types of supports more cost effective and easier to make in the future.

Computer-Aided Design
CAD, or computer-aided design, is the use of computer technology to design and create 2D or 3D models of objects. CAD is used in architecture, engineering, and manufacturing to produce Computer-Aided Design (CAD) files.

(CAD) is a configuration of lines and circles to show what people want to create, a plan created on a computer. There are many different CAD programs in use today.

Engineers use CAD to create two- and three-dimensional drawings, such as those for automobile and airplane parts, floor plans, and maps. It is much more efficient to create, change, and distribute drawings by computer. In the design stage, working with computer graphic techniques are continued to produce models of objects. Designers manipulate and test these models on video display screens until they incorporate the best balance of features, including ease of production and cost. The CAD information is then combined with 3D printers through shared databases or you could hook your CAD computer up to the printer or share information (data) via USB drive. Today, it is possible to perform

Bio-CAD and Applications

Elias Ghannouy
ENR104, T TR, 3:15pm-5:30pm
March 10th 2017

Abstract—Computer aided design helps engineers with efficient manufacturing, creating models, and creating simulations. Many medical professionals and biologists have now begun to use CAD in their work. This paper will present an overview of computer aided design for biology. Many applications of CAD will be discussed.

Index Terms—CAD, Bio-CAD, 3D printing, bioprinting, bio-modeling

I. INTRODUCTION

What is Bio-CAD? Not to be confused with the Russian biotech company, Bio-CAD is the use of computer aided design in the field of biology and biomedicine. Computer aided design in biology includes but is not limited to creating physical and virtual models of specific organisms, (1) synthetic biology, (2) and dental design (3). Bio-CAD is also used in the bio-printing process to create human tissues and cell types. (4)

CAD is being used in many medical fields. Modeling software is powerful enough to go further than a basic computer program, we are able to create 3D digital phantoms to predict fluid flow (5). CAD techniques are now even being used to 3D print prosthetic limbs and more (6).

Along with these applications of CAD in the medical and biomedical fields there are many more. In this paper, I am going to present and examine some of the biological, biomedical, and medical fields that CAD is being used. As CAD software improves, advances in the medical and biomedical fields will be made.

II. GENOCAD AND SYNTHETIC BIOLOGY

Synthetic biology is "the design and construction of biological components and systems that do not exist in the natural world" (7). GenocAD is a computer aided design tool for synthetic biology. GenocAD allows a user to rapidly design protein expression vectors, reprogram gene networks and other genetic constructs based on the syntax of genetic code. (8) It began as a research study in 2005 by the Virginia Bioinformatics Institute at Virginia Tech. GenocAD helps users to "design DNA and create expression vectors for biological manufacturing for new medical treatments, gene therapy, plant biotechnology, and synthetic biology." (9) Jean Petrou, the chief

executive officer of GenocAD LLC, notes "being a research project in itself, GenocAD is a point where it becomes a resource that our research project" (10). In the article "GenocAD: a grammatical approach to the design of synthetic biology," the authors state the effectiveness of GenocAD. "GenocAD uses a solid computational language based on a point-and-click graphical user interface to design complex constructs in a minute" (11).

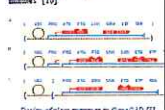


Figure 1
Design of a protein structure using GenocAD (10).
Synthetic biology can impact many such as health care. "Synthetic biology has been used to develop tests for infectious diseases, improve crops, and even create artificial life forms. It has also been used to create synthetic organs and tissues, which could be used to replace damaged or diseased organs in patients. Synthetic biology is a rapidly growing field, and it is expected to have a major impact on many areas of science and technology in the future." (11)

Revolutionizing Space Exploration with Computer Aided Design

Gustav Boyer

ENR 104, Tuesdays & Thursdays 3:15 – 5:30

2nd May 2017

Abstract—This paper is intended to explore the implementation of Computer Aided Design (CAD) technology into the space industry, and its potential effects on aerospace engineering. The study is formatted in a mostly chronological order. The paper begins with a detailed background knowledge of the space program. It then progresses to discuss initial impacts of CAD in the space industry, next to an investigation into the safety impacts of the software. Proceeding is an examination of CAD's impact on future space explorers and finally the paper details CAD's transformation into Computer Aided Engineering (CAE). The study found a strong correlation between CAD's implementation into the space industry and an increase in efficiency throughout NASA and beyond.

Index Terms—Space Industry, Aerospace Engineering, Design, Computers, 3D Printing, CAD, CAE, CAM, SolidWorks, NASA.

I. INTRODUCTION

In a time not too long ago, when engineers roamed the earth, designing anything required an immediate blueprint drawn by hand. Shaping plans meant hand-drawing copies to be filed, stamped, sealed and flown to another crew by prehistoric winged lizard. Calculations had to be done with a hammer and chisel. Simple, yet common human mistakes could have disastrous consequences. This was all changed when computer-aided design software hit the market. Among computer fields of engineering, the space industry was drastically changed for the better.

Out of nowhere, light shone down upon the earth in 1971 when the first personal computer (PC) arrived. The Kebab-1 was created, utilizing a whopping 16 bytes of memory (12). In short time, computers became vastly more impressive, affordable, accessible and cheap. The graphic interfaces were soon unleashed, unleashing the PC to its full potential. New programs were created with the capability to change the world. Software that could turn the original engineers into modern engineers. Computer Aided Design software packages, such as SolidWorks, closely followed the explosion of PC sales in the workplace. With these new tools,

engineers were given invaluable aid in all fields. CAD allows for the streamlining of the design process and more accurate designing, which ultimately leads to better engineering.

One such field transformed by CAD is the space industry. A once consolidated business dominated by the world's governments, has turned into a commercial venture accessible to anyone with the means to design their intent. As a final business frontier, space travel has long galvanized human ambitions to create amazing designs.

Without a doubt, CAD software has revolutionized the space industry for myriad reasons. Computer Aided Design software has streamlined a once arduous and time-consuming process of organizing design projects. CAD has increased print accuracy, lowering tolerances and thus risk. CAD has also aided functionality of future space missions, giving engineers and future explorers the power to design their own parts. Last, CAD has created a bridge for itself, transforming to Computer Aided Engineering (CAE). It is the purpose of this research paper to compare the order to draw the same conclusions.

Next Steps-Future Plans

- Based on these findings, CCCC is seeking a Massachusetts Skills Capital Grant to expand and update our simulation and remote simultaneous instruction capability.
- Our proposal is to create a Distance Learning and Augmented Reality Laboratory that will support experienced workers looking to update their skills as well as inexperienced students looking for immediate workforce entry.
- Two certificate pathways will be available with seven industry certifications.
 - Robotics & Smart Manufacturing Automation
 - Siemens: Level I: Mechatronic Systems Assistant- the 'intelligent Machine Operator'; Level II: Mechatronic Systems Associate- the 'skilled Systems Technician' and
 - Fanuc: Robotics Certification; Collaborative Robotics Certification
 - Engineering Design and Digital Manufacturing
 - Solidworks: Associate Certification (CSWA); Professional Certification (CSWP), Professional Model Based Design Certification (CSWP-MBD)

CCCC is seeking a Letter of Support

- Existing letter commitment from:
 - Remote Sensing Solutions
 - Teledyne Marine Systems
 - Onset Computer Corporation
 - SencorpWhite, Inc.
- Cape Cod Community College would like to add the Cape Cod Economic Development Council (CCEDC) to the above list.

**Cape Cod and Islands License Plate Fund
30-Jun-17**

CCLPF Cash Balance as of June 30, 2016	83,383.21
Plus: License Plate Revenue	361,007.46
Less: License Plate Fund Expenditures	338,049.86
Revenue Transfers to General Fund	-
CCLPF Cash Balance as of June 30, 2017	106,340.81

fy17 projections

Notes

Plus:	Projected additional revenue	-	
Less:	Projected additional expenditures		
	Marketing Expense	6,719.37	<i>based on proposal \$32,344</i>
	CCC Grant	-	
	Support for Smarter Cape	-	
	Strategic Planning Retreat/Other Consulting	-	
	Support for Rest Area	26,397.32	<i>based on fy17 budget \$43,260</i>
	Arts Foundation of Cape Cod	-	
	Oyster Symposium	-	
	Grants Program	-	
	Other anticipated expenses	-	
	Sub-total estimated expenses	33,116.69	
Estimated CCLP Fund Balance June 30, 2017		73,224.12	

Proposed Areas of interest for CCEDC Lic Plate Grant Round 2018:

- 1. Create Aquaculture Central on CCEDC Web Site of denitrification, propagation and nutrient assimilation projects?** : *Put out an RFP for an individual to collect any and all past funded aquaculture projects by the CCEDC and others on the Cape so that all information from these projects and studies are in one place. Purpose is to become the central knowledge base for aquaculture projects on Cape Cod.*
- 2. Implementation or Update of Cape Cod Workforce Housing Task Force's Call to Action?:** *Work in conjunction with the SmarterCape Partnership on this effort. This action plan is almost 10 years old, and first sponsored by the CCEDC in 2007. The action plan includes several short- and long-term steps that will lead to the creation of or access to housing that our workforce can afford. This grant will support the re-creation of partnerships among employers, assist towns in the creation of public policies, identify revenue streams and educate voters, employers and policymakers on the need for and benefits of workforce housing in our communities.*
- 3. Continue last mile network buildout?** *Projects that jumpstart Near Net and Last Mile Buildout of the OpenCape middle mile network. Projects that are focused on speeding expansion and deployment to commercial and residential areas in order that Cape Cod continues its efforts to join the Gigabyte nation are sought.*
- 4. Continue "Smart" education projects that unite school classrooms across districts via OpenCape?:** *Educational projects that make use of the OpenCape platform to offer interactive classes for children of all school districts on Cape Cod, so that students who participate may remain in their school while participating with others in other school districts. Collaboration with WHOI, MBL, CCCC, and other local higher educational institutions offering community programming in marine and environmental sciences and STEM-centric courses are preferred.*
- 5. Connecting "Mobil Maker Labs" with Makers?:** *Projects that connect to local populations who benefit from the acquisition of "maker's skills" either on-site or by regular visits by a Mobil Maker Lab which develop advanced manufacturing skills and create "talent" for a better skilled workforce. **Projects that connect to populations requiring re-training are preferred** (such as fishing, veteran's, etc).*

OTHER SUGGESTIONS??

Proposed Timetable 2018 Grant Round:

August 3:	CCEDC Votes to recommend areas of interest, \$\$ amount and timetable to Barnstable County Commissioners
August 7-31	BCC Votes to approve Grant Round/Web site updated for grant applicants
September 5:	Announcement/ Press Release for Grant Round
October 6:	Deadline for Application of Intent (AOI)
October 13:	AOI distributed to committee for review
October 31:	Committee meets/selects finalists for grant submission
November 10:	Applicants notified of rejection or acceptance to continue
December 8:	Deadline for grant submissions
December 15:	Final Grant Applications distributed to Grants Committee
January 3:	Committee meets/ranks final applications. Selects Candidates for Oral Presentations
January 5:	Communications to Oral Presenters/rejection letters to others
January 22-26:	Oral Presentations Made One Date This Week; Committee re-ranks finalists
February 1:	Grants Committee Makes Recommendations to CCEDC board and moves to recommend grantees to County Commissioners
February 7-28	County Commissioners approve/reject CCEDC recommendations
March 1-23:	Contracts Prepared/\$\$ Awarded/Press Release



Cape Cod Economic Development Council

Monthly Meeting Agenda

Cape Cod Economic Development Council Meeting

Scheduled
Thursday, September 7, 2017, 5:00 pm

at the
Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Is Cancelled

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

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

Date: October 5, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Discussion and potential vote to approve August 3, 2017 draft minutes
2. Council Chair's Report
 - Discussion and potential vote to approve letter of support for the new Cape Cod Regional Technical High School
 - Discussion of proposed revisions to the county ordinance establishing the CCEDC currently under consideration by the Barnstable County Commissioners through a series of workshops involving representatives of the CCEDC, the Cape Cod Commission, the Assembly of Delegates and the three County Commissioners
3. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

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Cape Cod Economic Development Council (CCEDC)

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

Minutes, October 5, 2017

Present:

Ryan Castle, John Kilroy, Susan Moran, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard

Absent:

Ken Cirillo, Mary Pat Flynn, Ed McManus, Harold Mitchell, Dan Wolf

Also Attending:

Barnstable County Commissioner, Chair, Leo Cakounes

Barnstable County Commissioner Ron Beaty

CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. Upon a motion by Susan Moran, second by Ryan Castle, the minutes of the August 3, 2017 meeting were approved unanimously.

Ms. Penn presented a draft letter of support for the new Cape Cod Regional Technical High School to be sent to the Cape Cod Times from the CCEDC. Allen White motioned to approve sending the letter to the Cape Times with no changes, second by David Willard. Members expressed support for the proposed new technical school and the rest of the discussion focused on whether it is appropriate for an advisory board of the County to speak on behalf of the County and/or speak in support of a pending vote. Ms. Penn suggested removing the last line of the letter which urges people to vote yes for the new school at their upcoming town elections. Commissioner Cakounes urged Members to send letters of support personally rather than collectively as the CCEDC. After further discussion, Susan Moran amended the motion to strike the last line of the letter and send it to legal counsel for review before sending it to the press.* The motion was seconded by David Willard and approved by the majority with an opposed vote by Ryan Castle.

The next item on the agenda was to discuss the proposed revision of the Barnstable County Administrative Code regarding the CCEDC. Barnstable County Commissioners Leo Cakounes and Ron Beaty attended the meeting to answer questions and hear Members thoughts on the proposed revisions. Miss Penn summarized the two workshops hosted by the County Commissioners and attended by representatives of the CCEDC, Cape Cod Commission (CCC), Assembly of Delegates, and County Administration, to draft the new ordinance. Commissioner Cakounes introduced a new draft ordinance at the first workshop which was discussed and revised by the participants at each of the two workshops.

*It was later determined that letters should be sent personally.

Commissioner Cakounes explained that the revisions were part of a larger effort to streamline county activities, better aligning boards and departments to reduce duplication of services and policy conflicts. Commissioner Cakounes further explained that the CCEDC ordinance would reflect the current role of the Council and that policies and procedures would also be adopted separately to establish how the Council will fulfill its charge outlined in the proposed ordinance. Varying opinions were conveyed on what true economic development is, how results are best achieved, how license plate revenue should be expended for the greatest impact, and what the priority of the council should place on planning and policy versus grantmaking. The next workshop is scheduled October 18, 2017, time to be determined. Ryan Castle volunteered to draft revisions to the proposed ordinance based on the discussion during the meeting and forward it to Ms. Penn before the next workshop.

The meeting was adjourned at 6:40 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

POSTED 10/27/17
9:30 am by TM

Cape Cod Economic Development Council Meeting

Scheduled
Thursday, November 2, 2017, 5:00 pm

at the
Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Is Cancelled

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

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

Date: December 7, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Discussion and potential vote to approve October 5, 2017 draft minutes
 - Discussion and potential vote to designate who will approve December 5, 2017 minutes
2. Update by Leo Cakounes, Barnstable County Commission Chair, on proposed legislation regulating the Cape and Island License Plate Revenue and the Commissioners' plans for the revenue if the new legislation is approved
3. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

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

Minutes, December 7, 2017

Present:

Ken Cirillo, John Kilroy, Susan Moran, Sheryl Walsh, Allen White, David Willard

Absent:

Ryan Castle, Mary Pat Flynn, Ed McManus, Harold Mitchell, Rick Presbrey, Dan Wolf

Also Attending:

County Commissioner: Ron Beaty

County Administrator: Jack Yunits

CCC Staff: Leslie Richardson, Taree McIntyre

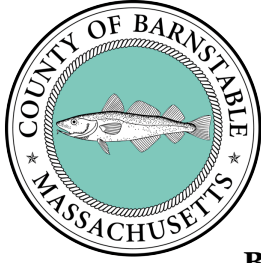
Ken Cirillo called the meeting to order at 5:03 pm in the conference room of the Cape Cod Commission. The October 5, 2017, CCEDC minutes were approved by the County Commissioners on November 8, 2017 during their regular meeting, making it unnecessary for CCEDC approval. The CCEDC Members delegated the County Commissioners to approve the December 7, 2017 minutes as this was the final meeting of the CCEDC.

County Commissioner, Chair, Leo Cakounes was indisposed and unable to attend the CCEDC meeting. Commissioner Beaty stated that the County Commissioners approved the proposed BCEDC ordinance and sent it to the Assembly of Delegates for review and a potential vote at their regular meeting on December 20, 2017. If approved, the ordinance will come back to the County Commissioners for a final vote. Commissioner Beaty urged anyone interested in a seat on the new board to submit their letter of intent and/or resume to the Commissioners as soon as possible.

County Administrator, Jack Yunits added that the Cape Cod Commission's Comprehensive Economic Development Strategy (CEDs) certification and the Economic Development District designation are regulated by the US Economic Development Administration (EDA) which recommends that specific organizations have representation on the Board. Letters urging interested representatives of these organizations to apply are being sent out by the County Commissioners with the prospect of having the new Board in place by mid-January. Mr. Yunits also urged anyone currently serving on the CCEDC to submit their information through Taree McIntyre as soon as possible if interested.

Members had a brief discussion about the significance of having participation by current members who know the history and procedures of the CCEDC, as well as, fresh input of a different prospective from new members of the Board.

Susan Moran motioned to adjourn the meeting at 5:24, second by David Willard, and approved by all.



COUNTY OF BARNSTABLE

Barnstable County Economic
Development Council

Agenda

Barnstable County Economic Development Council

Monday, April 30, 2018

3:00 p.m.

Cape Cod Commission • Large Conference Room

3225 Main Street, Barnstable, MA 02630

Welcome & Swearing-in of Members

Barnstable County Economic Development Council (BCEDC) Chair Susan Moran and Cape Cod Commission Acting Executive Director Kristy Senatori will welcome BCEDC members. Council members will be introduced. Council members will be officially sworn-in by the Barnstable County Clerk.

Providing a Regional Framework for Economic Development

Cape Cod Commission Acting Executive Director will provide a regional framework for economic development in Barnstable County. She will also outline the essential functions of the Barnstable County Economic Development Council and its role in implementing the Cape Cod Comprehensive Economic Development Strategy.

The Regional Economy, Economic Development and Resiliency on Cape Cod

Cape Cod Commission staff will provide a brief overview of economic and business development on Cape Cod and of the Comprehensive Economic Development Strategy (CEDS); Staff will highlight past accomplishments and upcoming challenges of the CEDS, including a discussion of the importance of economic and community resiliency. The Barnstable County Economic Development Council will discuss these topics.

Next Meeting– Schedule & Agenda

Cape Cod Commission Staff will outline actions for the next meeting including review and approval of the 2018 Comprehensive Economic Development Strategy Annual Report. The Barnstable County Economic Development Council will discuss next steps and its meeting schedule.

Adjourn

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission Office at (508)362-3828 or dial Telecommunications Relay Services 711.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone (508)362-3828 or Para serviços de retransmissão de telecomunicações, disque 711.

APPROVED MINUTES
BARNSTABLE COUNTY ECONOMIC DEVELOPMENT COUNCIL
April 30, 2018

A meeting of the Barnstable County Economic Development Council was held on April 30, 2018 at 3:30 p.m. in the Cape Cod Commission's main conference room, 3225 Main Street, Barnstable, MA.

Members:

David Augustinho	Workforce Development Board	Absent
Lauren Barker	Young Professionals	Present
Alisa Galazzi	Affordable Housing	Present
Julie Wake	Arts and Culture	Present
Terri Ahern	Healthcare	Absent*
Lisa Guyon	Healthcare	Present
Rob Brennan	Housing Developer	Present
Sheryl Walsh	Banking Sector	Present
Diane Pratt	Construction	Present
Peter Karlson	Information Technology/Entrepreneurship	Present
Tammi Jacobsen	Higher Education	Present
Harold Mitchell	Cape Cod Commission Member/Appointed Official	Present
Ron Beaty	Barnstable County Commissioner/Elected Official	Absent
Su Moran (Chair)	Barnstable County Assembly of Delegates Member /Elected Official	Present

*Temporarily represented by Lisa Guyon, Cape Cod HealthCare.

Others Present:

Kristy Senatori	Cape Cod Commission
Heather Harper	Cape Cod Commission
Leslie Richardson	Cape Cod Commission
Stephanie Houghton	Cape Cod Commission
Jessica Wielgus	Cape Cod Commission
Janice O'Connell	Assembly of Delegates

Su Moran, Chair, welcomed everyone to the meeting and thanked them for volunteering their time to serve on the Council. Janice O'Connell, Assembly of Delegates clerk, swore in members and reminded them to fill out and return the Open Meeting Law and Conflict of Interest certifications.

Ms. Moran reviewed the councils mission- an advisory board to Barnstable County established 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.

Kristy Senatori, Executive Director of the Cape Cod Commission, provided an overview of the Cape in terms of population, housing, jobs and available land. She highlighted the fact that Cape Cod has 50% of the seasonal homes in Massachusetts with Truro having the highest percentage of seasonal homes, 71% of their housing stock

and Sandwich having the lowest number, 18%. The forecasted population growth for the region is 3.3%, a 5.5% increase in employment and a 3.4% increase in households is expected.

Ms. Senatori reviewed the Council's role as CEDS Strategy Committee and Economic Development District (EDD) governing board. In this role, the Council will guide the development of and approve the 5-year CEDS document and oversee its implementation. The Council will review and approve annual evaluations of CEDS implementation and adopt an action plan for each coming year. The Council will have input into the allocation of resources for CEDS implementation and will help guide the public participation and CEDS planning process.

Leslie Richardson, Chief Economic Development Officer, provided a brief overview of basic economic and market forces (supply, demand and externalities) and reviewed development limits the Cape as a region faces, both natural (developable land area, absorption capacity of the natural environment, climate changes, sea level rise and weather hazards) and man-made limits (zoning, other regulations and infrastructure- wastewater, telecommunications, energy and transportation).

Ms. Richardson reviewed CEDS accomplishments which include:

- Zoning for greater density in activity centers in Orleans, Yarmouth, Chatham, and Eastham
- Business expansions and investment
- Infrastructure improvements in broadband, wastewater, and transportation
- Information access from basic demographics on STATSCapeCod to primary research surveys and studies

Duane Fotheringham said regulations, while necessary, can be an impediment to business growth on the Cape and more reforms are needed for increased business development. Ms. Moran agreed that the permitting process could prove too cumbersome and expensive, causing businesses to choose to develop elsewhere. Ron Brennan said the Cape needs to show, as a region, it is willing to support new business growth and investment in education and training. Tammi Jacobsen said there is a need for professional and skill based development. The Cape Cod Community College serves an older than average student, who is looking to make career changes and professional certifications.

Lisa Guyon said access to housing is a significant challenge, workers need to be paid a living wage so that they can afford housing. Alisa Gallazi asked whether the numbers show that young people are leaving the Cape. Lauren Barker said data does show young people leaving the region with many returning later to raise a family or for the quality of life. She said she has heard of from more people who would like to return but jobs and housing remain a barrier.

Pater Karlson asked if the CEDS process would be the same as it was in 2009. Ms. Senatori said there might be similarities but that the Council will have a significant role in forming the planning approach as well as the CEDS content. Ms. Richardson said the handout, titled "The CEDS- A Planning Process and a Plan," outlines US Economic Development Administrations requirements for the CEDS and the planning process used in prior years.

Heather Harper, Affordable Housing Specialist, spoke about the importance of creating a region that is comprised of resilient communities, as well as a resilient economy and environment. Having economic, housing, and population diversity results in resilient communities. Housing on the Cape is dominated by single-family homes, making up 85% of the housing stock. Over a quarter of resident households (26,000) are 'cost burdened', spending more than 30% of income on housing. Many influence housing prices, including competition from seasonal buyers, have pushed housing prices beyond affordable rates for the region.

Ms. Harper touched on the elements of a resilient economy: business and employment diversity, living wages, rapid recovery planning (by the community and individual businesses) and a business development network. Also vital is a resilient natural and built infrastructure. She highlighted threats to resiliency, including the 2,300 acres of tree cover lost, the significant increase in impervious surfaces and the many acres developed land within flood areas. Ms. Harper stressed that resiliency would be an increasingly important lens to inform regional planning from the Regional Policy to the CEDS.

Ms. Guyon asked how the town economic development councils are involved in the CEDS process. Ms. Richardson said economic development corporations (EDICs) from the Upper Cape have typically participated in the planning process, along with town staff from across the Cape. She encouraged the members to think about any constituencies that should be included in the CEDS process and creative ways of engaging stakeholders over the next year.

The next meeting will be held in June. A poll will be sent to members to select a specific date. At the June meeting, the Council will review and approve the CEDS annual report for year 4, discuss the CEDS 5-year update and the upcoming OneCape Conference.

Members were reminded that they will receive information regarding open meeting law and ethics in an email following the meeting.

The meeting ended at 4:25.



Barnstable County Economic Development Council

Agenda

Barnstable County Economic Development Council

Wednesday, June 6, 2018 3:00 pm

Cape Cod Commission • Main Conference Room

3225 Main Street, Barnstable, MA 02630

1. Approve minutes: Potential vote to approve the draft meeting minutes of April 30, 2018 meeting.
2. Comprehensive Economic Development Strategy (CEDS) Five-Year Update 2019-2024
 - a. Discuss top economic development priorities to be addressed in the Five-Year Update to the CEDS
 - b. Discuss public engagement for the CEDS update: timeline, stakeholders and outreach strategies
 - c. Appoint CEDS Subcommittee to guide the CEDS five year update process and content – The Barnstable County Economic Development Council will accept nominations and vote to appoint this committee
3. Approve Comprehensive Economic Development Strategy (CEDS) Year 4 Annual Report for 2018 – the 2018 CEDS Annual Report documents the implementation of the 2014 CEDS 5-Year Update during the past year and provides an outline of action to be taken for the final year of its implementation.
4. Report from Executive Director of the Cape Cod Commission on recent activities and initiatives that she has had at the Cape Cod Commission that may impact or be of interest to the Council members
5. Report from Chair of the Barnstable County Economic Development Council on her recent activities and current initiatives that may impact or be of interest to the Council members
6. Member Updates – Council members will provide brief updates to the group on each of their organization's current initiatives and potentially discuss these updates
7. Public Comment

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission Office at (508)362-3828 or dial Telecommunications Relay Services 711.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone (508)362-3828 or Para serviços de retransmissão de telecomunicações, disque 711.



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EDA Partnership Planning Grant

Grant # ED16PHI3020058

Progress Report

July 1, 2017 – December 30, 2017

OVERVIEW OF ACTIVITIES

The purpose of this investment is to establish a more balanced regional economy on Cape Cod with opportunities for all residents through the implementation of the Comprehensive Economic Development Strategy (CEDS) 5-year plan completed in 2014.

Barnstable County, commonly known as Cape Cod, was designated an Economic Development District (EDD) by the US Economic Development Administration (EDA) in December 2013. This 3-year Partnership Planning Grant began July 1, 2015. The scope of work for this planning grant is broken down into three categories, each with specific tasks. These are outlined in the following table along with the current status of each task.

Scope of Work Categories & Tasks	Status
Regional Economic Development Planning	
CEDS Strategy Committee Meetings (monthly)	Ongoing
EDA Grant Reporting	Ongoing
CEDS Annual Report FY 2018	Underway
Technical Assistance: Mashpee Wampanoag Tribal CEDS	Postponed
Integration of Housing Affordability into CEDS	Ongoing
Research, Data Dissemination & Outreach	
STATS Cape Cod & BART	Ongoing
Research Project – Second Home Survey & Housing Study	Complete
Annual Conference	Complete
Implementation of CEDS Priority Projects & RESET Projects	
CEDS Regional Priority Projects	Ongoing
RESET Projects	Ongoing

Over the past six months, work has focused primarily on Regional Priority Project implementation and RESET projects.



ACCOMPLISHMENTS, BENEFITS & IMPACTS

REGIONAL ECONOMIC DEVELOPMENT PLANNING

Economic development on Cape Cod is guided by the Comprehensive Economic Development Strategy (CEDS). The plan includes an overall **vision for the region's economy** and, with the CEDS Annual Reports, provides an annual action plan that determines how staff effort and funding is allocated.

The Cape Cod Commission is the lead planning agency when it comes to economic development. It is governed by a board of 18 commissioners representing all 15 towns of Cape Cod, the Mashpee Wampanoag Tribe, minority populations on the Cape, and the Governor. The Cape Cod Commission works closely with the Barnstable County Economic Development Council (BCEDC)¹ on economic development planning and implementation. The BCEDC is an eleven-member board established to advise the Barnstable County Commissioners on economic development policy and investments. The BCEDC serves as the CEDS Strategy Committee and, together with the Cape Cod Commission, as the EDD Governing Board.

The BCEDC/CEDS Strategy Committee meets a minimum of quarterly and may assign members to a sub-committee for CEDS working sessions. Over the past six months, the strategy committee met three times with the discussion focusing primarily on the updating of their enabling ordinance to reflect their role in the EDD and CEDS process. The updated ordinance is included as an attachment at the end of this report.

EDA Grant Reporting: Commission staff has prepared and submitted the semi-annual progress reports for the prior two fiscal years.

CEDS Annual Evaluation: The [five-year update of the Barnstable County CEDS](#) was completed and submitted in June 2014. The [Annual CEDS Evaluation](#) for year three was approved by the CEDS Strategy Committee and submitted to EDA on June 30th, 2017. Work begins on the year four annual report in January 2018. These and other documents related to the CEDS may be found on the Commission's website: <http://www.capecodcommission.org>

Technical Assistance: Mashpee Wampanoag Tribal CEDS: Cape Cod Commission staff continues to be available to the Mashpee Wampanoag

¹ The Barnstable County Economic Development Council was recently re-named, from the Cape Cod EDC to the Barnstable County EDC, and their enabling ordinance was updated to reflect their role as the strategy committee for the Comprehensive Economic Development Plan (CEDS) and, in conjunction with the Cape Cod Commission, as the governing board for the Economic Development District. The new ordinance is included as an attachment to this report.

Tribe to help them develop their tribal CEDS. The Tribe did work with the Commission to conduct a large CEDS workshop in 2015 but has been unable to move forward on its CEDS since that time. Commission staff will, through the tribal representative to the Cape Cod Commission, stay in communication with the Tribe and be ready to assist in their CEDS development when the Tribe is able.

Integration of Housing Affordability into CEDS: The economic development and housing staff at the Commission are working together to develop complementary goals and actions steps for housing and economic development. They will be presenting the findings of recent research on the housing market and second-home use patterns to the CEDS Strategy Committee as part of the annual evaluation process.

RESEARCH, DATA DISSEMINATION & OUTREACH

STATS Cape Cod & BART: The [STATS Cape Cod](#) website continues to be updated as new federal and state data became available. The STATSCapeCod website was built in partnership with STATS Indiana and STATS America which have developed extensive databases of federal data of interest to economic development professionals. The website includes county and town profiles, regional benchmarks, and town by town comparisons.

Barnstable Area Regional Trends (BART) is an e-publication by the Cape Cod Commission that takes a detailed look at economic trends in the region using a wide variety of data sets. Topics include the impact of second-home ownership on the regional economy, changes in the seasonality of the economy, population change by age cohort, and the impact of development patterns on tree cover.

Research Projects: With the combine support of the EDA, Barnstable County, and the Cape Cod Commission, staff was able to complete two major research studies in the spring of FY17. This quarter has been dedicated to sharing the insights of this research with stakeholders.

The economic development staff at the Commission, in collaboration with **the Commission's Housing Specialist**, oversaw the development of a region-wide [Housing Needs Assessment](#). The study concluded in June 2017. The 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. The study found a continued shortage of housing stock affordable to low and middle-income residents of Cape Cod. Commission staff has been presenting the results of this study to town committees and stakeholder groups consistently over the past six months.



A [survey of Cape Cod second-home owners](#) was completed in June 2017. It is the second such survey, mirroring many of the same questions asked in the initial 2008 survey, allowing for longitudinal comparisons. The questions focused on the current and future use of their properties and their role in the regional economy. Commission staff released the results to this survey to the press and was interviewed for several articles. Staff will continue to present the results to stakeholder groups over the next six months.

Commission economic development staff also completed a white paper (attached) for the Town of Brewster on economic development in their town. **The paper provided a simple overview of the Town's economy today and** historically, discussed opportunities and challenges to economic development, and identified potential action steps the town could investigate to reach their economic development goals.

Annual Conference: The Cape Cod Commission convened regional stakeholders at a two-day conference to discuss infrastructure, housing, and the economy. The conference, called [OneCape](#), highlighted both the need for greater economic and housing diversity along with infrastructure investment and potential creative solutions for meeting these needs.

Massachusetts Economic Development Council (MEDC) Blue Economy Summit: The Chief Economic Development Officer for the Commission presented the CEDS planning and project priorities related to the Blue Economy to local and regional players in economic development. The Blue Economy includes the following activities: Sustainable Tourism, Sustainable Fisheries, Marine Science & Technology, Marine Transportation, Waste Management/ Reduction, Water Quality, Green Infrastructure/Habitat Protection, and Renewable Energy. The presentation is included as an attachment to this report.

Southern New England American Planning Association Chapter (SNEAPA) Annual Planning Conference: The Chief Economic Development Officer, along with the Chief Planner and the Housing Specialist for the Commission presented a talk on achieving economic and social diversity in a leisure driven high-cost economy. The presentation included information from CEDS generated activities including data from STATSCapeCod, primary research data from the housing and second-home studies outlined above, and the RESET program discussed in the next section. The presentation is included as an attachment to this report.

IMPLEMENTATION OF CEDS PRIORITY PROJECTS & RESET PROJECTS

Regional Priority Project Implementation: Ten Regional Priority Projects were identified during the 2014 update of the CEDS Five-Year Plan that addressed key regional priority areas. The Cape Cod Commission, with the



support of this and other sources of funds, has taken the lead on the following Regional Priority Projects:

Wastewater in Activity Centers: During the last six months the **Commission's Chief Economic Development Officer** worked with the Town of Bourne to submit an EDA grant proposal for the construction of a wastewater treatment facility in their activity center, Buzzards Bay. The proposal is currently being refined and will be re-submitted this winter. The proposed project is necessary for the region to grow and diversify its economic base.

Cape Cod Capital Trust Fund: The 2014 CEDS identified the need for integrated planning and funding of infrastructure, particularly wastewater infrastructure. Wastewater infrastructure is needed to restore surface water quality and is essential to maintaining and diversifying the tourism/second-home/retirement driven economy on Cape Cod. A detailed feasibility assessment was completed in the spring of 2017 and was shared with key stakeholders in the region. During the current Massachusetts State legislative session, draft language to establish a regional financing entity was introduced, starting the conversation with law makers and the administration. The Commission staff is actively engaged in these discussions.

Adaptation Impacts: The Cape Cod Commission is currently working on several projects related to the impacts of sea level rise and climate change on property, infrastructure and natural systems. This work will contribute to an overall understanding of the economic development ramifications of sea level rise and storm damage. This work includes:

- Identification of the full range of resiliency strategies, an understanding of public perceptions of sea-level rise and these resiliency strategies, and the development of a resiliency planning tool are all underway with the support of a NOAA [Coastal Resiliency Grant](#) totaling, with the Commission's 30% match, \$780,000 over three years.
- Development of the [Sea-level Rise Viewer](#) for climate change planning to identify at risk properties and infrastructure
- Completion and approval by FEMA of a [Regional Multi-Hazard Mitigation Plan](#)
- Complete assessment of Critical Transportation Assets Vulnerability to Sea Level Rise.
- Continued 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

Regional Integrated Infrastructure Planning: The CEDS identified the need for a more coordinated approach to capital planning and



maintenance on Cape Cod that would reduce costs to towns and tax payers while limiting the disruption associated with capital construction. In response, the Cape Cod Commission developed a draft plan to guide infrastructure investment across the region. The draft plan defines infrastructure, provides a vision and set of goals around infrastructure planning and investment, and outlines criteria for local capital plans and criteria for funding of infrastructure projects. The plan also provides the framework for a comprehensive infrastructure database to include data on the availability, capacity, quality, cost/affordability, distribution and safety of infrastructure in the region. The plan will be adopted as part of the Regional Policy Plan within the next year. A presentation outlining the plan is included as an attachment to this report

Regional Harbor Planning: The Chief Economic Development Officer of the Commission submitted a grant proposal to the State Seaport Advisory Council to fund regional harbor planning focused on improving harbor maintenance and resiliency over the long-term. This project will consist of three phases: 1) Background & Baseline Data Inventory; 2) Primary Data Collection; and 3) Tool Design & Deployment. It will be guided by an Advisory Board of regional and local stakeholders including harbor masters, marina owners, recreational boaters, charter and sightseeing captains, restaurateurs, and others willing to contribute to the project. Stakeholders, including but not limited to those on the advisory board, will be engaged throughout the process to understand the issues and needs, provide data and information, and help design and test the planning tool to be developed. The Cape Cod Commission will lead the project, working closely with a core set of regional partners. The regional partners will include staff from three pilot towns of Dennis, Provincetown, and Wellfleet; the Association to Preserve Cape Cod; the **Buzzards Bay Coalition; the Cape Cod Fisherman's Alliance; and the** Center for Coastal Studies. The Commission will continue to look for additional funding sources to ensure that this project moves forward over the next year. The Seaport proposal is provided as an attachment to this report.

RESET Technical Assistance Program: [The RESET program](#) deploys a multi-disciplinary staff team to work with communities to overcome barriers to appropriate economic development and sustainable growth.

Bourne ED Planning: Commission staff is currently working with the Town of Bourne to update the economic development section of their Local Comprehensive Plan (workplan attached). Activities this fall included series of large public workshops to investigate the economic development strengths, weaknesses, opportunities and threats facing Bourne (draft summary attached).



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Yarmouth RESET – Follow-up: The Town of Yarmouth continues to work with the Cape Cod Commission to implement the recommendations of their 2012 RESET project. During this last six months the Commission funded an Urban Land Institute Technical Assistance Program market assessment of their commercial district on Rt. 28. The Commission also compiled a comprehensive guide for the town on economic development tools, organizational structures, and funding available to them from regional, state, and federal sources. Both documents are included as attachments to this report.

Orleans RESET – Follow-up: Building on previous work with the Town of Orleans, the Cape Cod Commission staff completed a parking and circulation study that included an assessment of current conditions, a projection of conditions under several potential growth scenarios, and a set of targeted next steps to ensure the system performs well and is **consistent with the Town’s goal for a vibrant village center accessible by all modes of transportation**. The report is provided as an attachment to this report.

Hyannis RESET: The Town of Barnstable has requested RESET team assistance to help improve economic outcomes both in the Village Center of Hyannis and along the Hyannis commercial strip, which includes four major retail malls. The goal is to update zoning to better reflect the **Town’s visions for these areas** and tailor regional regulatory oversight to encourage the desired development types, patterns, and forms. Recent activity on this project focused on creating metrics to track success and guide planning.

UPCOMING PRESS EVENTS

Public workshops and presentations are planned for this winter and spring to obtain feedback on CEDS implementation and identify any new or changing priorities that should be incorporated into the CEDS annual report. Press releases are planned in support of these events and upon completion of the annual report.

PROGRESS RELATIVE TO EXPECTATIONS

Overall, progress has been consistent with the proposed timeline. The only exception to this is our assistance to the Wampanoag Tribe which has been delayed by the Tribe as they balance competing priorities with limited time and staff.

We have had some organizational changes with the new ordinance governing the Barnstable County Economic Development Council (BCEDC) and one staff change in the last six months. As explained earlier in this report, the updated ordinance specifically designates the BCEDC as the governing entity for the EDD, along with the Cape Cod Commission, and as the CEDS Strategy Committee. Membership of the Council reflects the criteria outlined by in EDA regulations. The ordinance is attached at the end of this report.

In terms of staffing, the environmental economist position was not re-filled but Jennifer Clinton, who has a **Master's in Economics**, was re-hired by the Commission as a Special Projects Coordinator. She previously worked for the Commission and contributed to CEDS activities from 2014-2016. Her resume is attached.

Position/Title	Annual Salary \$/yr.	% of Time on EDA Grant	Salary to EDA Grant	Federal Share \$	Grantee Share \$	Total \$
Jennifer Clinton, Special Projects – Economic Dev.	\$69,019	25.00%	\$17,255	\$8,627	\$8,627	\$17,255

CHALLENGES & NEED FOR EDA ASSISTANCE

The only implementation challenges are those common to all projects – limited time and staff – but these have not significantly curtailed or delayed progress on CEDS implementation or the scope of work under this grant.

We do not foresee the need for additional assistance from EDA to achieve the current workplan. We are, however, working with our communities to **address the region's** wastewater and other infrastructure needs that impact economic development in the region and may request EDA funding on their behalf in the future.



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ATTACHMENTS

1. Ordinance - Barnstable County Economic Development Council (BCEDC)
2. White Paper – Town of Brewster
3. Presentation – Massachusetts Economic Development Council
4. Presentation – Southern New England APA Chapter Annual Conference
5. Presentation – Cape Cod Commission Planning Committee – Infrastructure Plan
6. Grant Application – Regional Harbor Planning to MA Seaport Council
7. Project Scope of Work – Town of Bourne
8. SWOT Workshop – Town of Bourne
9. Report – Technical Assistance to the Town of Yarmouth
10. Report – Orleans Village Center - Parking & Circulation Study
11. Resume – Jennifer Clinton

BARNSTABLE COUNTY

In the Year Two Thousand and Seventeen

Ordinance – 17-13 (December 20, 2017)

This ordinance shall replace Section 4.8 of the Administrative Code of Barnstable County as created and amended previously through ordinances 04-17, 98-23, 98-19, 98-3, 98-13, 92-5 and any other ordinances pertaining to the previously named Cape Cod Economic Development Council.

In partnership with the fifteen towns of Barnstable County, to establish the Barnstable County Economic Development Council (BCEDC).

Whereas the future of all crucial Cape Cod economic sectors (high technology, retiree and second-homeowners, tourism, fisheries, art and culture, aquaculture and agriculture) depend on the state of the Cape environment.

Whereas the attractiveness of Cape Cod for economic development also depends on having a skilled workforce, a high quality of life, and efficient physical infrastructure.

Whereas the region's economic strengths and threats to Cape Cod's current and future economy extend beyond municipal boundaries and cannot effectively be addressed by individual municipalities;

Whereas the Barnstable County Home Rule Charter grants Cape Cod regional government the power and authority to establish programs and perform services to address problems that cross municipal boundaries;

Whereas Barnstable County has adopted Economic Development Goals to guide economic development activities in Barnstable County departments and across the region; and

Whereas the Massachusetts Legislature created the Cape & Islands license plate to generate revenue to support economic development and tourism on Cape Cod and the Islands, and appropriated a portion of the revenues generated in Barnstable County to the Barnstable County Commissioners;

NOW THEREFORE,

BARNSTABLE COUNTY hereby ordains:

Pursuant to the Barnstable County Home Rule Charter, and to focus the County's regional economic development planning, actions, and investments, it is hereby proposed to establish the Barnstable County Economic Development Council (BCEDC)

SECTION 1. Establishment of the Barnstable County Economic Development Council

There shall be a Barnstable County Economic Development Council (BCEDC) established as a part of Barnstable County government and subject to the rules, regulations, and administrative and budgetary policies and procedures of the County.

All activities of the BCEDC shall be consistent with the Massachusetts Open Meeting and other relevant State Laws, Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan (RPP).

1. BCEDC Mission

The BCEDC is an advisory board to Barnstable County established 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.

2. BCEDC Functions

Consistent with the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, and the Cape Cod Commission Act, the BCEDC shall

- a. Advise in the development of the economic development goals for Barnstable County codified in the Regional Policy Plan.
- b. Act as the Cape Cod Comprehensive Economic Development Strategy (CEDS) Strategy Committee and Economic Development District (EDD) governing board on behalf of the Cape Cod Commission and Barnstable County and as required by the US Economic Development Administration (EDA).
 - i. Advise in the planning, content and implementation of the CEDS.
 - ii. Approve the 5-year CEDS document for delivery to and certification by the EDA.
 - iii. Approve the annual report to EDA on the implementation of the CEDS 5-Year plan.
- c. Advise the Barnstable County Commissioners, upon allocation of funds to award economic development grants/contracts, on the merits of proposals.
 - i. Participate, through a three-member BCEDC subcommittee selected by the Barnstable County Commissioners. The BCEDC Board may nominate by majority vote, to the County Commissioners, the three members to serve on the grant/contract subcommittee.



- ii. Report on and provide performance summaries on the grants/contracts awarded by the Barnstable County Commissioners on a quarterly basis.
- d. Advise the County Commissioners on the funding of grants and contracts related to the functions outlined in this ordinance including, but not limited to, advertising and website development.
- e. Report on BCEDC activities and achievements relative to its mission annually to the Barnstable County Commissioners on or before June 30th; the report will be included in the Barnstable County Annual Fiscal Year Report.
- f. The BCEDC Chair, or in absence the Vice-Chair, shall assign subcommittees of BCEDC members deemed appropriate to carry out its responsibilities under this ordinance.
- g. Develop by-laws for the conduct of business to be approved by the County Commissioners.

3. BCEDC Membership

The BCEDC shall be constituted as follows:

- a. There shall be eleven (11) voting members with three (3) additional ex-officio members.
- b. Members shall “represent the main economic interests of the Region, including the private sector, public officials, community leaders, private individuals, representatives of workforce development boards, institutions of higher education, minority and labor groups, and others who can contribute to and benefit from improved economic development in the Region” as per the US Economic Development Administration (EDA) regulations to maintain CEDS certification and the Economic Development District designation from the EDA.
- c. Ex-officio members include representatives of the Barnstable County Commissioners, the Barnstable County Assembly of Delegates, and the Cape Cod Commission, nominated by respective bodies.
- d. Members shall have an understanding of the regional economy and the challenges facing long-term economic sustainability.
- e. Member nominations shall be solicited through a process approved by the Barnstable County Commissioners, from organizations in Barnstable County focused on the constituencies outlined in Section 3b of this ordinance so all required constituencies be represented on the BCEDC.
- f. Members are appointed by the Barnstable County Commissioners with consideration of non-binding Nominees of candidates by respective bodies outlined within sections 3(b) (c) and (e).

- g. Members shall have staggered three-year terms so as no more than four member's terms expire each year. Members may serve three terms or a total of nine years on the BCEDC.
- h. A majority of the members shall constitute a quorum.
- i. At the first meeting of each calendar year, BCEDC members shall nominate and elect, by a simple majority of the quorum present, a Chairman and Vice-Chairman who shall be voting or ex-officio members of the BCEDC.

4. BCEDC Staffing

The Cape Cod Commission will provide technical expertise and administrative support to BCEDC as needed to fulfill the responsibilities outlined in this ordinance.

Cape Cod Commission technical staff shall attend all BCEDC meetings and report to the BCEDC on activities related to the development of the CEDS and its implementation and provide guidance to the Council in the execution of its duties.

5. BCEDC Funding

An annual budget to staff the BCEDC will be developed by the Cape Cod Commission to be included in the Cape Cod Commission's annual budget.

Prior to the annual county budget process, the County Commissioners shall meet with the Executive Director of the Cape Cod Commission to determine the division of Cape and Islands license plate revenue funds for the upcoming fiscal year. The BCEDC may submit a recommendation as to the division of funds for consideration by the County Commissioners.

SECTION 2. Effective date

This ordinance is effective immediately upon adoption replacing in its entirety the functions and membership of the Cape Cod Economic Development Council.

White Paper: Economic Development in Brewster, MA

Background

ECONOMIC DEVELOPMENT

Economic Development is defined differently by different people in different contexts. Based on **our region's unique resources, demographic mix, and economic drivers and challenges, the Cape Cod Commission** defines economic development as public policies and investments that create an environment in which individuals and businesses may prosper over the long-term without depleting or destroying natural and built assets that make Cape Cod a desirable place to live and work.

Economic Development is one element of a much larger interdependent system that includes each of the building blocks identified by the participants in the Brewster visioning workshops in **June. The local economy cannot be considered as separate from the town's land use policies,** community design and character decisions, housing incentives and regulation, management of natural assets, resources and infrastructure, and its level of community engagement. An economy that is considered sustainable – one that creates wealth and opportunity without destroying natural and cultural assets – can only be achieved in communities that recognize and understand that no decision, no policy, and no investment exists in isolation and without consequences, positive or negative, to the community as a whole.

BREWSTER

Brewster, like much of Cape Cod, is populated by a mixture of working families, retirees, summer residents, and visitors. In 1960, Brewster had a population of just over 1,000 year-round residents and 72% of the homes in town were seasonal. Today, the population is close to 10,000 and seasonal homes are 40% of the over 8,000 housing units in town. Thirty percent of the year-round residents in Brewster are over 65 years old while 49% are working age adults (between 25-64 years old).

Typically, the share of the population within the working age bracket is over 50%, however, in a resort/retirement area like Cape Cod, it is common to see a distribution like that in Brewster. Of those in the workforce, over 50% are in sales and service occupations and 43% are in management or profession occupations. Just over 9% of the working residents have construction related occupations. This occupational distribution mirrors that of the Cape as a whole.

Brewster has many defining elements that make it an attractive place for retirees, seasonal residents, and visitors as well as the working residents that support them. Like the Cape, the business and job mix in town is heavily influenced by the non-working populations. Economic growth and new opportunities depend in-part on bringing resources/money from outside the

area, into the area; this is exactly what retirees, second-home owners, and tourists do for this region. Other types of places export goods or services to grow but our economy works differently because it is the place that is valued and that cannot be exported, it must be come to instead. Thus, investing in the place is the essential element of economic development in Brewster.

Key Issues: Challenges & Opportunities

CHALLENGES

The visioning workshops in Brewster identified a number of treasures/assets that are highly valued by the community. These included open space and recreational opportunities, beaches and healthy waterbodies, the historic character and the sense of community that is rural in nature, and the small local businesses consistent with a rural feel. The challenges identified had to do with the high cost of housing and low wages, the need to protect natural resources, from drinking water to beaches, and the desire to retain the unique historic and rural character of the town. The workshop participants also identified the challenge of creating and paying for the **appropriate infrastructure needed to meet the town's goals.**

It may be daunting, but it is necessary to see these local challenges and assets in the larger context of national trends and their economic consequences, good and bad. As a relatively remote region with a leisure driven economy, we are greatly impacted by policies and actions that effect the distribution of wealth and disposable income, the means and allocation public investment in education and infrastructure, the business regulation and natural resource use policies that confer competitive advantages to some businesses and not others, and the rules governing the allocation of utility services such as telecommunications and energy. In plain terms:

- Fewer people with more wealth changes who can and will come to Cape Cod, their buying power and the ways they may spend their money;
- Greater reliance on local tax revenues to support education and infrastructure will increase the already high cost of entry into the local housing market as well as the on-going cost of living for those already here;
- The concentration of business activity into multinational companies, particularly in retail and banking, changes the ability of small enterprises with local ties in Brewster to compete with national chains in a high cost environment like Cape Cod;
- Expectations that public utilities and transit pay for themselves means that providers are unwilling, and often not required by law, to offer high caliber services affordably to Cape towns where small populations, dispersed development, and high land costs make expenses high and profits unlikely.

By accounting for these external trends when local decisions are made, towns like Brewster can tailor their policies and investments to either take advantage of or counter these outside influences in order to reach the goals of this local community.

OPPORTUNITIES

Taking into account this larger context, Brewster has the opportunity to review and revise local by-laws and investment strategies and thus meet its economic and community development goals. The community will need to agree on the goal of a sustainable economy that protects the very things that give it a rural character – small local businesses, historic buildings, beautiful and healthy natural areas, and supportive and invested residents – to further improve their chance of success. With a guiding and informed vision, the town can align its public policies, public investments, and private efforts to build on and protect its assets and turn challenges into opportunities.

The following bullets are ideas for consideration with the understanding that some may not prove to be appropriate for Brewster.

PUBLIC POLICIES

The goal behind these suggestions is to make it easy for the types businesses desired by the community to locate and operate in Brewster and, similarly, to make it easier to develop/redevelop the types of structures and uses desired in Brewster.

Zoning

- Zone for the land uses desired by the community in the locations identified as appropriate by the community
- Focus new residential and business development potential in compact village centers
 - Permit and facilitate adaptive reuse of non-conforming structures
 - Permit and encourage mixed-use buildings, multi-family homes and a mixture of uses within and immediately proximate to village centers
 - Focus on form by eliminating maximum residential density limits, minimum residential unit sizes, minimum parking requirements, minimum set-backs and minimum lot sizes while considering adopting maximum parking limits, maximum set-backs, and maximum building size and footprint
- Eliminate large, linear commercial districts that necessitate auto based travel – determine where these uses could be clustered to reduce impacts associated with sprawl

Permitting Process

- Make training for volunteer board members mandatory
- Create permitting handbook/e-book/web-page
- Adopt an E-permitting systems
- Simplify special permit process
- Allow highly desired uses by-right

Licensing

- Create licensing handbook/e-book/web-page
- Adopt an E-licensing systems

- Consider limiting year-round licenses using an auction or other method to allocate through a fair, transparent process

PUBLIC INVESTMENTS

Public Facilities

- Use public facilities that draw the community together such as schools, community centers, town halls and libraries to anchor village centers.

Infrastructure

- Coordinated infrastructure planning and investment
 - Establish structures and methods to ensure interdepartmental coordination
 - Establish methods to ensure multijurisdictional coordination
- Identify and build infrastructure, including wastewater treatment systems, necessary to support vibrant mixed-use village centers; limit investments that could encourage dispersed low-density development
- Identify opportunities and invest in Green Infrastructure to help improve water and air quality and enhance community character and/or create gathering places
- Plan for sea-level rise and storm recovery and resiliency
- Develop a long-term systems map of desired transit, bicycle and walking connections in order to invest overtime in non-auto transportation infrastructure.

Community Development

- Adopt and fund programs to help owners of historic structures and other community assets to maintain and preserve them
- Involve residents directly in projects serving the community – everything from beach clean-up to creating a community e-bulletin-board or list-serve
- Provide training for volunteer serving on town boards
- Coordinate inter-generational work projects, internships, visiting teachers

Business Development

- Identify underutilized business assets, identify and rectify impediments to improvements
- Visit existing businesses to understand owners and workers hopes for the future and current challenges - develop a questionnaire to guide and record the discussion
- Encourage businesses that provide basic necessities for residents to locate in village centers along with non-essential/tourism based businesses
- Encourage use of businesses assistance services that help with marketing, accounting, finance, and possibly provide low-interest loans to small businesses

PRIVATE ACTIONS

- Take advantage of green building incentives and incentives for on-site renewable energy
- Increase inter-business collaboration:

- Consider establishing a Business Improvement District to improve physical appeal and functioning of commercial clusters
- Coordinated business hours to meet seasonal demand and customer needs
- Purchase goods and services from other local businesses
- Educate real estate and building community as to needs and assets
- Increase engagement with the public sector:
 - Include public policy makers in Chamber of Commerce working groups
 - Participate in public sector sponsored working groups, outreach events and meetings of public boards and commissions

Next Steps

PLANNING QUESTION – GOALS FOR TOMORROW

- What types of business does the community most value – take into consideration both the products/services sold as well as the ownership structure of businesses
- What would the community consider an ideal demographic mix – take into consideration ages, incomes, race and heritage factors of diversity

RESEARCH QUESTIONS – UNDERSTANDING TODAY

- Are existing local businesses struggling? If so, why?
- How do town investments or lack of investment in infrastructure impact the cost of doing business?
- Are there types of businesses and forms of development that are desired but cannot be built due to existing policies or the need for infrastructure not currently provided?
- Are community facilities currently located in or near village-like business clusters? Are community facilities located near each other?
- How does zoning impact the kinds of businesses and business ownership found in Brewster?
- How do town policies impact the cost of land, construction, and rents/mortgages?
- Can developers afford to build the kinds of housing desired at the prices desired?
- Does zoning allow the types of residential units desired at a concentration that makes it affordable to build and rent/buy?

RESOURCES

TOWN DATA:

- <http://www.statsamerica.org/capecod/town/>
- <https://www.mass.gov/orgs/labor-market-information>

- <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/>

BEST PRACTICES:

Economic Development

- http://www.iog.unc.edu/programs/cednc/stbi/pdfs/stbi_final.pdf
- <https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>
- <https://www.epa.gov/smartgrowth/smart-growth-publications#business>

Expedited Permitting

- <http://www.mass.gov/hed/docs/permitting/permitting-bestpracticesguide.pdf>
- <http://www.mass.gov/hed/docs/permitting/permittingguide-softwareguide.pdf>

Planning for a Blue Economy

Cape Cod Commission

Leslie Richardson

Chief Economic Development Officer

9-15-17



The Cape Cod Commission

Cape Cod Commission - Purpose



Water – Habitat – Coast

NATURAL RESOURCES



Economy – Infrastructure –
Housing – Historic Character

COMMUNITY RESOURCES

Cape Cod Commission - Authority



PLANNING

REGULATION

For Long-Term Sustainability

The Cape Cod Commission Act - Section 1

- **“ensure balanced economic development”**
- **“to maintain and enhance sound local and regional economies, and to ensure balanced economic development”**
- **“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”**



Economic Development Defined

The Economy

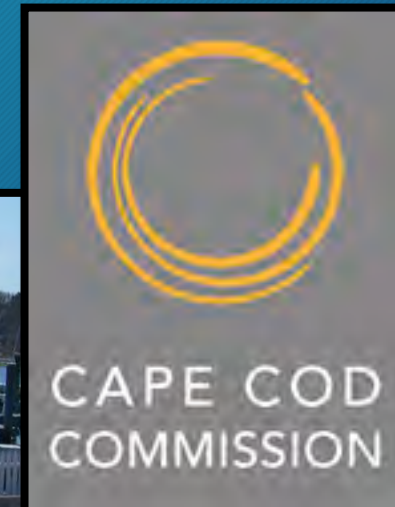
The government enables the private market to function by providing the common infrastructure and the basic rules of the game that are necessary for the creation and exchange of good and services.

The Government, as a representative of the people, is responsible for managing public assets, ensuring public health, safety, and security, and balancing the rights of the public where they intersect with those of the individual.



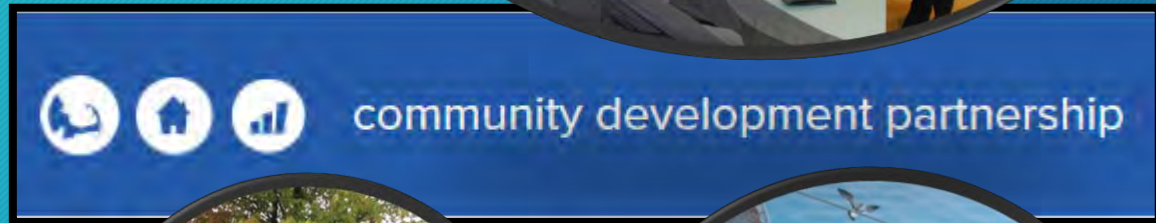
Economic Development

Creating the playing field, setting the rules and providing the equipment



Business Development

Guiding businesses,
providing capital
and incentives,
marketing locations
and facilitating
market access





The Blue Economy Defined

Oceans are a Common Resource



Unregulated Common Resources → Tragedy



BLUE ECONOMY

The Blue Economy is sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health.

The Blue Economy encompasses many activities...

RENEWABLE ENERGY

Sustainable renewable energy can play a vital role in social and economic development.

FISHERIES

MARITIME TRANSPORT

Over 80% of international goods traded are transported by sea, and the volume of seaborne trade is expected to double by 2030 and quadruple by 2050.

TOURISM

Ocean and coastal tourism can bring jobs and economic growth. Coastal Least Developed Countries and Small Island Developing States receive more than 41 million visitors per year.

Sustainable Tourism
Sustainable Fisheries
Marine Science & Technology
Marine Transport
Waste Management/Reduction &
Water Quality
Climate Change & Green
Infrastructure/Habitat Protection
Renewable Energy



To learn about other aspects of the blue economy, visit www.worldbank.org/oceans

Commission Role in the Blue Economy

Economic Development

Economic Development	
Economic Growth	Economic Diversity
Infrastructure <ul style="list-style-type: none">• Access• Capacity• Efficiency• Maintenance• Reliability• Cost	Education & Workforce Development <ul style="list-style-type: none">• Access• Quality• Cost
Regulation <ul style="list-style-type: none">• Clarity• Fairness	Economic Information <ul style="list-style-type: none">• Industries, Employment, Wages, Incomes, etc.• Needs Assessments
Planning <ul style="list-style-type: none">• Phasing development with availability of infrastructure• Permitting development in a pattern that uses infrastructure efficiently	Regulation <ul style="list-style-type: none">• Zoning and permitting for diversity• Identify uses/activities that negatively impact overall economy over long-term• Regulate such uses to limit long term negative impacts• Public policy efforts to support diversity locally

- Harbor Management & Coastal Development Planning
- Global Warming & Sea-Level Rise Planning
 - Disaster Recovery
 - Resiliency

Economic Development

Economic Development	
Economic Growth	Economic Diversity
Infrastructure <ul style="list-style-type: none">• Access• Capacity• Efficiency• Maintenance• Reliability• Cost	Education & Workforce Development <ul style="list-style-type: none">• Access• Quality• Cost
Regulation <ul style="list-style-type: none">• Clarity• Fairness	Economic Information <ul style="list-style-type: none">• Industries, Employment, Wages, Incomes, etc.• Needs Assessments
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- Regional Infrastructure Planning
 - Regional Policy Framework
 - Project Inventory & Capital Plan
- 208 Water Resources Management Plan
 - Wastewater Planning
 - Drinking Water Protection
 - Water Quality Monitoring
- NOAA Resiliency Grant
 - Costs & Benefits of Adaptation Strategies
 - Value of non-market, natural infrastructure

Economic Development

Economic Development	
Economic Growth	Economic Diversity
Infrastructure <ul style="list-style-type: none"> • Access • Capacity • Efficiency • Maintenance • Reliability • Cost 	Education & Workforce Development <ul style="list-style-type: none"> • Access • Quality • Cost
Regulation <ul style="list-style-type: none"> • Clarity • Fairness 	Economic Information <ul style="list-style-type: none"> • Industries, Employment, Wages, Incomes, etc. • Needs Assessments
Planning <ul style="list-style-type: none"> • Phasing development with availability of infrastructure • Permitting development in a pattern that uses infrastructure efficiently 	Regulation <ul style="list-style-type: none"> • Zoning and permitting for diversity • Identify uses/activities that negatively impact overall economy over long-term • Regulate such uses to limit long term negative impacts • Public policy efforts to support diversity locally

- Strategic Regional Regulation
 - Growth Centers/GIZ
 - Priority Protection Areas
 - Ocean DCPC - Wind & Gravel
 - Thresholds by Use/Impacts
- Improved Local Regulation
 - Zoning for diversity & sustainability
 - Natural Resource Protection

Economic Development

Economic Development	
Economic Growth	Economic Diversity
Infrastructure <ul style="list-style-type: none">• Access• Capacity• Efficiency• Maintenance• Reliability• Cost	Education & Workforce Development <ul style="list-style-type: none">• Access• Quality• Cost
Regulation <ul style="list-style-type: none">• Clarity• Fairness	Economic Information <ul style="list-style-type: none">• Industries, Employment, Wages, Incomes, etc.• Needs Assessments
Planning <ul style="list-style-type: none">• Phasing development with availability of infrastructure• Permitting development in a pattern that uses infrastructure efficiently	Regulation <ul style="list-style-type: none">• Zoning and permitting for diversity• Identify uses/activities that negatively impact overall economy over long-term• Regulate such uses to limit long term negative impacts• Public policy efforts to support diversity locally

- Regional Benchmarks & Data Warehouse
- Mapping
- Statistical Research & Survey/Primary Data Collection

CC Chamber's Blue Economy Plan

Action 6

Regulations & Permitting

- Enterprise Zones
 - Bourne, Sandwich & Falmouth Industrial Park - Marine Science & Technology is exempt from regional review up to 60,000 SF
- Harbor Planning
 - CEDS Regional Priority Project - Coastal Use Templates/Harbor case studies

Action 7

Access to Water & Infrastructure

- Regional Goals to protect and enhance public access and maritime interests
- Regional Regulatory standards requiring public access and protection of fisheries resources and working harbors
- Regional Goal to protect and enhance green infrastructure and coastal processes
- Coastal Use Templates Study

Thank You

lrichardson@capecodcommission.org



Achieving Diversity in Leisure Driven High-Cost Economy

By the Cape Cod Commission

Leslie Richardson, Chief Economic Development Officer

Heather Harper, Community Design / Affordable Housing Specialist

Sharon Rooney, Chief Planner

Presentation Outline

Achieving Diversity in Leisure Driven High-Cost Economy

- Cape Cod Case Study
 - Economic Forces
 - Housing Trends
- Activity Center Approach
 - Mapping
 - RESET
 - Measuring Progress

Cape Cod Case Study

Will the Cape become a Playground for the Rich or a Place for regular People

So what do we mean by diversity?

- Demographic Diversity
 - Age & Gender
 - Race & Ethnicity
 - Education & Occupation
 - Household Structure
 - Income & Poverty
- Business Diversity
 - Goods & Services
 - For Export or Local Consumption
 - Ownership & Scale
 - Jobs & Workforce Needs
- Housing Diversity
 - Type - single or multi-family
 - Size
 - Cost
 - Ownership/rental
 - Seasonal/year-round
- Transportation Diversity
 - Public Transit
 - Private automated transportation
 - Bike & pedestrian
 - Communications

Cape Cod - the Place

The Cape is not without some diversity

- Diversity of Place
 - Sub-regions
 - Community Types



Cape Cod - the People

The Cape is not without some diversity

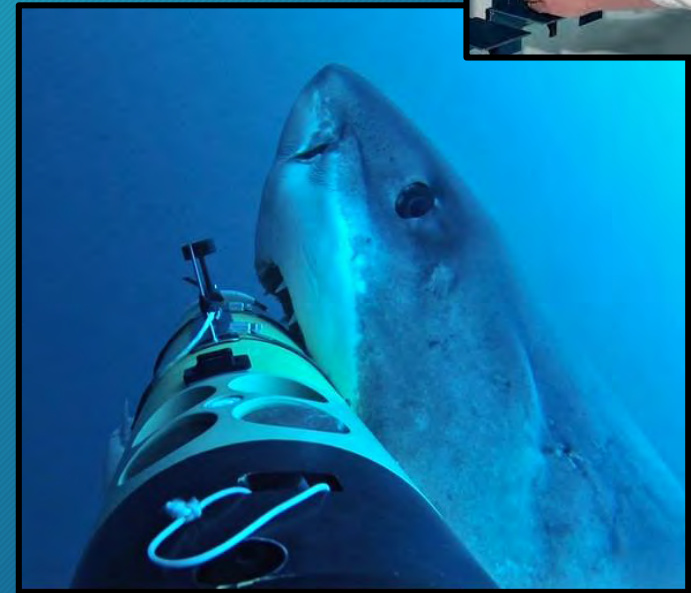
- Diversity of People
 - Working Age Residents
 - Families with Children
 - Retirees
 - Second-home Owners
 - Visitors



Cape Cod - the Economy

The Cape is not without some diversity

- Diversity of Pursuits
 - Leisure & Tourism Economy
 - Natural Resource & Marine Sciences Economy
 - Health & Professional Services Economy



Cape Cod - Housing

The Cape is not without some diversity

- Diversity of Housing
 - Historic Homes
 - Suburban Ranch Homes
 - Estates and Seasonal Homes
 - Income Restricted Homes



Cape Cod - Transportation

- The Cape is not without some diversity
 - Diversity of Movement
 - Automobile
 - Bus
 - Train
 - Bicycle
 - Feet



Cape Cod

The Cape is not without some diversity...

...but will it stay that way?

...and is it diverse enough to be sustainable?

Economic Forces

Supply, Demand, and Externalities

Economic Forces

Supply

What is available for purchase or use

Demand

What is desired

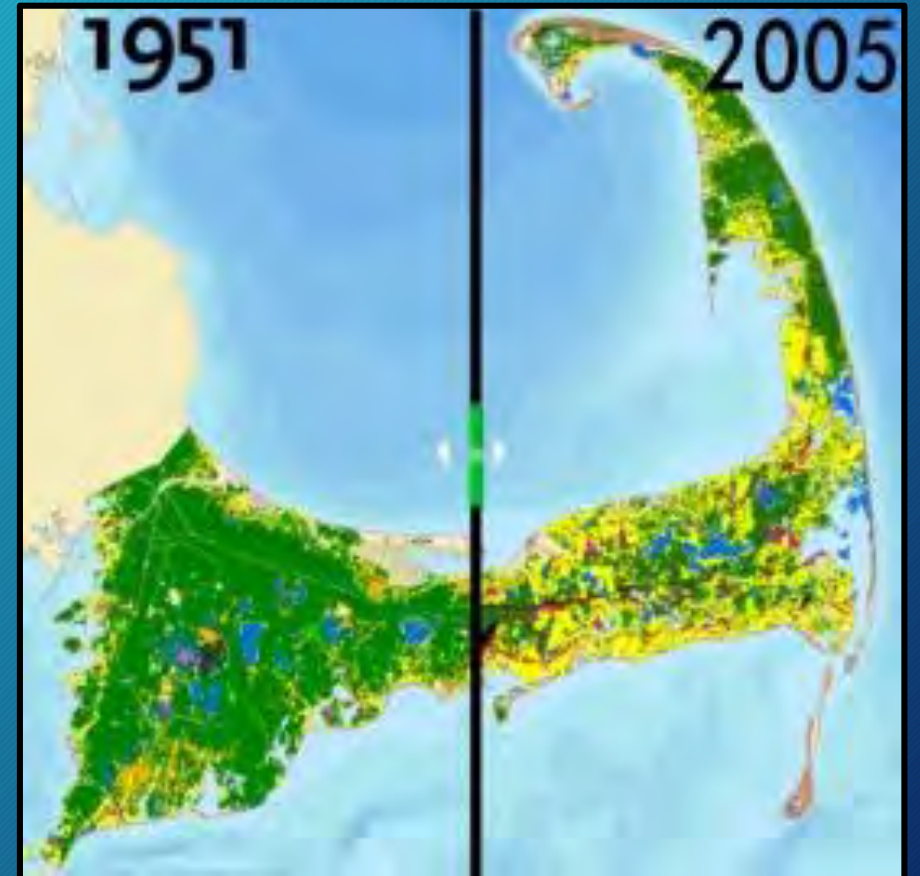
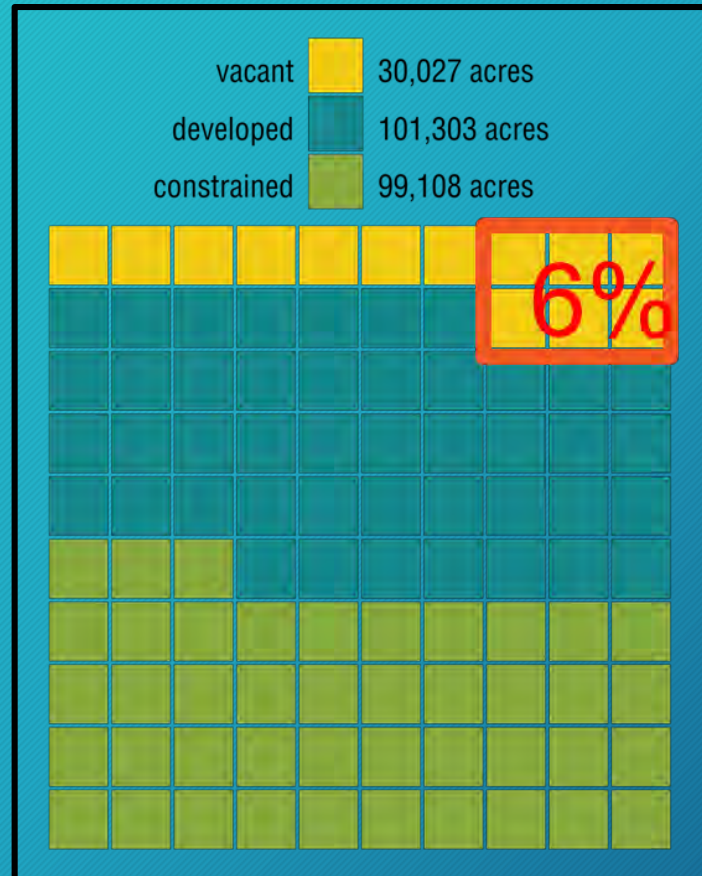
Externalities

What is not included in the price but passed on to a third party

Economic Forces - Supply

Factors Impacting the Supply of Land

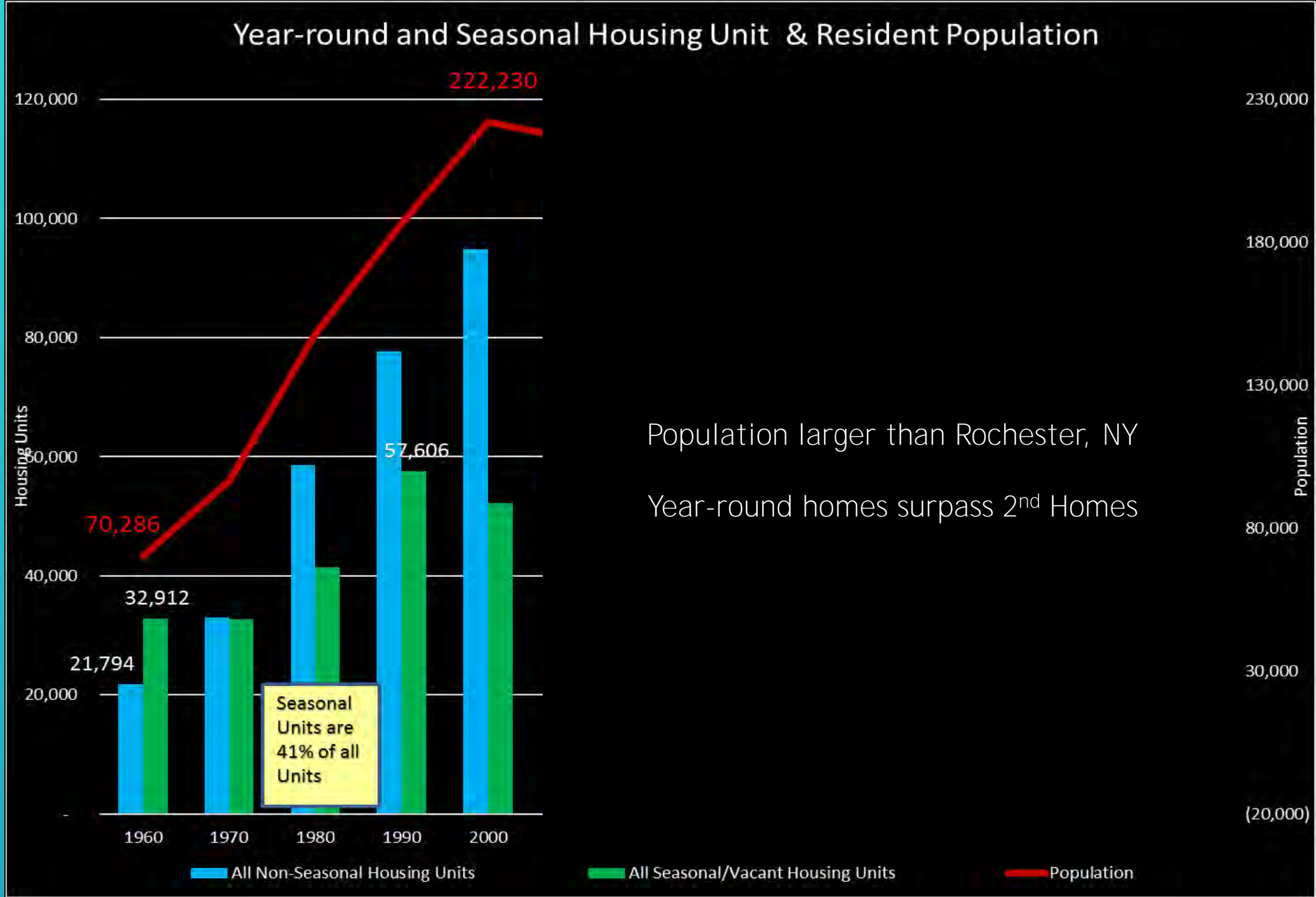
- Total Existing Land
- Zoning
- Infrastructure
- Economic Needs
- Preferences



Cape Cod - 1960



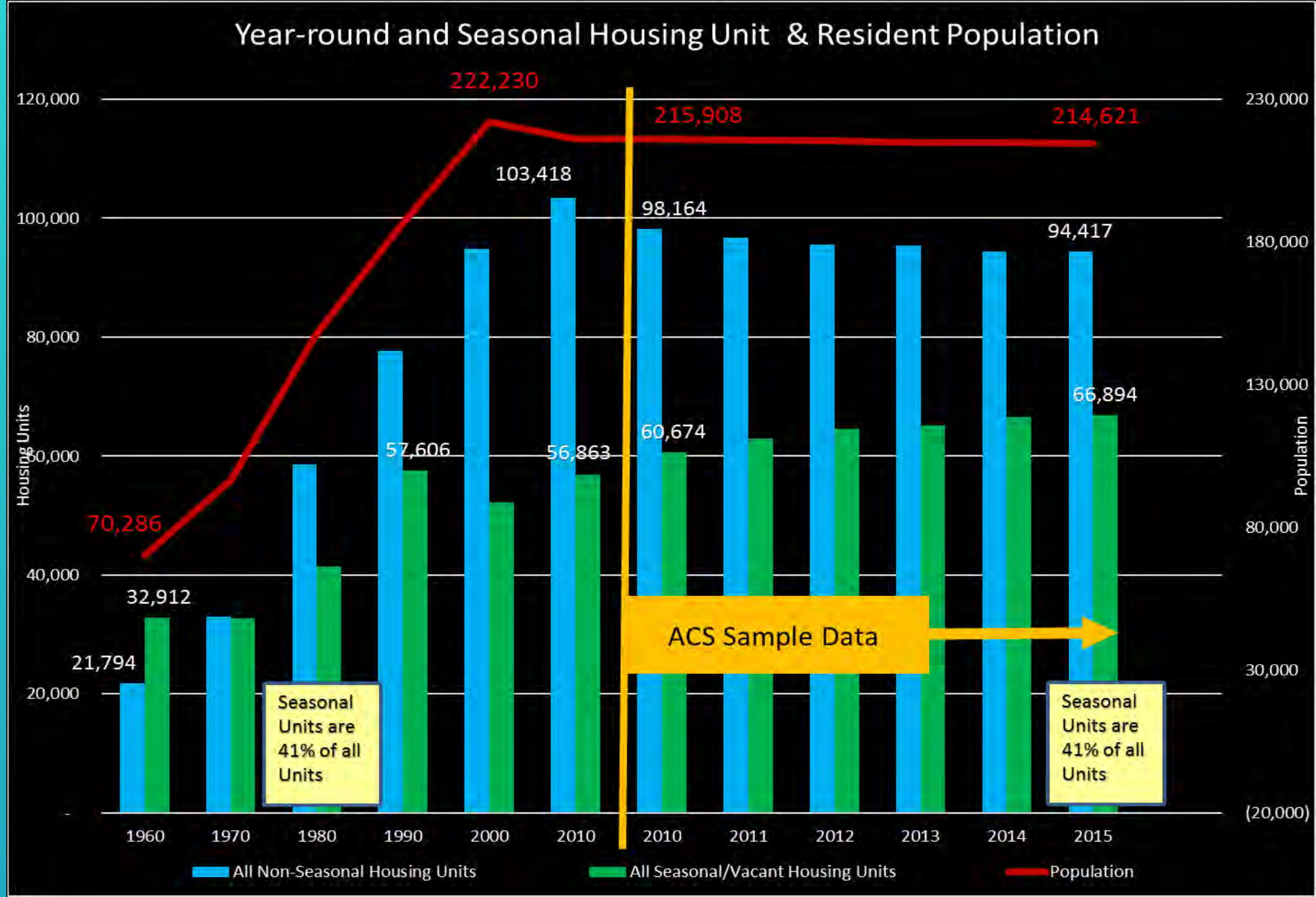
Cape Cod - 1970-2000



Population larger than Rochester, NY

Year-round homes surpass 2nd Homes

Cape Cod - 2000-Present



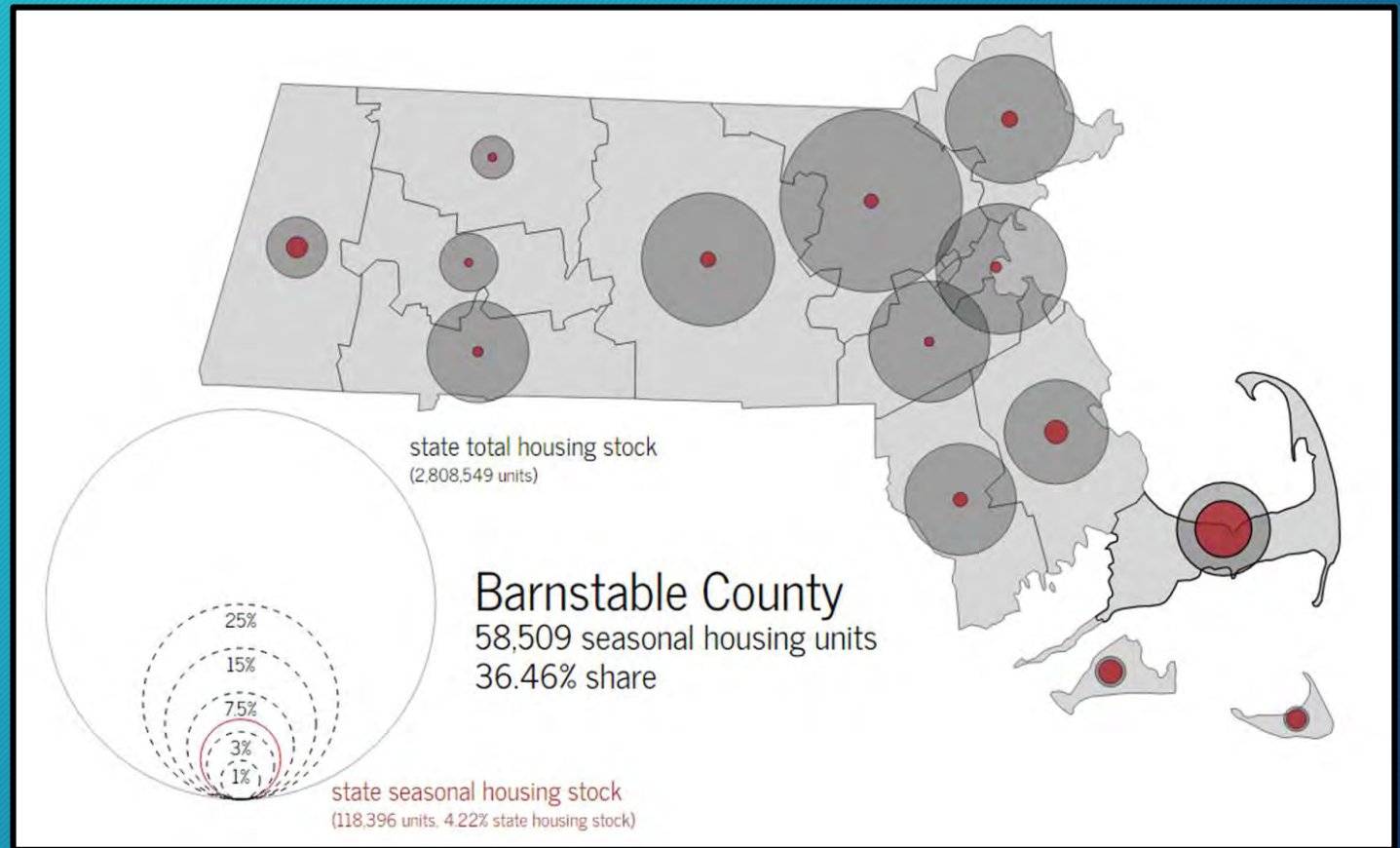
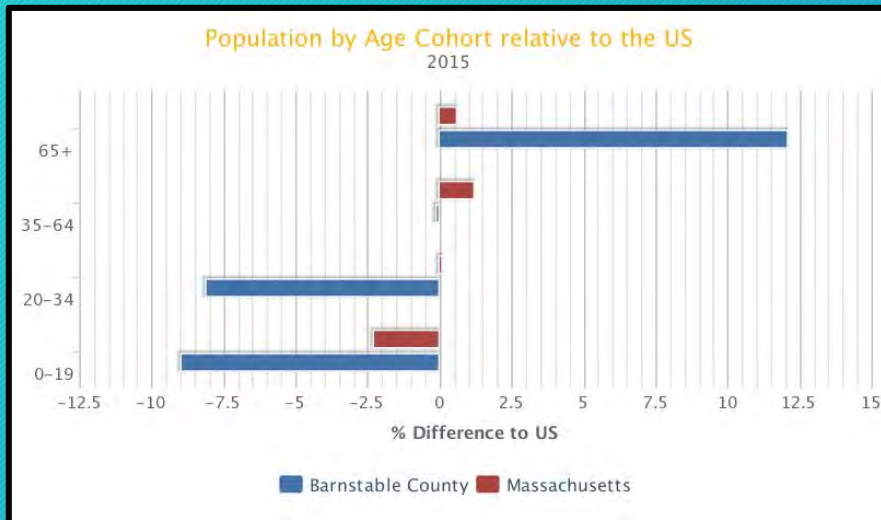
Economic Forces - Demand

Demand

What is desired

Economic Forces - Demand

- People
 - Wealth drivers
 - Demographic drivers
 - Taste and Preferences



Economic Forces - Externalities

Supply

What is available for
purchase or use

Economic Forces - Externalities

Externalities

What is not included in the price but passed on to a third party

Water Quality

- Mismatch development amount and infrastructure investments
 - Wastewater treatment
 - Drinking water land protection
 - Drinking water - emerging contaminants
 - Surface water - nitrogen & phosphorous



Habitat & Air Quality

Acres lost roughly
represents $\frac{1}{3}$ the size
of Provincetown

Average size of a “paper
cut” is about 2.5 acres

2,300 Acres of
Tree Cover
Lost



Economic Forces

Supply

What is available for purchase or use

None

Demand

What is desired

Lots

Externalities

What is not included in the price but passed on to a third party

Many

Economic Forces

Supply + Demand = Price

Low Supply + High Demand = High Prices

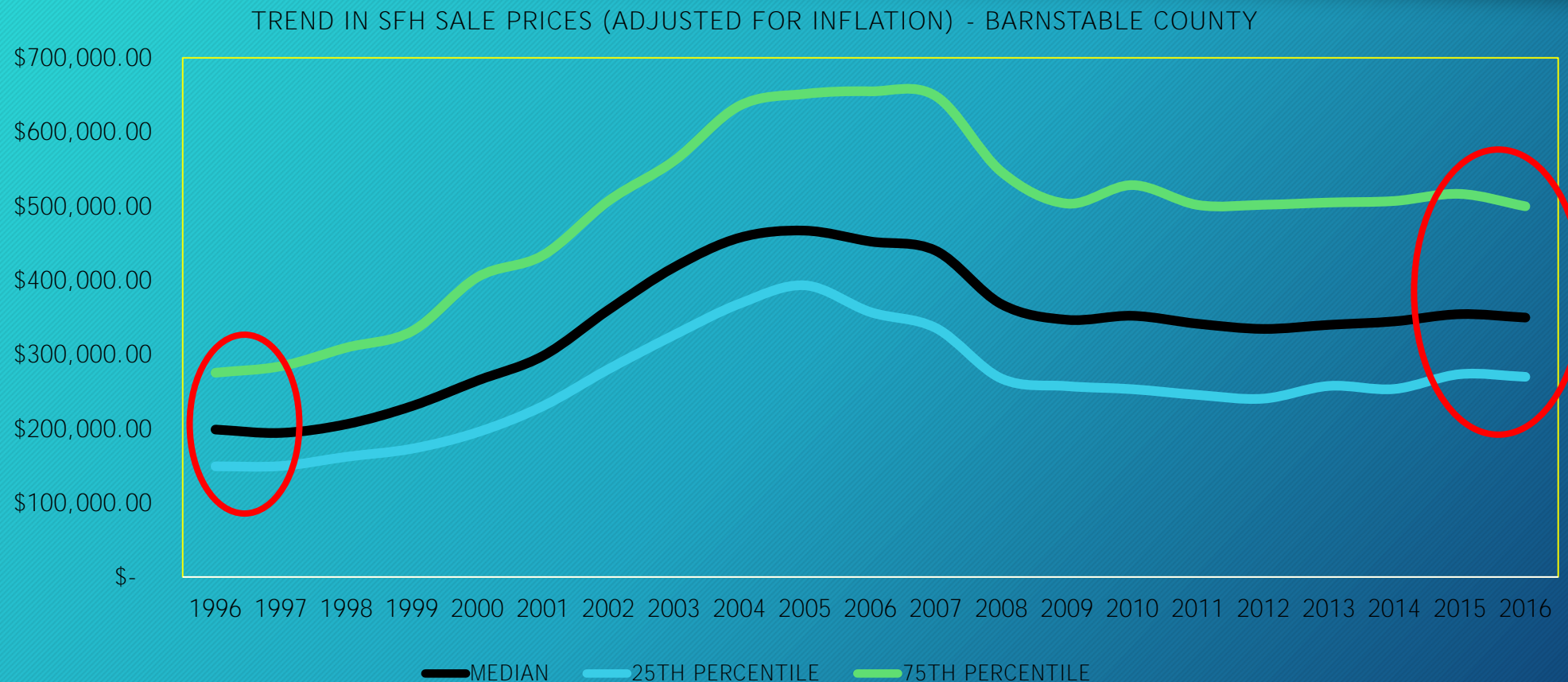
Low Supply + High Demand + Externalities =

Even Higher Prices

Housing Example

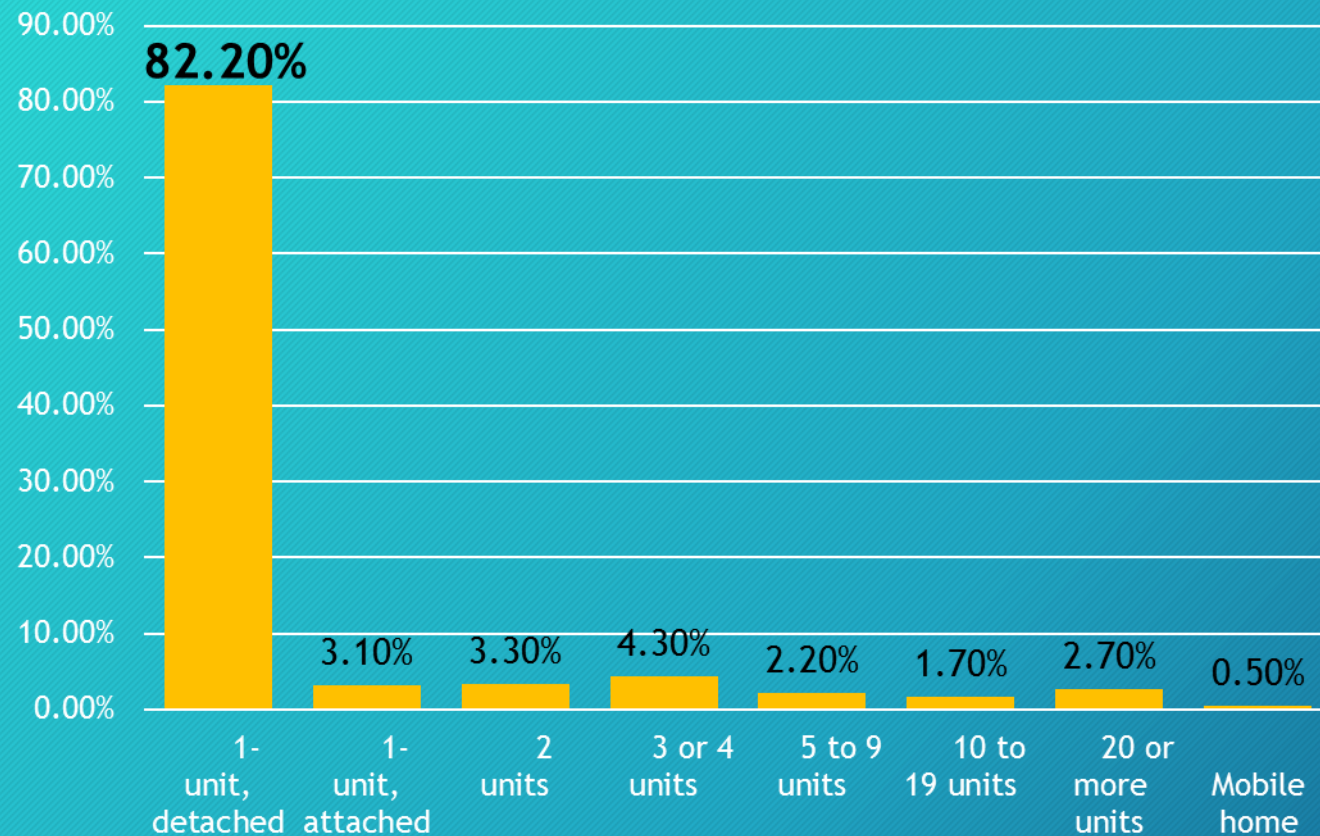
Single Family Suburban Hangover

Cost of housing - Widening Gap

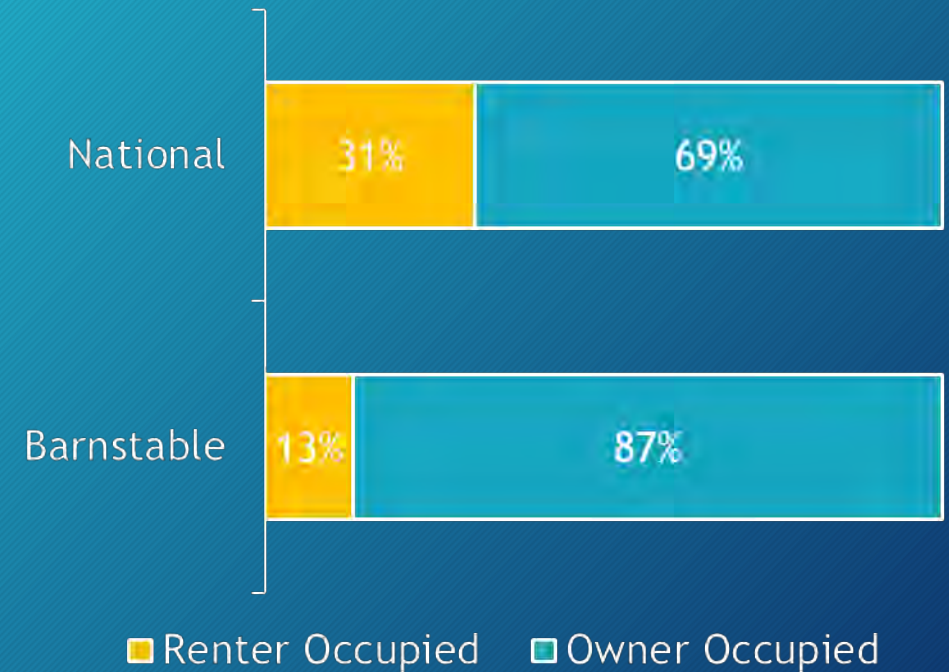


Source: Warren Group & Cape Cod & Islands Association of Realtors MLS

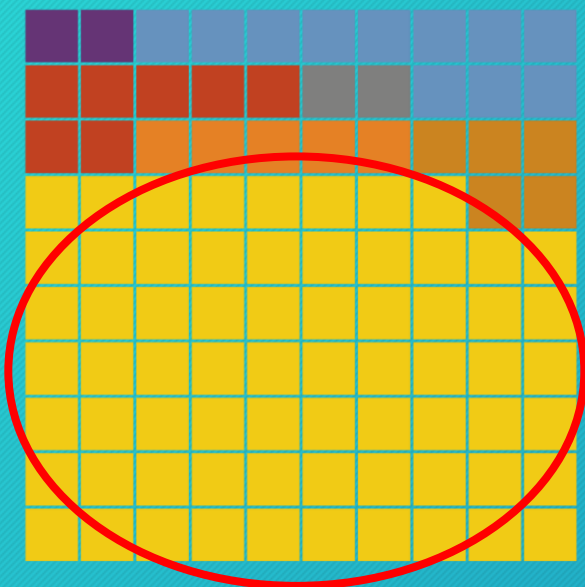
Housing Monoculture



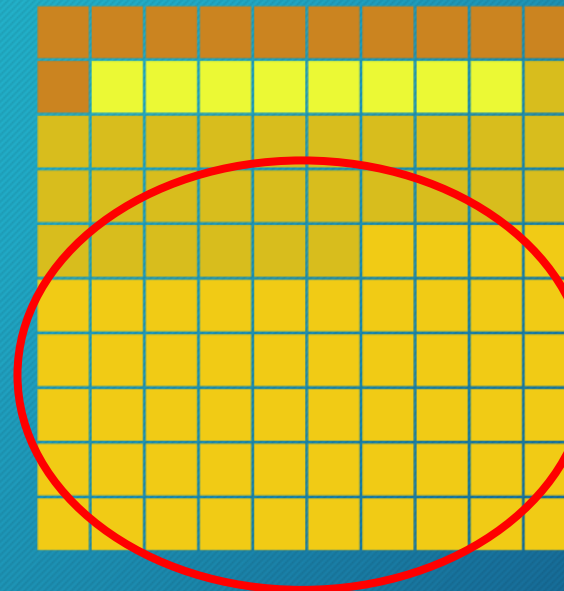
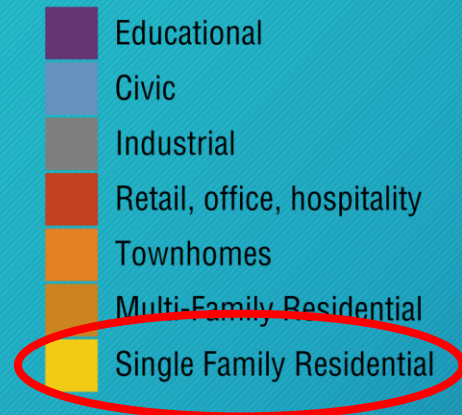
Year-round Rental Availability



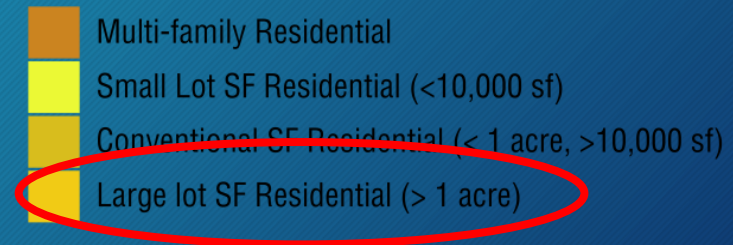
Current Zoning - Likely Development Mix



Land Use Mix (Trend)



Housing Mix (Trend)



Current Zoning - Price & Affordability

- Average home price for new residential homes:

\$514,108

- Average wage of new jobs created:

\$46,000

54% of
units
require
incomes of
\$150,000 or
more



15,987

New housing units

13

affordable to
someone earning
the average
wage.



Opportunities for Change

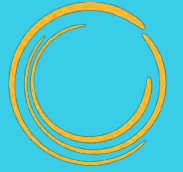
Public Sector

- Design & Urban Form
- Infrastructure Investment

Private Sector

- Commercial Restructuring
- Changing Market Preferences

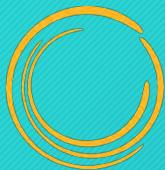




CAPE COD
COMMISSION

Planning for healthy resilient Cape Cod communities anticipating and guiding housing needs





CAPE COD
COMMISSION



Cape Cod Regional Housing Market Study

Demographic and Economic Forecast

3.3% population growth

Population is projected to grow to a total of 221,000 over the forecast period.

5.5% increase in employment

National, regional and local economic factors combine with projected population increases for this forecasted growth to a total of 155,700.

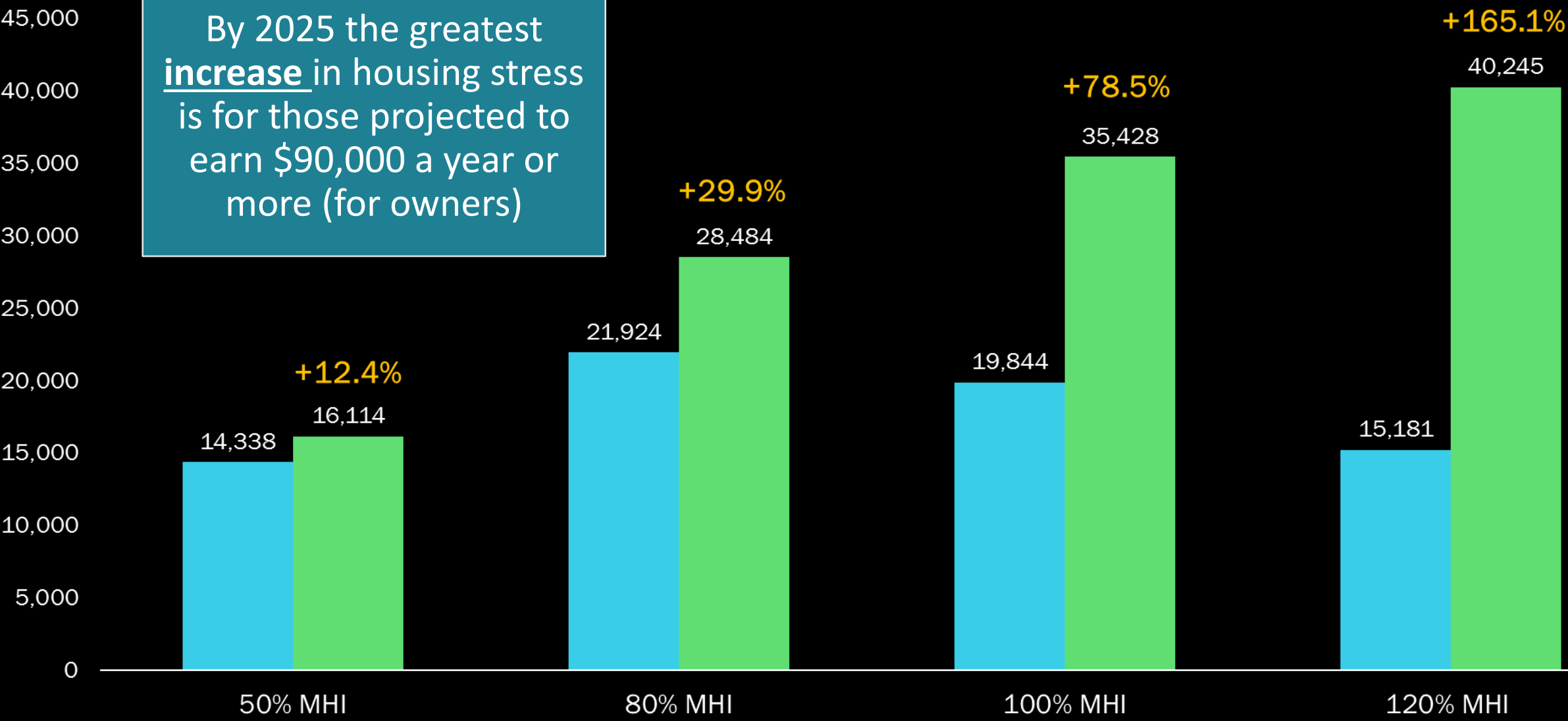
3.4% increase in households

Growth is slightly faster than population since household size is projected to decrease.

Cape Cod Households Spending >30% of Income on Housing

■ 2015 ■ 2025

By 2025 the greatest increase in housing stress is for those projected to earn \$90,000 a year or more (for owners)



What Did We Learn?

2015 - 27,000 Households

- Mostly those earning < \$60,000
- Housing Market is “Locked Up” for those earning \$70,000 - \$90,000

The seasonal use of our housing stock has had a lasting impact on economy and will continue

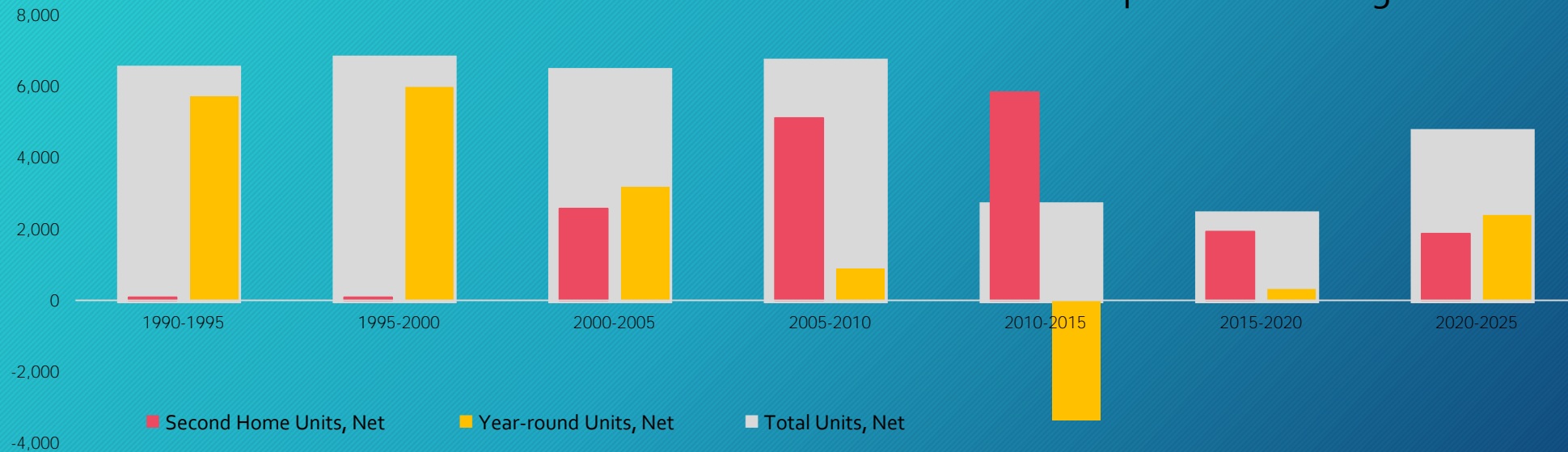
Subsidy will be required to meet the needs of those earning 80% MHI or less

The market, with policy change, should produce \$325,000 (100% - affordable to 100% MHI)

Shifting Demand

Demand for seasonal homes will persist as a major driver of housing unit demand.

The impacts of the Great Recession caused a surge in second home demand. This will have a long lasting effect on Cape Cod's housing market.



Going Forward

- Understand the Regional Housing Market
 - Reducing Stress in any segment of the market will reduce stress across markets
 - Establish Housing Supply Targets
- Accommodate Life Stage Needs By Design
 - Increase Diversity of Multi-Family Housing
 - Increase the Diversity of Senior Housing
 - Understand Preferences



Reaction & Consequence

In a sincere effort to avoid unmanageable growth Cape residents and policy makers adopted large lot zoning and **chose not to build sewer and other “urban” infrastructure**

→ Unaffordability

→ → Declining Diversity

Activity Center Approach

Diversity through Density the Cape Cod Way

Affordability Conundrum

If we understand the system, we can test different approaches

- Direct Development to Activity Centers
 - Growth Policy & RLUM
- Analyze Existing Conditions in & Test Ideas for Change
 - RESET Program
- Measure Results
 - ACE



Direct Development

Growth Policy and Regional Land Use Vision Map (RLUVM)

Regional Growth Policy GUIDING PRINCIPLES

Diversity

Foster a **variety** of business types, housing options and job opportunities

Healthy Communities

Create places that bring people together and support mental and physical health

Sustainability

Focus economic revitalization in existing centers of activity

Regional Growth Policy

The growth policy for Cape Cod is that new development, redevelopment, and public investment should be focused in designated centers of activity to maximize the potential positive impacts of development on the community and the economy and minimize the potentially negative impacts it may have on the natural environment.

Activity Centers

What do we want in activity centers?



Amenities for residents
Community activity



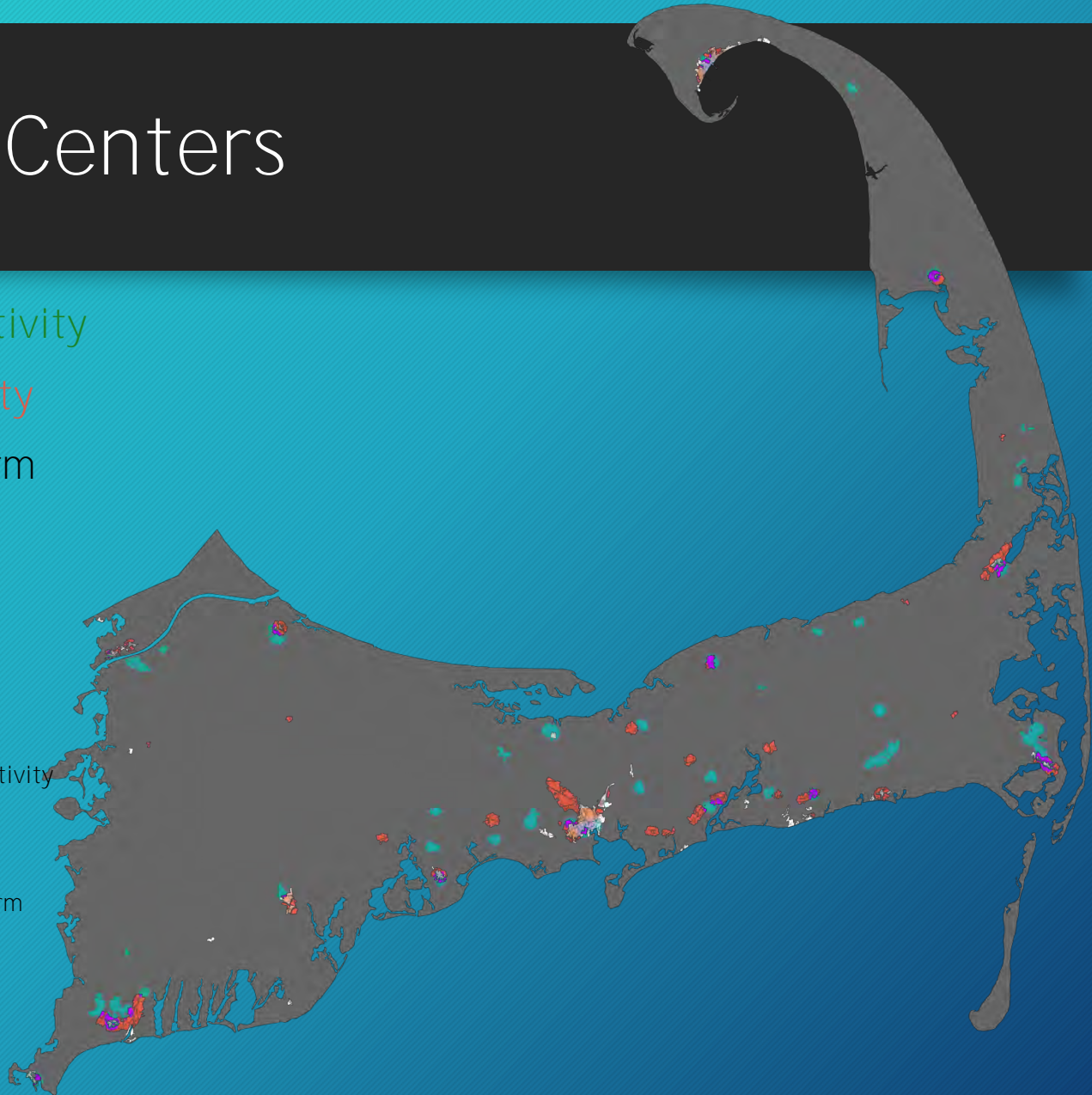
Attracts residents and visitors
Business activity



Compact, pedestrian-oriented
Built environment

Identifying Activity Centers

1. Dense Community Activity
2. Dense Business Activity
3. Compact Building Form

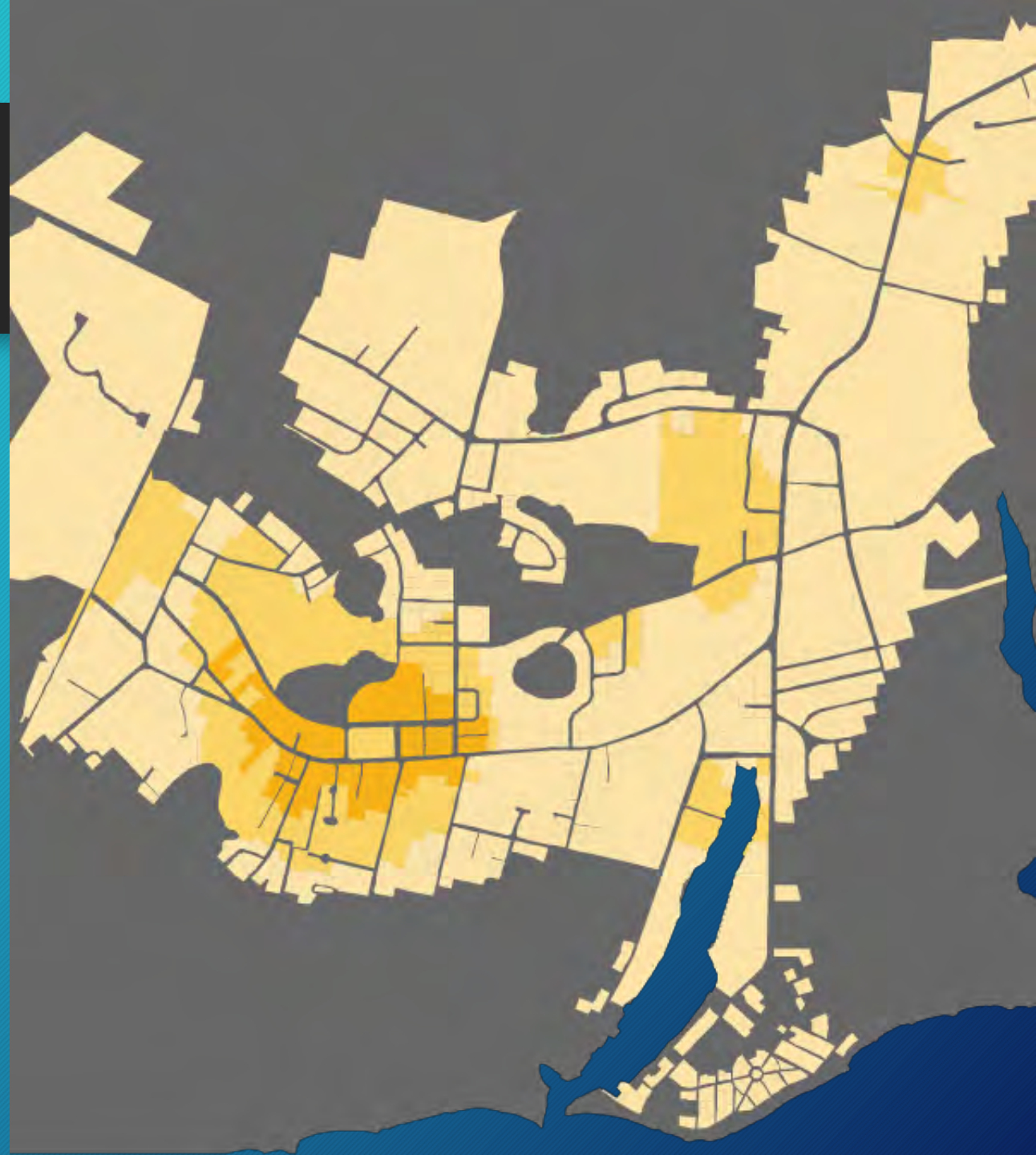


Kinds of Activity Centers

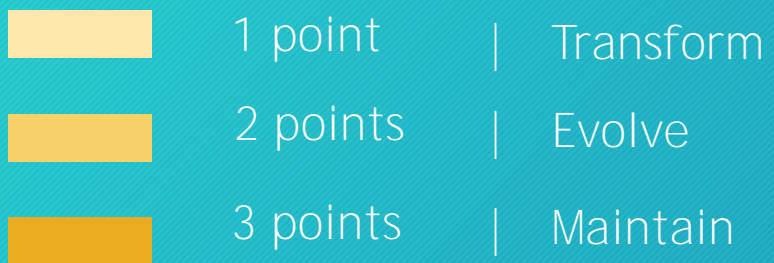
Maintain: no change

Evolve: some change

Transform: major change



Activity Centers



Priority Protection Areas

- Areas not suitable for development
- Land with highest resource protection value



Limited Development Areas

- Already developed areas
- Appropriate for development that does not impact underlying resources



Draft Regional Land Use Vision Map

-  Activity Centers
-  Priority Protection Areas
-  Limited Development Areas



Test Ideas for Change

The RESET Program

Draft Regional Land Use Vision Map

-  Activity Centers
-  Priority Protection Areas
-  Limited Development Areas



The RESET Program

- Outgrowth of the Comprehensive Economic Development Strategy (CEDS) planning process
- Comprehensive and multi-disciplinary
- help towns overcome impediments to meeting local economic development goals

• The Projects

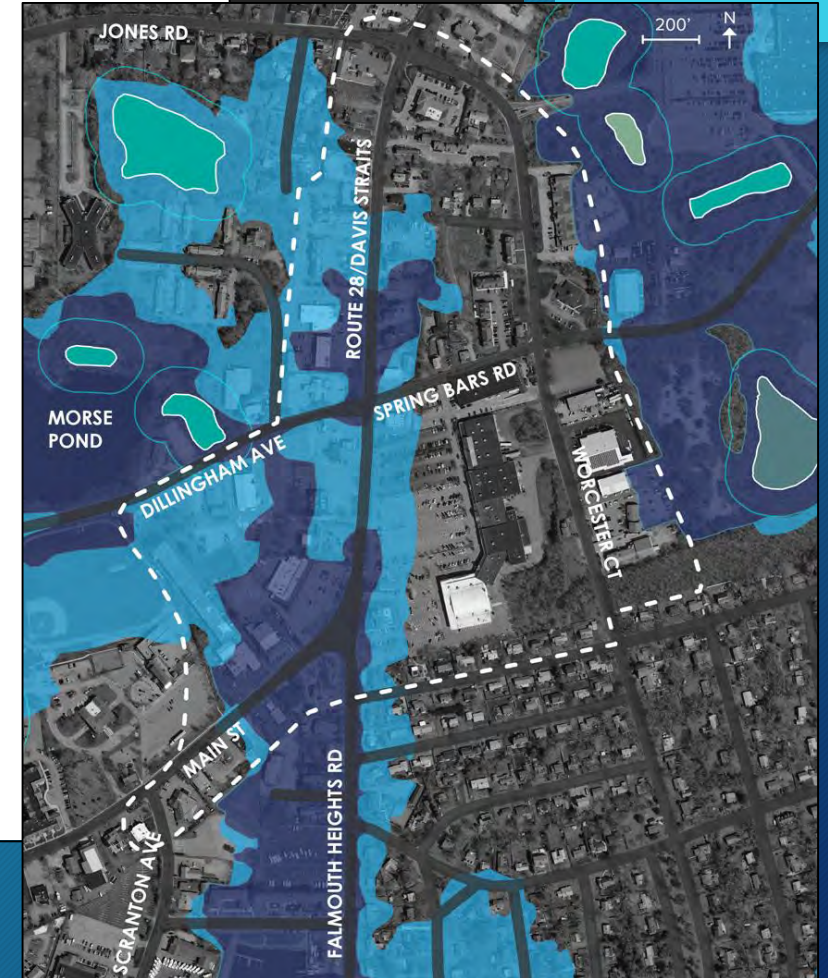
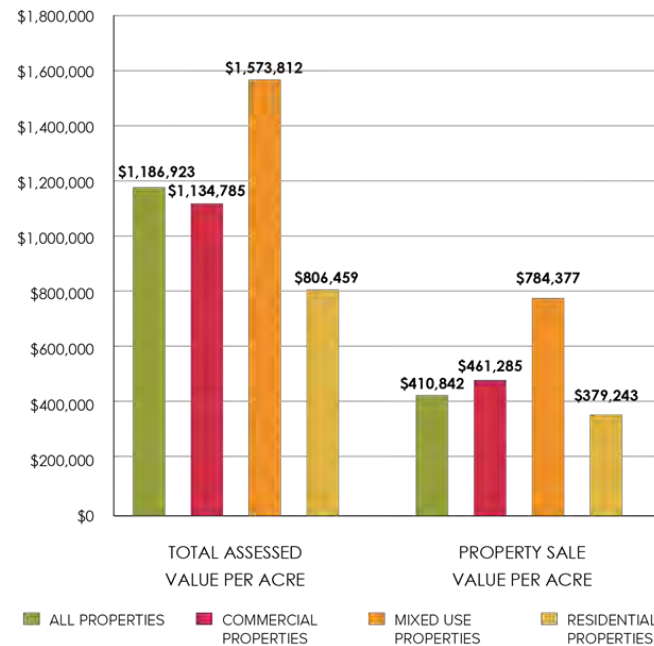
- | | |
|--------------|------------|
| • Yarmouth | • Chatham |
| • Harwich | • Mashpee |
| • Bourne | • Orleans |
| • Sandwich | • Falmouth |
| • Barnstable | |

Falmouth RESET- Davis Straits

Scope

1. Assess form, character, uses, and natural resources
2. Economic assessment of commercial uses
3. Analyze zoning compatibility with mixed-use goals

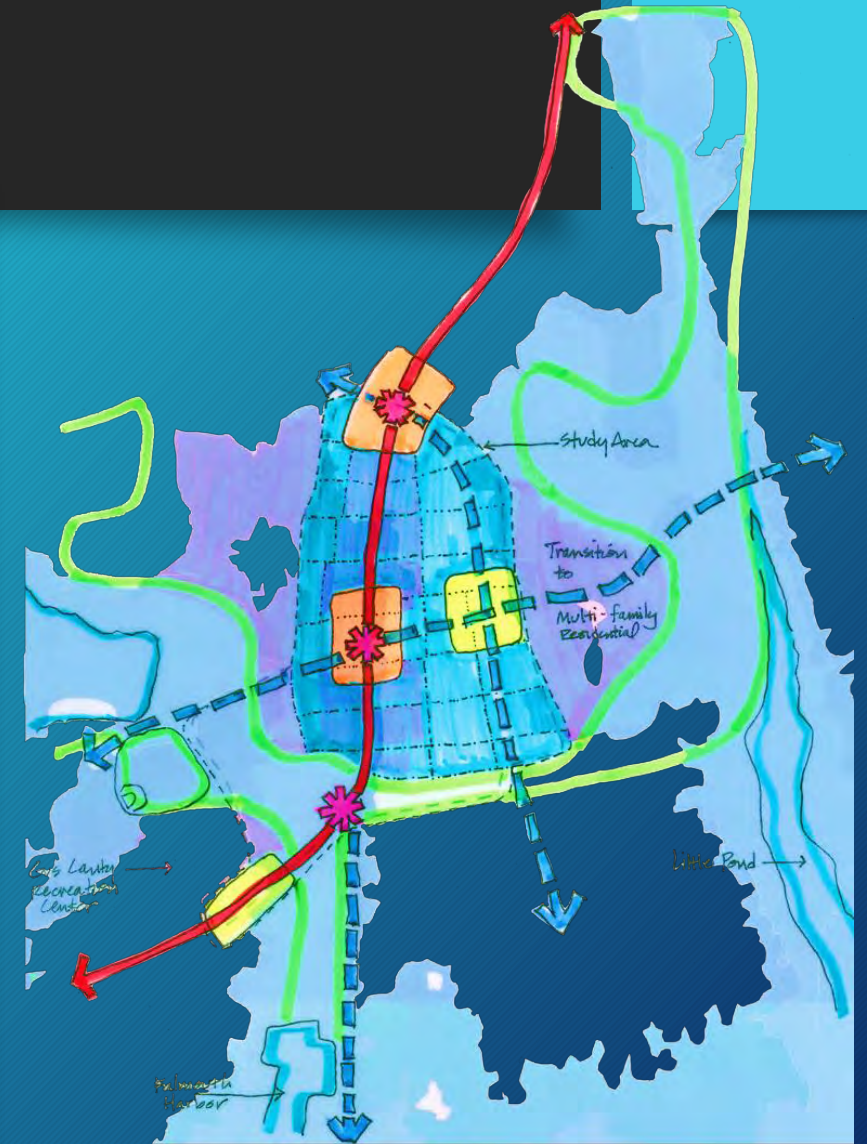
RELATIVE VALUE OF DIFFERENT LAND USES IN
THE DAVIS STRAITS STUDY AREA



Falmouth RESET- Davis Straits

Recommendations

1. Diversify scale and mix of uses
2. Enact Form Based Code
3. Adopt long-term streetscape and capital plan
4. Adopt long-term greenway plan in vulnerable areas



Falmouth RESET- Davis Straits

Results

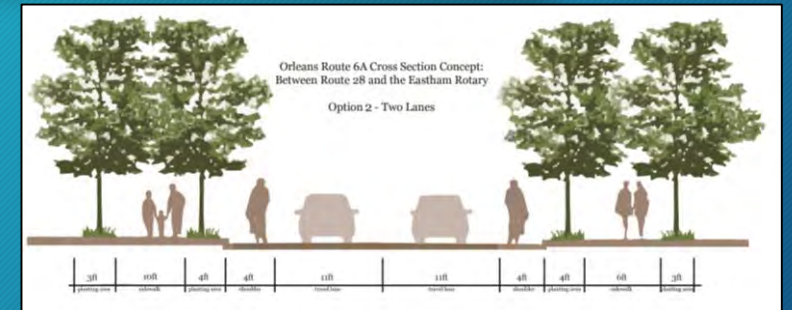
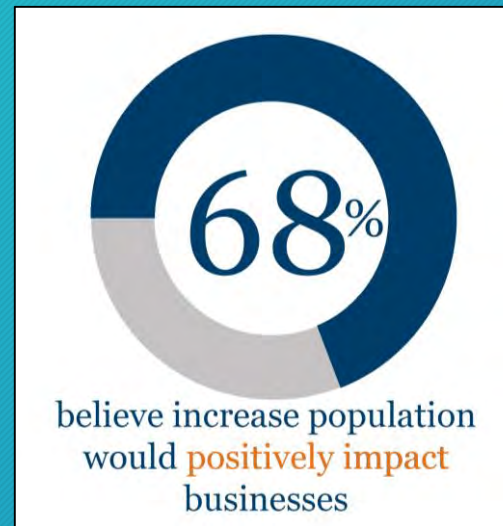
1. Actively engaged in town-wide discussion of form based code and other zoning changes
2. Actively engaged in discussions around the greenway concept



Orleans RESET

Scope

1. Survey and meet with business community
2. Review and critique zoning relative to LCP goals
3. Evaluate infrastructure availability, quality and capacity relative to LCP goals



Orleans RESET

Recommendations

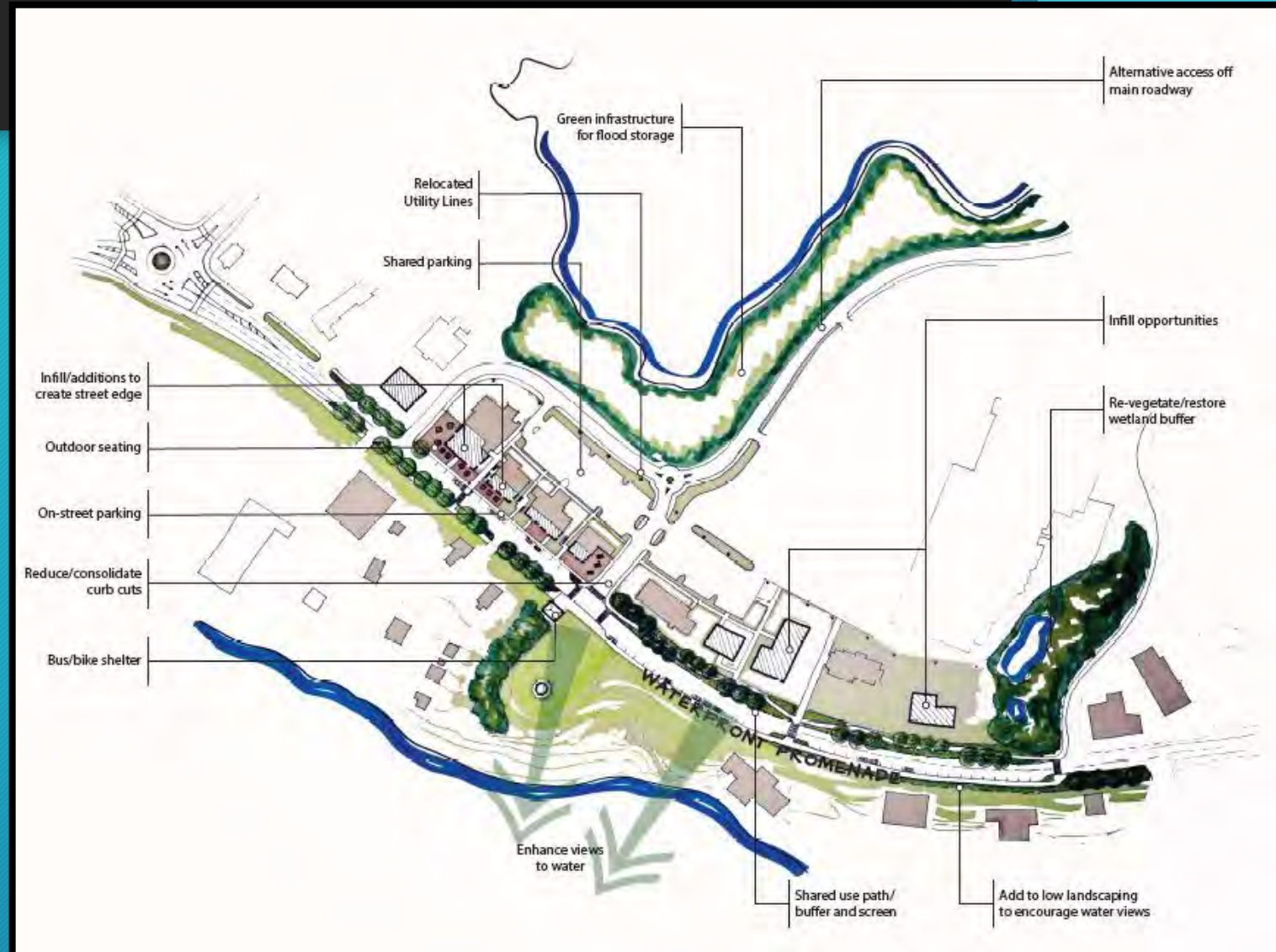
1. Zoning Changes

- Increase housing density
- Strengthen design & historic resource protections
- Loosen parking regulations

2. Targeted Infrastructure Investments

- Road narrowing with addition of bike/ped. amenities
- Wastewater in village core

3. Business Improvement District



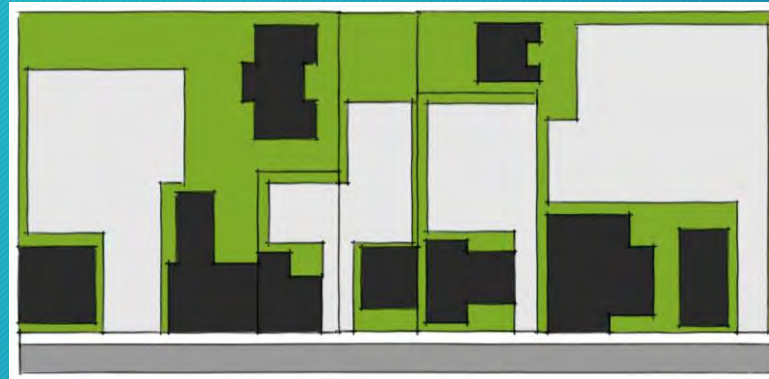
Orleans RESET

Results

1. Changed Zoning

- Increased multifamily density and simplified mixed-use regulations

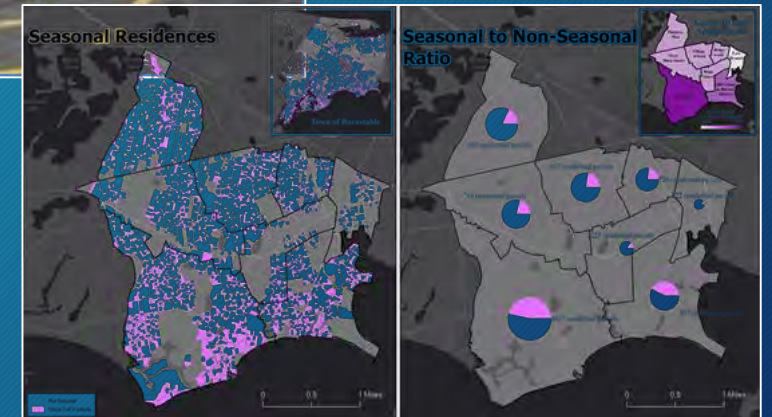
2. Funded Wastewater System for Village Center (pending debt override vote)



Barnstable RESET

Scope

1. Evaluate and recommend possible re-use of four large retail plazas on main auto strip in Hyannis
2. Evaluate and recommend alterations to the existing Growth Incentive Zone for downtown Hyannis



Barnstable RESET

Recommendations
(note this project is still on-going)

1. Redevelopment concept plans
2. Draft zoning changes
3. Public investment in greenway and streetscape



Barnstable RESET

Results

1. Hired consultant to re-write zoning
2. Working with Commission to update the Growth Incentive Zone and select measures of success



Measuring Progress

Applied Community Economics (ACE) and other Benchmarks

This tool will score the form of an area based on Building Form, Business Activity and Community Activity. It allows for the comparison of scores to other similar geographies in the Report Card. In development is the ability to dig down into key metrics that will improve the score of an area.

Please select a neighborhood, activity center, or town to see the geography's ACE score.

● Neighborhood

● Activity Center

Select an Activity Center ▼

● Town

Community ▼

Economy ▼

Built Form ▼

Infrastructure ▼

Housing ▼

Resiliency ▼



84%

ON TOWN WATER

Utilities →

58%

ON SEWER

Wastewater →

54%

IMPERVIOUS

Stormwater →

66%

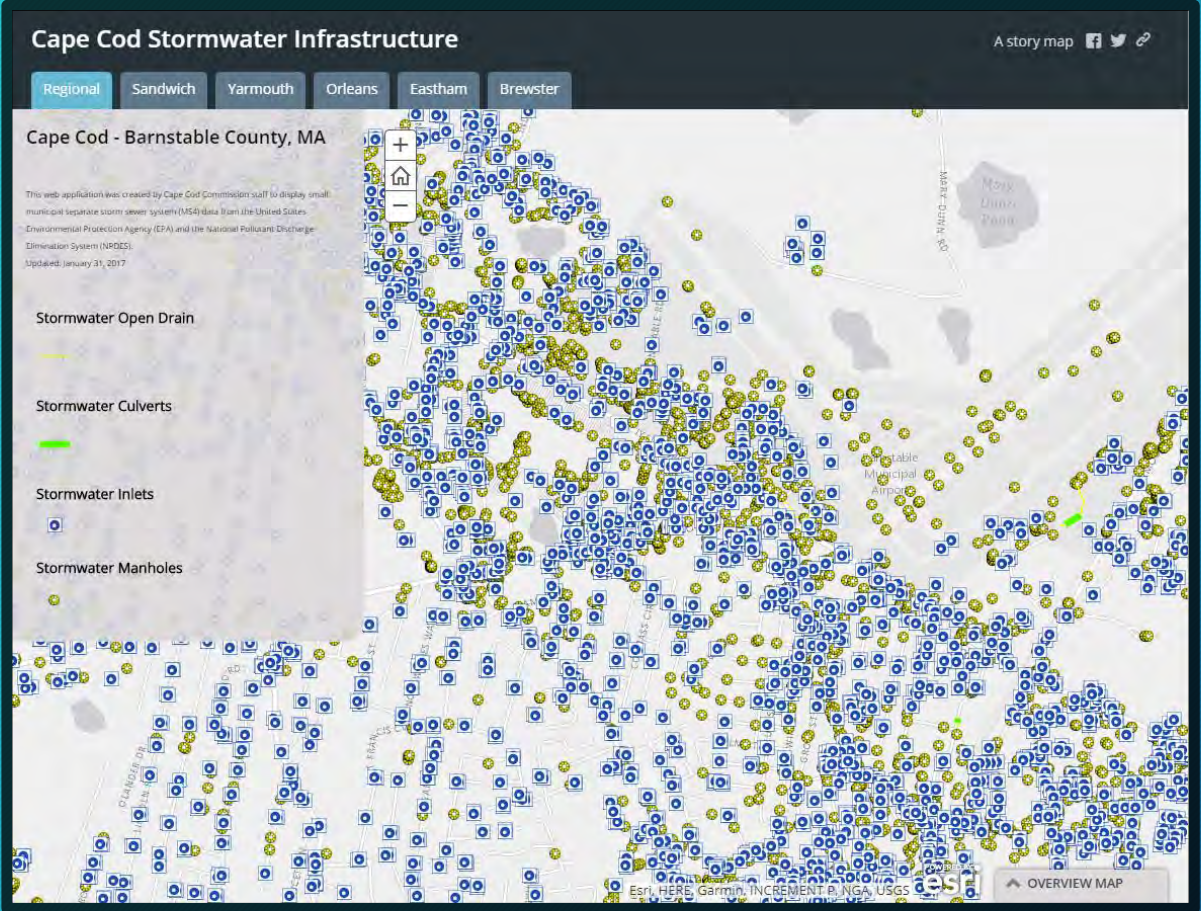
SERVICED BY BUS

Transportation →

47%

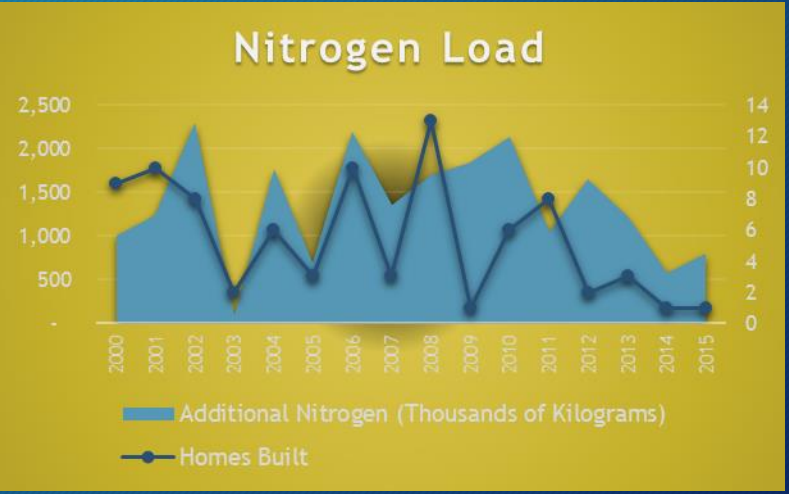
SIDEWALKED

Access →



PROJECTS

PROJECT	STATUS	ACTIVITY
Project 1	Complete	<div></div>
Project 2	In Progress	<div></div>
Project 3	In Progress	<div></div>
Project 4	Conceptual	<div></div>



Barnstable currently has a strong ACE score, thanks to 14 community activity sites, 433 businesses, and 32% of buildings with great form.

- Community
- Economy
- Built Form
- Infrastructure
- Housing
- Resiliency

Final Take-Away

- Value of regional planning - big picture view/multi-disciplinary approach
- Land use policies and economic development outcomes are related
- Planning is iterative - start with discreet areas that have community support
- Geo-design tools can help guide place-based planning

Thank you! Questions?

Cape Cod Commission

lrichardson@capecodcommission.org | srooney@capecodcommission.org
| heather.harper@capecodcommission.org



Regional Capital Infrastructure Plan (RCIP)

RPP Subcommittee

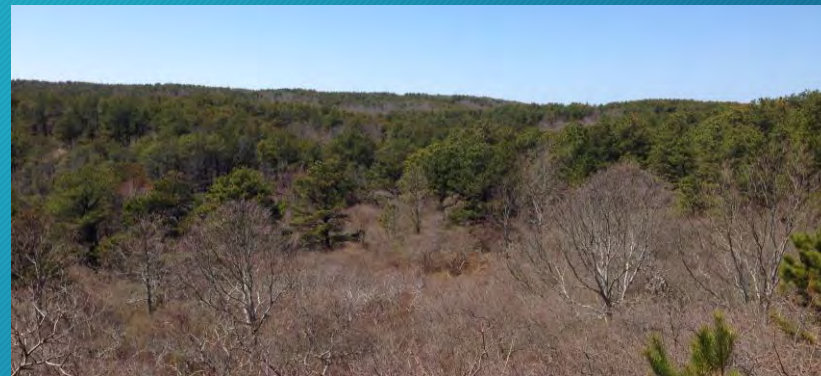
05/03/17



Infrastructure Defined

Definitions - Natural Infrastructure

Natural environments performing multiple functions within the larger system of life that benefit the health and well-being of people, often absorbing the negative impacts of human development and reducing the need for built infrastructure



Definitions - Grey Infrastructure

Human built public facilities and services necessary to support communities, protect regional resources, and encourage sustainable economic development.



Definitions - Green Infrastructure

Constructed environments designed to manage development impacts using natural materials to remediate air, water, and habitat while nourishing well-being





The CCC's Role in Infrastructure Planning

Commission Act on Capital Facilities

*“To anticipate, guide and coordinate the rate and location of development with the capital facilities necessary to support such development, in order
to protect the region’s natural and historic resources and advance a more balanced economy, housing mix, and social diversity.”*

Infrastructure Goals in Current RPP

LU2: Location

To use capital facilities and infrastructure efficiently and in a manner that is consistent with **Cape Cod's environment**, character, and economic strengths, and that reinforces traditional village- centered development patterns.

ED4: 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.

Commission Role to Date

Planning

- Drinking Water Planning
- Transportation Planning
- Open Space Planning
- Wastewater Planning
- Affordable Housing

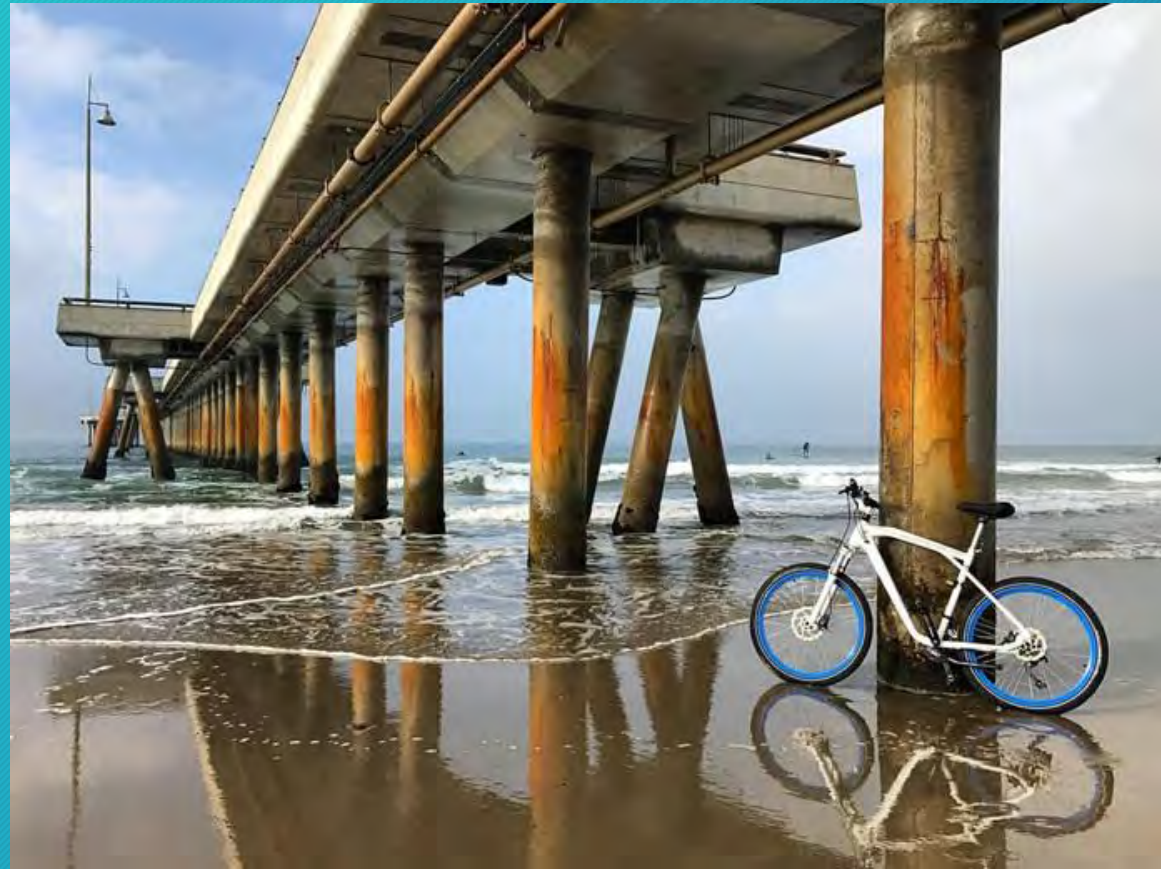
Regulatory

- Municipal Exemption
- Transport in/out of BC
- Cell Towers
- Electric & Gas Infrastructure
- CWMP Review

Economic Development Priorities

CEDS Regional Priority Projects

- Cape Cod Capital Trust Fund for Capital Infrastructure
- Integrated Infrastructure Planning & Management
- Last Mile Broadband Build-out
- Wastewater Infrastructure in Activity Centers
- Commuter Rail
- Harbor Infrastructure & Sea Level Rise Impacts to Infrastructure



New Framework for Infrastructure Planning

RCIP Vision

Cape Cod communities will realize long-term sustainable economic development through the strategic provision of high quality and safe infrastructure that advances social equity, economic and social diversity, and environmental health.

A map of Maryland with a color-coded density scale. The scale ranges from 0 (lightest yellow) to 100 (darkest purple). The map shows higher density (darker colors) in the coastal and urban areas, particularly around the Baltimore and Washington D.C. regions, and lower density (lighter colors) in the rural and mountainous areas.

TREND DEVELOPMENT SCENARIO

increases density
more housing units per
acre

more affordable housing
to those with household
incomes of \$50K-\$75K

less infrastructure needed
90% reduction in new
roads

creates more jobs
nearly twice as many

DRAFT REGIONAL LAND USE VISION MAP



-  Priority Protection Areas
-  Limited Development Areas
-  Activity Centers

RCIP Goals

Address Existing Need First

Build infrastructure to serve existing needs and mitigate impacts of current development as well as re-development and new development within designated Activity Centers.

Efficiency & Affordability

Invest in, locate and use Infrastructure efficiently to limit over building, reduce long-term costs, promote community interaction, and direct growth into Activity Centers.

Ensure Long-term Sustainability

Locate Infrastructure to effectively protect natural resources, strengthen Activity Centers and villages, discourage low density sprawling development, and preserve historic structures and pre-1950s development patterns.

Safety, Access & Quality for All

Provide safe, accessible, high quality services, facilities, and infrastructure that meet the needs of all residents and property owners regardless of race, color, national origin, language, or income.

RCIP Objectives

Plan First,
Invest
Second

Coordinate
Regional &
Local Plans

Open Once
& Under-
ground

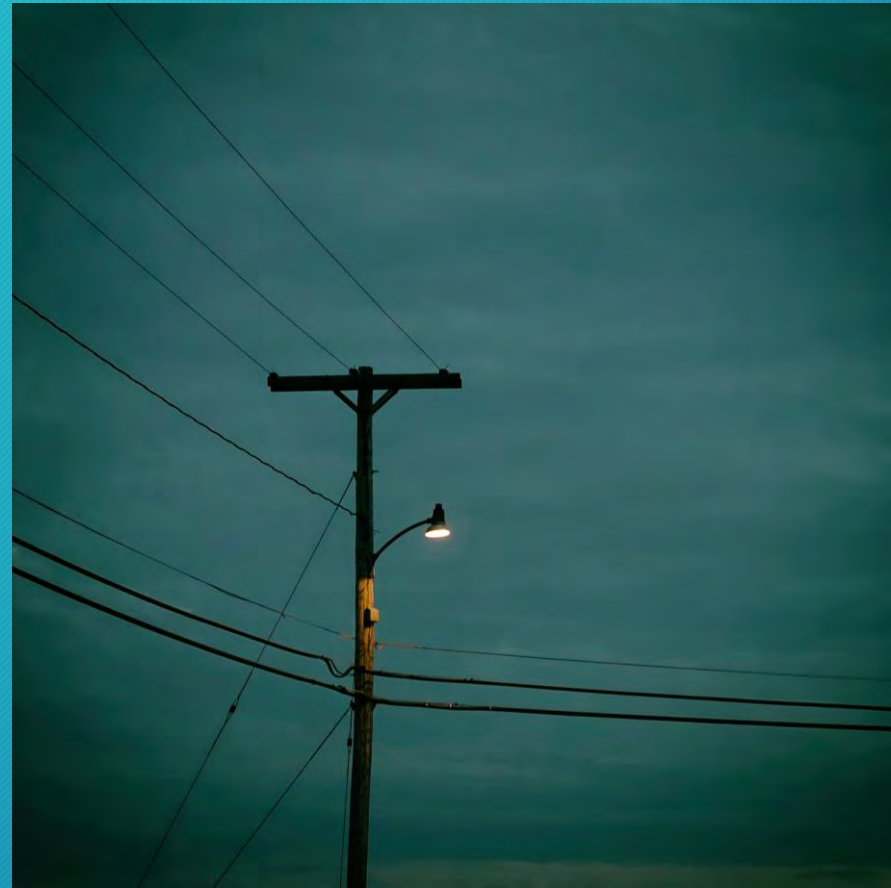
Coordinate
Mitigation
with Capital
Plans

Increase
Funding

Reduce
Barriers

Capital Projects - Approval Criteria

1. The location and services provided by the project are consistent with the Regional Growth Policy and will not degrade protected resources
2. The project will not degrade safety or human health
3. No single population will disproportionately benefit or be harmed by the project
4. Wherever possible the project will not duplicate existing services or facilities
5. The scale of the project is consistent with community character goals of the impacted towns and the RPP
6. Overall, the project will improve the health of natural systems and provide broad benefits to people



Implementation of the New Framework

CCC Action Steps

- Adopt the RPP Update including the Capital Infrastructure Planning Framework
- Develop guidance documents for LCP local capital planning & certification process
- Develop a training, information and technical assistance program to assist towns

CCC Action Steps

- Build a Capital Infrastructure Database on the availability, quality, location, management, and funding of existing and proposed infrastructure
- Align CCC regulatory program with infrastructure planning at the local and regional levels
- Establish a regional financing entity / infrastructure bank (a.k.a. Cape Cod Capital Trust Fund)

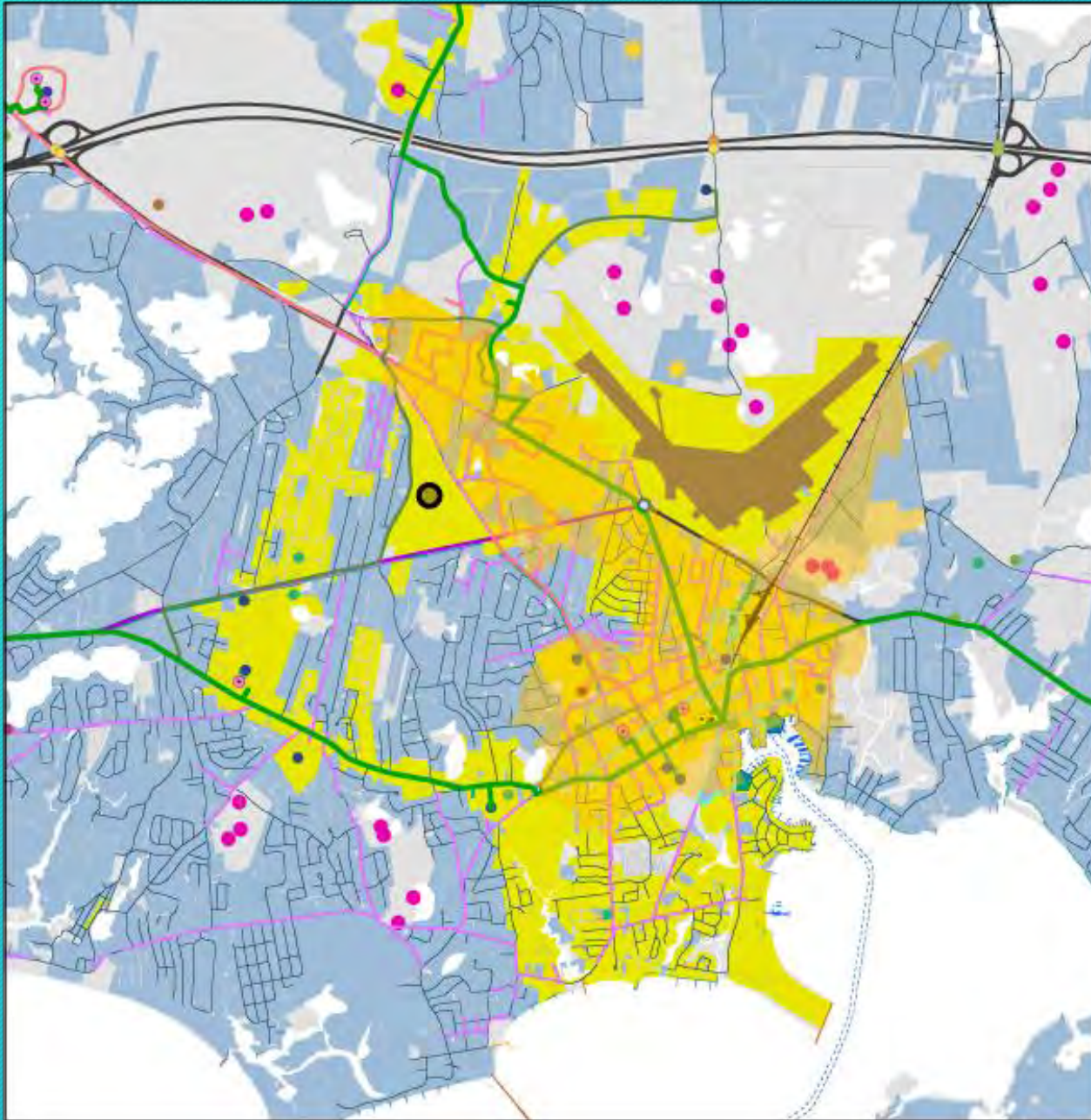
From Plan to Project



★ Town Submits Project Application/Updates to CCC



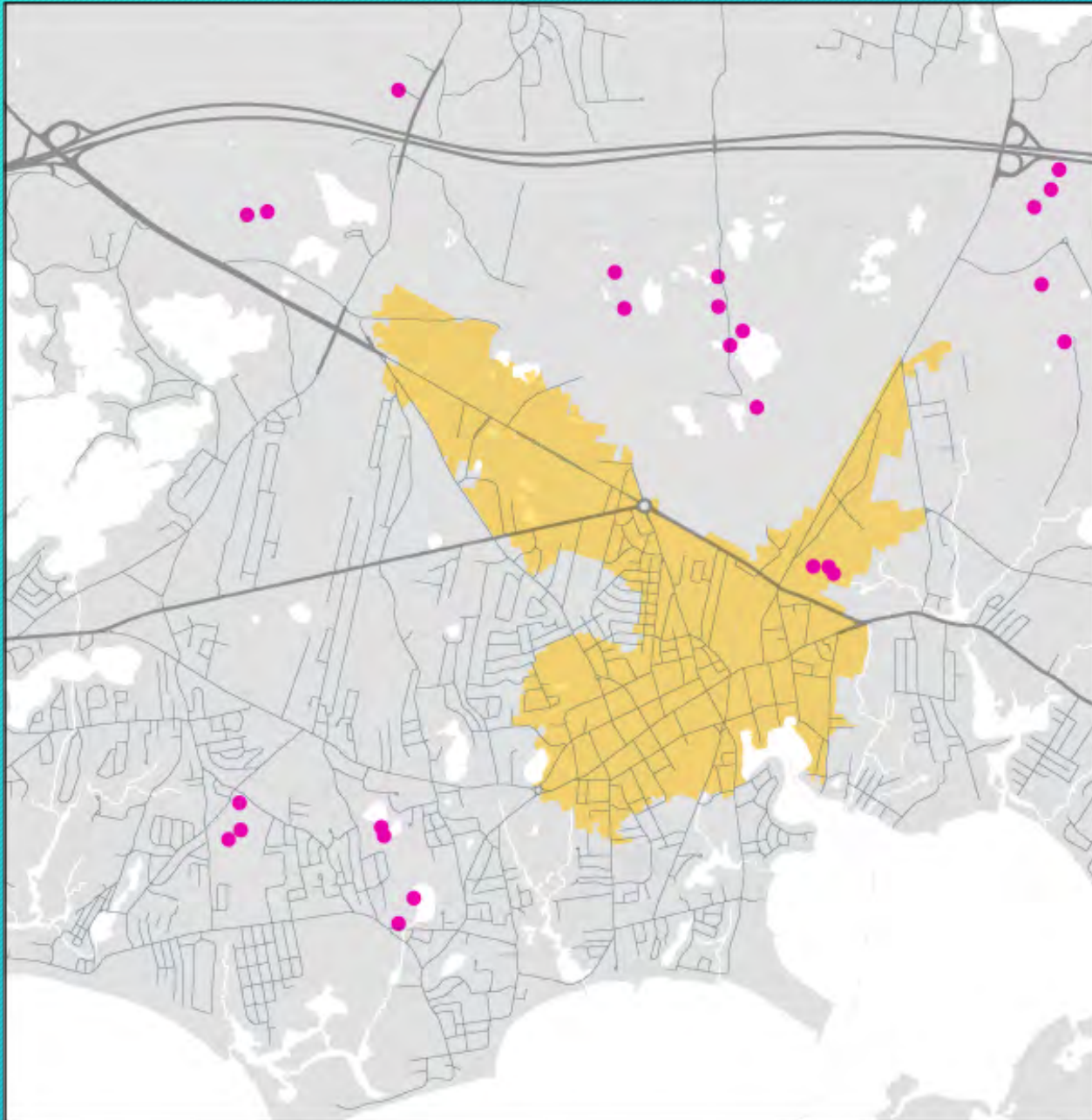
Evaluating Readiness



Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

What Infrastructure Exists Today?



Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

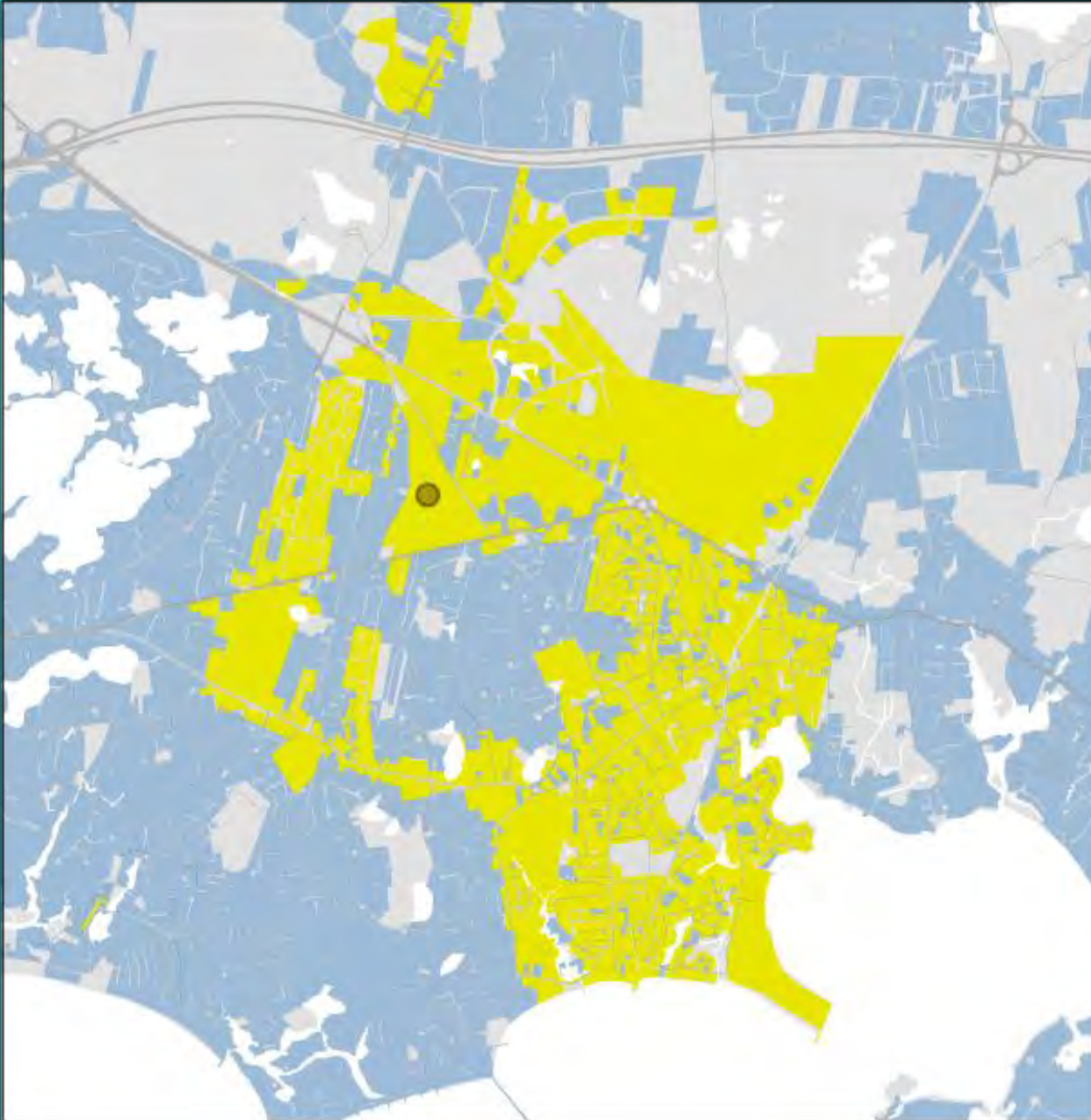
What Condition is the Infrastructure in Today?



Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

What Threats may face the quality or availability of the Infrastructure in the future?



Infrastructure Mapping of Activity Centers

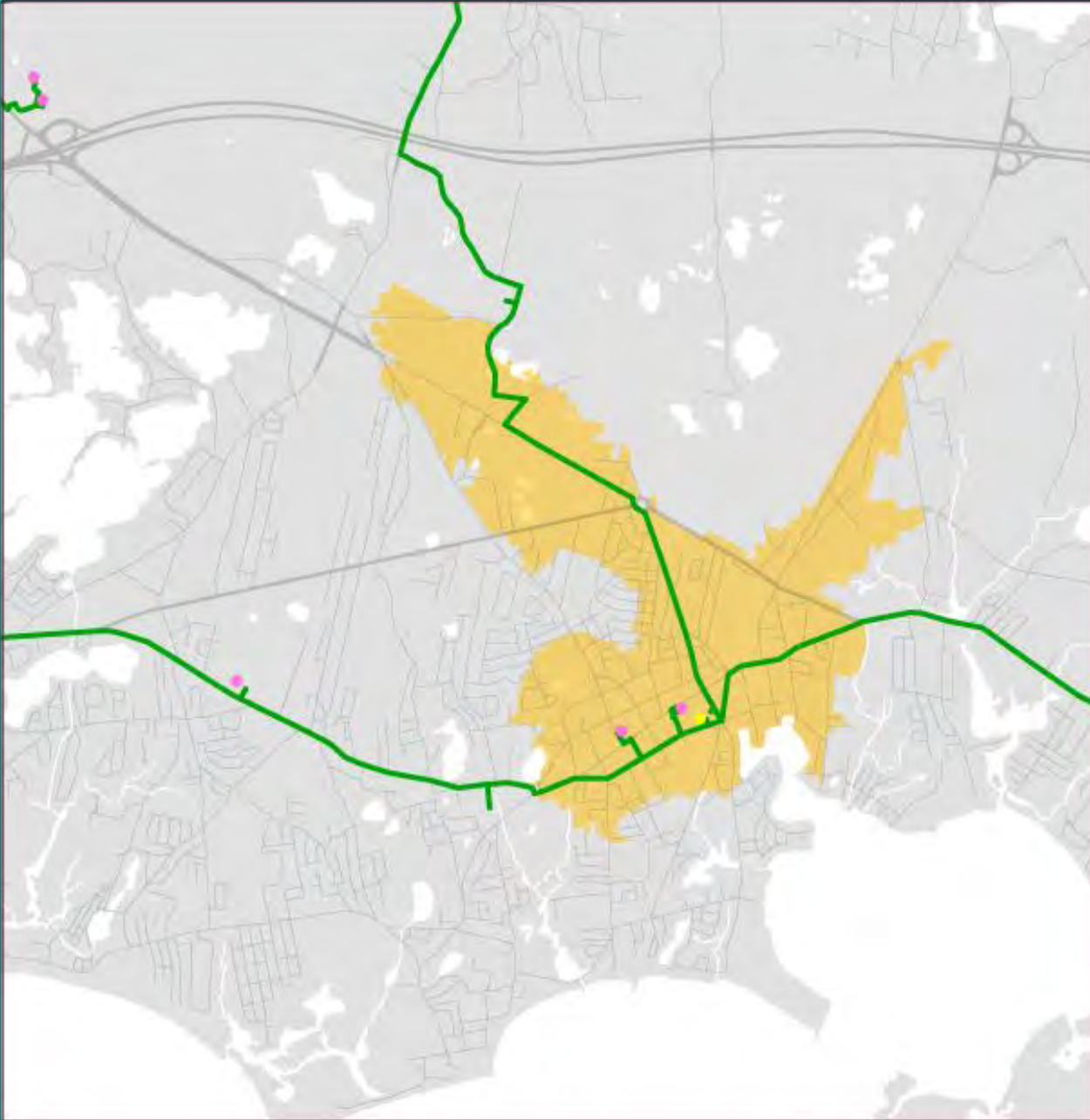
How well prepared is the Activity Center to absorb additional development?

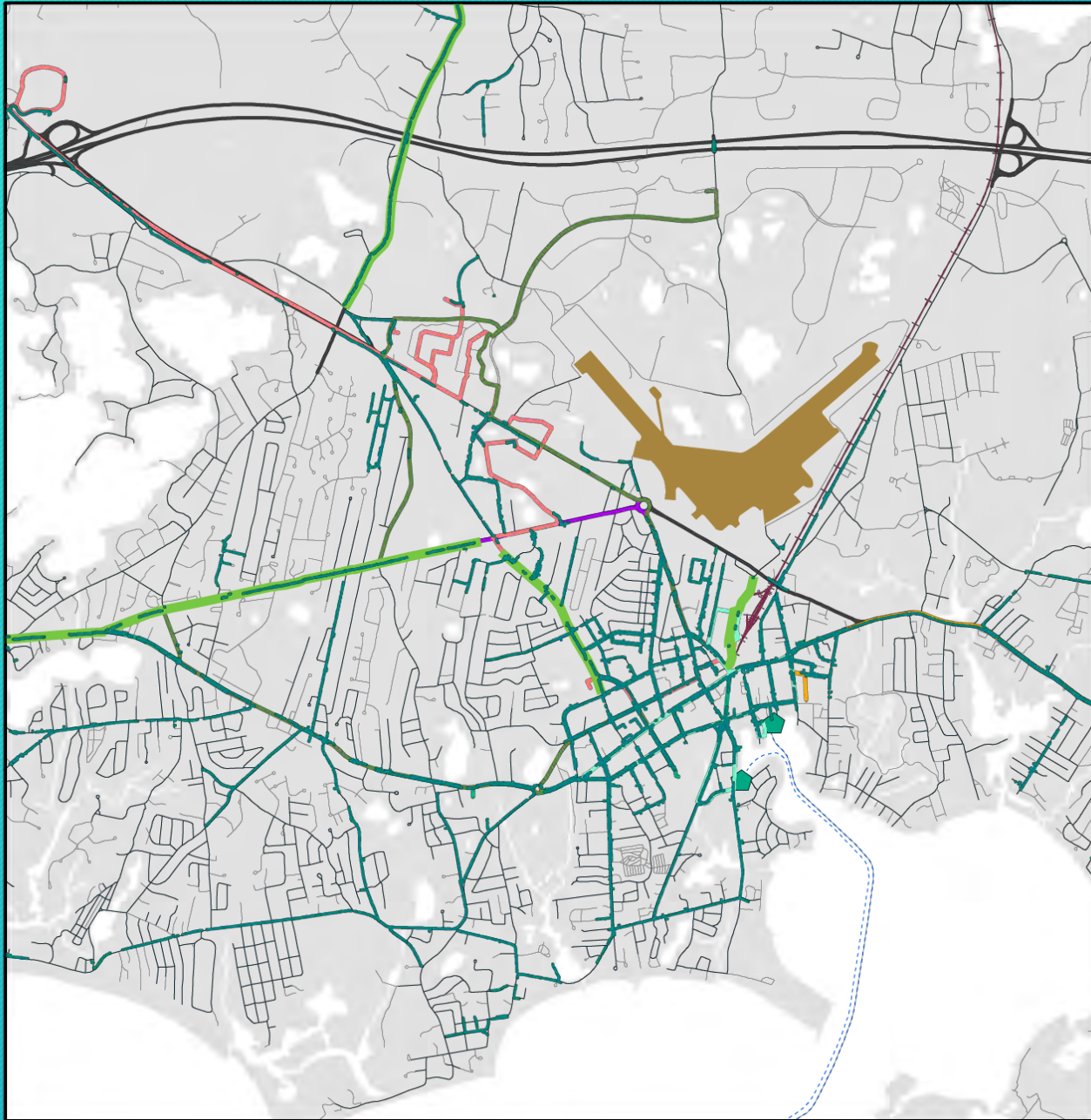
Does the existing Infrastructure need to be expanded?

Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

Does new Infrastructure need to be built?

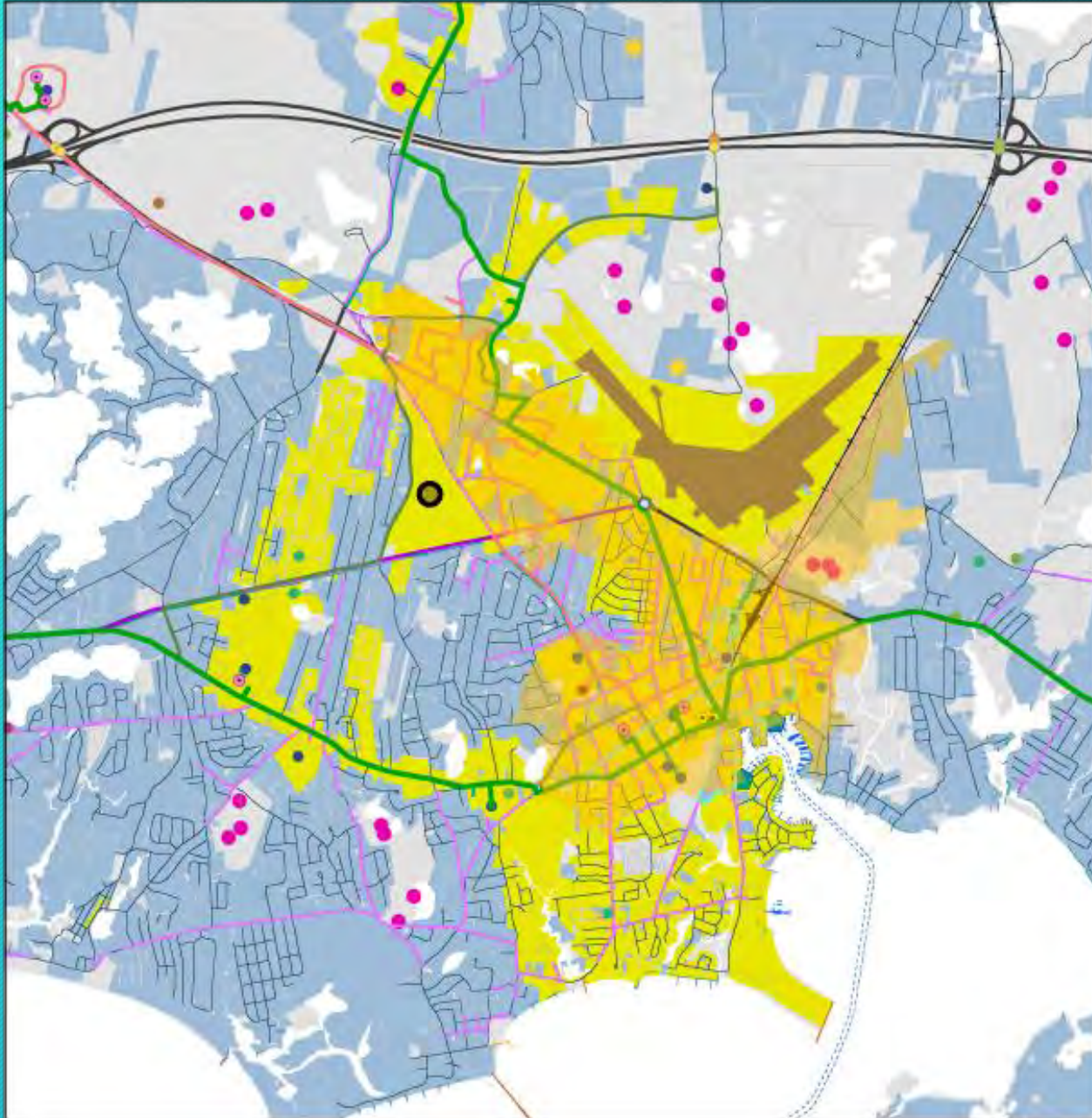




Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

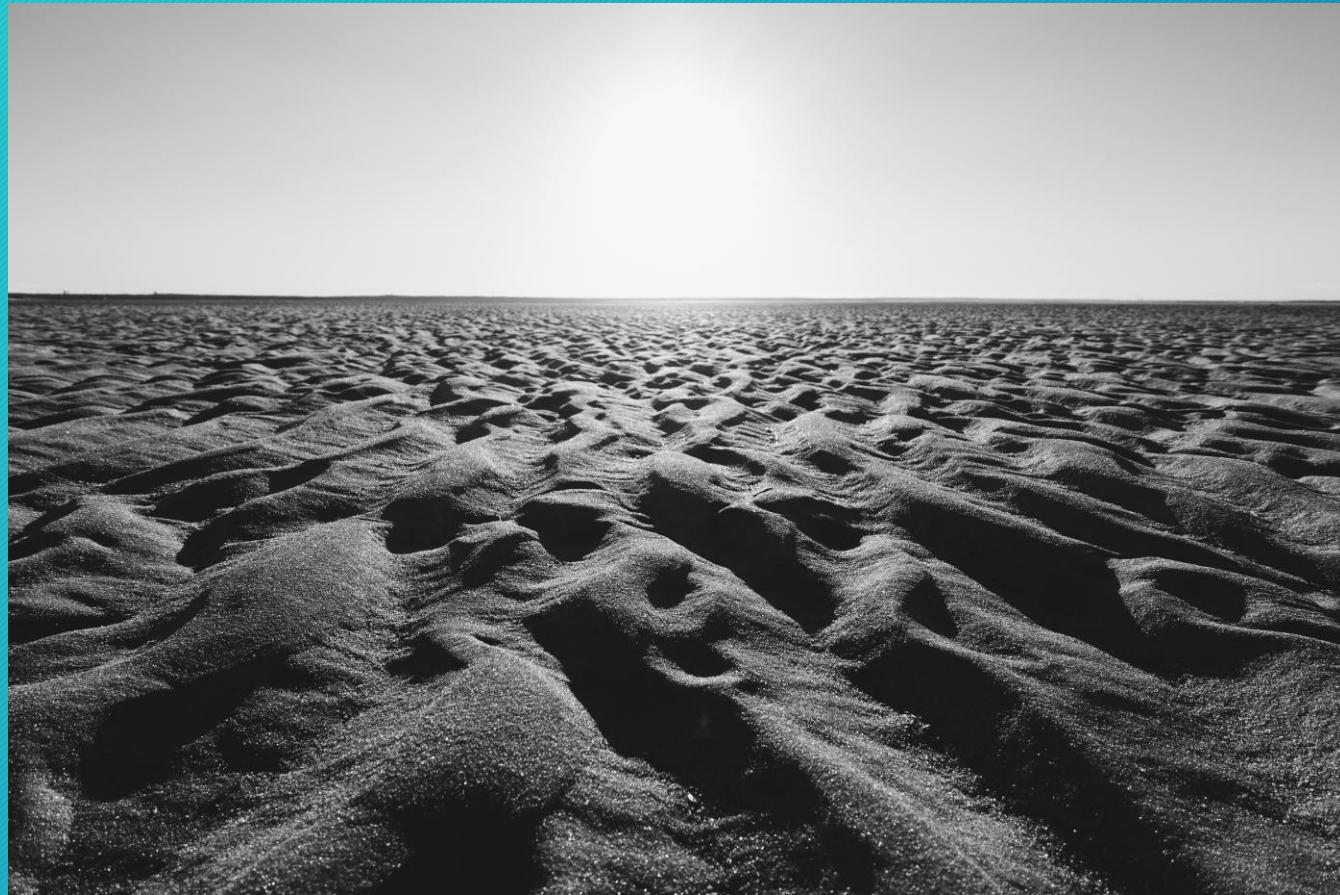
What Opportunities Exist for improved Connections?
Consolidations?
Innovations?



Infrastructure Mapping of Activity Centers

How well prepared is the Activity Center to absorb additional development?

Where can green infrastructure complement grey?
Where can natural infrastructure be restored?



Tracking Progress

RCIP Measures of Success

A hierarchy of measures will be developed within the infrastructure groupings identified in the Regional Capital Infrastructure Inventory. These measures will roll up to provide a regional score indicating how well the infrastructure is meeting the goals of:

Sustainability

Remediation

Access

Quality

Safety

Equity

Efficiency

Affordability

Capital Infrastructure Database

Infrastructure Tracked	Data Collected	Geographic Scale
Drinking Water Supply Storm & Wastewater Coastal Solid Waste Management Transportation & Transit Services Public Facilities Telecommunications Energy	Spatial Data Service Data Condition Data Management Data Funding Data Meta Data	Activity Centers Town Region

Capital Infrastructure Database

Draft Structure Concept

Capital Plan Built Infrastructure Inventory - Data Availability

Transportation	Bridges	Roadways	Sidewalks	Multi-Use Paths	Traffic Signals	Roundabouts/Rotaries	Rail Lines
Solid Waste	Collection Centers	Recycling Centers	Hazardous Material	Collection/Transf System			
Storm & Wastewater	Treatment Plants	Collection System	Non-Trad w/w Treat	Non-Trad. SW Treat	Natural Infrastructure	TWW Disposal Sites	Septic Systems
Drinking Water	Public Supply Wells	Distribution System	Private Wells	Zones I & II, PPWS			
Coastal	Jetties/Groins	Seawall/Revetments	Culverts	Tidal Restrictions	Coastal Water Qual.	Dredging	
Energy	Fossil Generation	Renewable Gen	Electric Lines	Gas Pipelines			
Telecommunication	Conduits	Lines	Wireless				
Public Facilities	Gov't Offices	Courts & Safety	Schools	Community Centers	Parks & Open Space	Public Health	Public Housing



Questions/Comments?

Leslie Richardson, Chief Economic Development Officer

lrichardson@capecodcommission.org

SEAPORT ECONOMIC COUNCIL PROGRAM
2017 GRANT APPLICATION

Applications are accepted throughout the year on a rolling basis. Applications shall be reviewed by a committee of Port Professionals (the “Committee”) which is designated by the Chair of the Council. Port Professionals will be representative of coastal communities and will be comprised of subject matter experts in economic development in coastal communities, and the development of sustainable, resilient coastal and marine assets.

Requests for funds that are both ready for assessment by the Committee and ready for implementation will be referred to the Committee. The Committee, with appropriate administrative and technical support from agencies of the Commonwealth, will assess all requests for funds referred to it, and shall make recommendations to the Council.

1. APPLICANT INFORMATION – Primary Applicant

1.1: Name of Municipality or Public Entity: **Cape Cod Commission / Barnstable County**

1.2: Executive Officer or Designee for Project: **Paul Niedzwiecki**

1.3: Application Contact (if different from above): **Leslie Richardson**

1.4: Title: **Chief Economic Development Officer**

1.5: Address: **Cape Cod Commission, 3225 Main Street**

1.6: City: **Barnstable**

1.7: State: **MA**

1.8: ZIP: **02630**

1.9: Phone: **508-362-3828**

1.10: Fax: **508-362-3136**

1.11: E-mail Address: **lrichardson@capecodcommission.org**

2. APPLICANT INFORMATION – Co-Applicant

2.1: Name of Entity: **N/A**

3. PROJECT TYPE - Please select one of the following project types that best describes your project:

- ✓ **Innovation Grants:** Innovation Grants function as a resource to invest in innovative ideas and projects that promote job creation and economic growth within the maritime sector, which is broadly defined to include: shipping and trade; marine science and technology; coastal recreation and tourism; ocean-based clean energy initiatives; and the seafood industry. Successful grant applications should seek funds to be used for capital expenses rather than operating expenses.

4. PROJECT OVERVIEW – Please provide an overview of the project.

Description should include an explanation of the uses for which this grant is being requested. Please provide a concise explanation of how the project will advance the host community’s maritime economy objectives. The most competitive applications will demonstrate the value of the project to the community, with a clear articulation of the vision, goals and outcomes of the project along with process to engage partners and stakeholders.

Project Title: Cape Cod Harbor Planning & Investment Tool

The proposed project is to develop a comprehensive harbor planning tool that will include an inventory of harbor assets and their economic value, the capital costs and revenues associated with maintaining the harbor, and will calculate the economic benefits that derive from harbor investments. The purpose of this project is to overcome resistance to funding harbor maintenance by improving local understanding of the economic value of harbors and launching harbor capital and maintenance planning across the Cape. The project vision is that, with regular planning and funding, harbors will become more accessible, efficient, economically productive, and resilient as sea levels continue to rise and storms increase in frequency and strength.

There are over twenty-five active harbors on Cape Cod, ranging from small marinas to large transportation and fishing ports. Harbor assets include all business activities located at or proximate to the harbor, all public activities and revenues associated with the harbor, and the surrounding natural resources providing economic or green infrastructure benefits to harbor users, surrounding land uses, residents, and visitors. Capital costs include the cost of maintaining docks, mooring fields, navigation (dredging channels), public access areas, parking and bike/pedestrian amenities. The tool will not only assist with long-term planning and capital budgeting but will include a cost/benefit analysis component to understand how investing in harbor maintenance may impact overall access, volume management/efficiency, safety/resilience and other net benefits to be identified. The tool will also employ regional economic multipliers to estimate the indirect and induced economic impact of harbor investments on jobs and output across the region.

The maritime economy of Cape Cod is diverse, ranging from marine sciences to transportation to recreation. The region's larger economy has always been defined by the sea and access to the sea – it is indeed a “Blue Economy.” The importance of marine assets is reflected in our regional planning documents, including the Cape Cod Regional Policy Plan (RPP) and the Cape Cod Comprehensive Economic Development Strategies (CEDS). The RPP calls for the protection of harbors, shore and near shore, and coastal resources – safeguarding the functioning of marine uses as well as the health of natural marine resources. The CEDS includes harbor planning as a regional priority and identifies the loss of harbors and fishing grounds as an economic threat. Similarly, the CEDS prioritizes understanding the economic impacts of sea level rise and climate change on harbor assets and harbor related business activity. While towns have successfully managed local harbors for decades, recent resistance to funding maintenance dredging and the advancement of climate change require a more deliberate and coordinated planning effort across the region. Barnstable County has long assisted towns with the county dredge and is investing in a second dredge, increasing the need to plan ahead to manage the growing needs across the county.

This project will consist of three phases: 1) Background & Baseline Data Inventory; 2) Primary Data Collection; and 3) Tool Design & Deployment. The project will be guided by an Advisory Board of regional and local stakeholders including harbor masters, marina owners, recreational boaters, charter and sightseeing captains, restaurateurs, and others willing to contribute to the project. Stakeholders, including but not limited to those on the advisory board, will be engaged throughout the process to understand the issues and needs, provide data and information, and help design and test the tool. The Cape Cod Commission will lead the project, working closely with a core set of regional partners. The regional partners, listed under item 6.2 of this proposal, are the three pilot towns of Dennis, Provincetown, and Wellfleet; the Association to Preserve Cape Cod; the Buzzards Bay Coalition; the Cape Cod Fisherman's Alliance; and the Center for Coastal Studies.

Phase 1) Background & Baseline Data Inventory will capture the volume of work completed to date on the state's maritime economy and the region's “Blue Economy” as well as local harbor case studies

completed by the Cape Cod Commission (CCC) and other local harbor planning efforts. Secondary data will be compiled for mapping and calculating economic values and costs. Phase 2) Primary Data Collection will build on this foundation to a degree that has been missing in other research efforts to date by collecting primary data on harbor-based or proximate business activity, compiling permitting and cost data, and evaluating the economic value of properly maintained harbor areas relative to the impacts of sea level rise and storm damage. Phase 3) Tool Design & Deployment will use this information to develop a quantitative and spatial planning tool that brings together economic values, public revenues and costs, and the overall costs and benefits of investment in harbor maintenance and infrastructure. The goal is for the tool to be used by each town on the Cape for long-term harbor planning and to convey the value of harbor investments to the public and other funders so that harbors are regularly maintained, economically productive, and resilient to the impacts of climate change.

5. COMMUNITY COMPACT – (For info, please visit www.mass.gov/ccg)

5.1: Is your community engaged, or in the process of engaging in a Community Compact with the Commonwealth?

☒ Yes ☐ No

5.1b: If yes, please provide the status of your Community Compact:

The three pilot towns of Dennis, Provincetown, and Wellfleet have signed community compacts with the State.

6. PROJECT DETAIL – Innovation Grants

6.1: Please check off the area of the maritime economic sector that most applies to this Innovation Grant request:

- ☐ Shipping and Trade
- ☐ Marine Science and Technology
- ☒ Coastal Recreation and Tourism
- ☐ Ocean-based Clean Energy Initiative
- ☒ Seafood Industry

6.2: Please list any partners (public / private / non-profit / regional) involved in the project and their role:

Partner	Role
Organization Name: <u>Towns of Dennis</u> Address: <u>351 Sesuit Neck Road, Dennis, MA 02638</u> Primary Contact Name: <u>Dawson Farber,</u> <u>Harbormaster</u> Email address: <u>dfarber@town.dennis.ma.us</u> Tel. No.: <u>508-385-5555</u>	Pilot harbor working with the Commission to develop and populate the tool with data. Expertise in harbor management and familiarity with financing, permitting and other issues facing harbors on Cape Cod.
Organization Name: <u>Town of Provincetown</u> Address: <u>24 MacMillan Wharf Provincetown, MA 02657</u> Primary Contact Name: <u>Rex McKinsey,</u> <u>Harbormaster</u>	Pilot harbor working with the Commission to develop and populate the tool with data. Expertise in harbor management and familiarity with financing, permitting and other issues facing harbors on Cape Cod.

Email address: rmckinsey@provincetown.ma.gov Tel. No.: 508-487-7030	
Organization Name: Town of Wellfleet Address: Commercial St, Wellfleet, MA 02667 Primary Contact Name: Michael Flanagan, Harbormaster Email address: michael.flanagan@wellfleet-ma.gov Tel. No.: 508-349-0320	Pilot harbor working with the Commission to develop and populate the tool with data. Expertise in harbor management and familiarity with financing, permitting and other issues facing harbors on Cape Cod.
Organization Name: Association to Preserve Cape Cod Address: 482 Main Street, Dennis, MA 02638 Primary Contact Name: Andrew Gottlieb Email address: agottlieb@apcc.org Tel. No.: 508-619-3185	Serve as a core partner and member of the Advisory Board with expertise in coastal management through the Mass Bays and other grants.
Organization Name: Buzzards Bay Coalition Address: 21 Luscombe Ave, Woods Hole, MA 02543 Primary Contact Name: Mark Rasmussen Email address: rasmussen@savebuzzardsbay.org Tel. No.: 508-999-6363	Serve as a core partner and member of the Advisory Board with expertise in coastal zones
Organization Name: Cape Cod Fisherman's Alliance Address: 1566 Main St., Chatham, MA 02633 Primary Contact Name: Seth Rolbein Email address: seth@capecodfishermen.org Tel. No.: 508-348-0252	Serve as a core partner and member of the Advisory Board with expertise in harbor needs and habitat concerns related to shell and fin fishing
Organization Name: Center for Coastal Studies Address: 5 Holway Ave, Provincetown, MA 02657 Primary Contact Name: Rich Delaney Email address: delaney@coastalstudies.org Tel. No.: 508-487-3622	Serve as a core partner and member of the Advisory Board with expertise in coastal sediment movement, coastal water quality, and habitat and species diversity needs

6.3 Are any of the partners listed as a co-applicant?

☐ Yes ☒ No

6.4: Describe how this proposal for an Innovation Grant will stimulate jobs and economic growth in the maritime sector.

This project will stimulate jobs and economic activity by leading to improved harbor facilities, expanded harbor use and economic productivity, and greater access to marine resources through improved infrastructure and navigation - all essential elements to maintaining a strong marine sector on Cape Cod. With over twenty-five harbors on the Cape, there are numerous businesses and jobs directly related to harbor activities, including commercial and recreational fishing, boating, transportation and harbor-side recreation, retail, and restaurants. They all depend on the harbors being well maintained, navigable, and fitted with safe docks, loading facilities, and other infrastructure. Moreover, these businesses and jobs depend on the harbors withstanding increasingly powerful storms and re-starting operations quickly after being hit and, in the longer-run, continuing to function in a higher sea level environment. The harbors of Cape Cod are responsible for jobs in boat building, boat maintenance, recreational boating, sailing schools and racing clubs, commercial and recreational fishing, marine science research, freight

and passenger transportation, and retail, restaurants, and lodging. Harbor's also indirectly benefit the economy as tourism attractions. Significant competition for mooring sites, landings, and parking already exist alongside an increased need for dredging but an unwillingness to pay the costs of dredging and infrastructure. These challenges place harbors and the jobs associated with them at risk, as do higher tides, sea levels, and storm frequency. This project addresses these threats directly by improving harbor planning, financing, and resiliency.

6.5: **Budget and Sources:** Please identify all sources of funding to support the proposed project, including the total requested for a Seaport Economic Council grant. Please specify whether each funding source is secured or currently pending approval.

Source	Total	Secured/Pending	Additional Details
Seaport Economic Council*	\$160,000	Pending	\$80,000 per year for 2 years
Municipality/County	\$22,000	Secure	\$11,000 per year for 2 years; in kind staff time paid for from the Cape Cod Commission Environmental Protection Fund
Federal	\$10,000	Secure	\$5,000 per year for 2 years; US EDA Economic Development District - Economic Strategy (CEDs) Implementation Funds
Other			
Total Budget	\$192,000		2-year grant period
*Please indicate source of matching funds (20% of overall project funding request required)			

6.6: **Project Readiness:** Please list the major activities associated with this project, approximate timeframes, and the party primarily responsible for the activity.

Major Project Activity	Timeframe	Responsible Party	Additional Details
Stakeholder Advisory Board Development	Yr.1; mth.1	Cape Cod Commission (CCC)	In addition to partners listed above the advisory board will consist of harbor based business representatives, neighbors, a town finance director or administrator, and others involved in supporting the marine economy such as the Cape Cod Chamber and UMass Dartmouth
Stakeholder Outreach Strategy	Yr.1; mth.1-3	CCC	Stakeholders and the advisory board will be intensively involved in the design of the harbor planning tool. They will participate in developing the general framework and functional elements, identifying data needs and sources, critiquing design mock-ups and testing early programing, and developing a deployment and updating strategy.
Background Research	Yr.1; mth.1-3	CCC	Commission and partners' staff will compile and glean pertinent information from prior work on the marine economy, harbor management, including dredge permitting and infrastructure maintenance funding, and resiliency planning for harbors to inform data collection and tool development.
Secondary Data Collection	Yr.1; mth.1-4	CCC	Commission and partners' staff will compile into an excel database (initially) all pertinent secondary data available on the pilot harbors and the larger marine economy for inclusion in the tool. This will include geo-spatial data on

			harbor infrastructure, natural resources, flood modeling, and other pertinent data to the long-term productivity and management of the harbors.
Primary Data Collection	Yr.1; mth.3-9	CCC	Commission staff, with the help of graduate interns, will develop a primary data collection program to build a consistent data set consisting of all the business activities and their economic value (in terms of jobs, volume of sales, assessed value, and other economic metrics) as well as public cost and revenue information associated with maintaining and using the harbor.
Tool Design – Active Stakeholder Participation	Yr.1&2; mth.2-16	CCC	The tool will be designed in phases: 1) framework and functional elements, 2) data needs and sources, 3) data structure and management, 4) design of public interface, 5) programing and testing, 6) deployment and 7) updating strategy.
Tool Development & Testing	Yr.2; mth.1-8	CCC Consultant	A consultant will be used to program the tool and work with the CCC and the Advisory Board to perfect the design.
Tool Deployment & Training	Yr.2; mth.9-12	CCC Consultant	The CCC, with the advisory board, will develop a roll-out strategy first in the three pilot towns and then to the rest of the Cape towns. Included in this strategy will be specific training sessions for town staff to insure adoption and maintenance.

6.7: Project Success: How will it be determined that the project is successful? What are the intended measureable outcomes?

This project will be successful when capital and maintenance plans are developed, funded, and implemented for the harbors on Cape Cod. In the short-term, a complete dataset, a plan for maintaining that dataset, and a functioning planning tool will be necessary for this project to be a success and ultimately have the desired impact on harbors, their use, and their economic and social value.

Project Goals:	Outcome Measures:
Regular Harbor Maintenance	Speed of navigation; users accommodated, funds expended
Long-term Capital Planning	Capital plan; funding mechanisms in place, fund balances
Increased Use	Net new landings, net new users
Increased Economic Output	Net increase in business volume, net increase in commercial AV; net increase in customers to proximate related businesses
Increased Access by Residents & Visitors	Visitor counts, changes in perception, mooring availability; increased access especially pedestrian, bike and transit
Reduced Storm Damage Infrastructure	Net maintenance of current access to harbors – prevention of loss of parking, docks and mooring, and other access related infrastructure due to sea level rise
Faster Post-Storm Recovery of Harbor	Time out of operation

Activities	
------------	--

When completed, please email or mail the application to Deputy Director of the Seaport Economic Council, Ellen Cebula at ellen.cebula@massmail.state.ma.us or 93 State Pier in New Bedford, MA 02740.

Application prepared by: **The Cape Cod Commission (a department of Barnstable County)**

Name: **Leslie Richardson**

Title: **Chief Economic Development Officer**

Contact Information: **Tel No. 508-362-3828**

Email: **lrichardson@capecodcommission.org**

MEMORANDUM OF AGREEMENT

Between

Barnstable County through
Cape Cod Commission
3225 Main Street
Barnstable, MA 02630
and

Town of Bourne
24 Perry Avenue
Buzzard, MA 02559

This Memorandum of Agreement (Agreement) is entered into this _____ day of _____, 2017 by and between Barnstable County, acting by and through the Cape Cod Commission (hereafter referred to as the "Commission") and the Town of Bourne (hereafter referred to as the "Town.")

Whereas the Town has requested planning and economic development technical assistance, and

Whereas, the Commission has expertise in this area and wishes to assist the Town.

Now therefore the Town enters into this Memorandum of Agreement with the Commission.

1. RESPONSIBILITIES OF THE TOWN

- A. The Town agrees to work with the Commission as per the attached Scope of Work and Timeline (Attachment A.)
- B. The Town will pay the Commission \$30,000 for these services.

2. RESPONSIBILITIES OF THE COMMISSION

The Commission agrees to provide the Town with the technical assistance as per the attached Scope of Work and Timeline (Attachment A.) The Commission may submit periodic written requests for payment as work is completed.

3. DURATION

- A. This Memorandum of Agreement shall be effective until December 31, 2017 unless both parties in writing mutually agree upon an extension.
- B. Either the Town or the Commission may terminate this Agreement by written notice to the other party, if the other party substantially fails to fulfill its obligations hereunder through no fault of the terminating party, or if the other party violates or breaches any of the provisions of this Agreement. Such notice shall be delivered by certified mail at least thirty (30) days before such effective date. In the event of such termination or suspension of this Agreement, the Town shall be entitled to just and equitable compensation for satisfactory work completed, for services performed and for reimbursable expenses necessarily incurred in the performance of this Agreement up to and including the date of receipt of notice of termination or suspension.

4. AMENDMENT

This Agreement may be amended as mutually agreed by both parties in writing.

5. SIGNATORY AUTHORIZATION

The respective signatories hereto represent and warrant that they are duly authorized to execute this Agreement on behalf of the public entity on whose behalf they have signed this Agreement, and that all substantive and procedural preconditions to their effective execution of this Agreement on behalf of said public entities have been satisfied.

6. INTEGRATED INSTRUMENT

This Agreement shall take effect as an integrated instrument.

IN WITNESS WHEREOF, the Town and the COMMISSION execute this Agreement this _____ day of _____ in the year two thousand and seventeen.

BARNSTABLE COUNTY

John Yunits, County Administrator

Date

CAPE COD COMMISSION

r

Paul Niedzwiecki, Executive Director

Date

TOWN OF BOURNE

Thomas Guerin, Town Administrator

Date

ATTACHMENT A SCOPE OF WORK AND TIMELINE

BACKGROUND

The Town of Bourne formally signed the Community Compact with the State (January 12, 2017) to support a town-wide assessment of the town's economic strengths and weaknesses and the external opportunities and threats facing the community with residents of the community.

Bourne Town Meeting appropriated \$25,000 at the October 17, 2016 Special Town Meeting to support the development of a community wide economic development vision and strategy that considers development potential that may be available as the town builds wastewater capacity. Additionally, the scope of the development of the vision shall include all villages within the Town.

PROJECT GOALS

The goal of this project is to help the Town of Bourne update the economic development section of the Town's Local Comprehensive Plan and thus provide a roadmap for future economic development efforts and related investments.

TASKS

TASK 1 – COMMUNITY SWOT WORKSHOP

The Commission staff will design and facilitate two community wide workshops at which residents will have the opportunity to identify what makes their community strong and appealing as a place to work, locate a business, and live. Similarly, they will have an opportunity to identify aspects of the community that may undermine its economic potential relative to the goals they may have for the community. Residents will also be asked to identify external factors that may create local economic opportunities or threaten the local economy and community in the future. This process is called a SWOT analysis (Strengths, Weaknesses, Opportunities, & Threats).

Also at these workshops, residents will have an opportunity to participate in a visual preference survey using images of areas and structures in Bourne to assist in understanding the form of development they prefer. Participants may also be surveyed as to their economic development priorities relative to the current goals and actions within the Town's local comprehensive plan.

Commission Responsibilities

- Design workshop structure
- Conduct site visits to take photos
- Prepare materials for workshop including any handouts, posters and presentations
- Facilitate the workshop

Town Responsibilities

- Select the date, time, and duration of the workshop
- Secure an appropriate location for the workshop
- Advertise the workshop
- Send invitations to key resident and business organizations and town boards and staff

Deliverables

- Workshop materials
- Summary of workshop results

TASK 2 – DESIGN & FACILITATE ED STRATEGIC PLANNING PROCESS

Commission staff will design an efficient planning process that will engage key stakeholders and produce an economic development vision statement, three to five economic development goals/policies, and a set of short- and long-term

action steps. The Commission staff will work closely with a core planning team selected by the town. The core planning team will oversee and direct commission staff and help the Town staff complete the responsibilities outlined below.

Commission Responsibilities

- Provide guidance and expertise to core planning team
- Facilitate planning sessions with constituent groups

Town Responsibilities

- Select core planning team (five to seven people maximum)
- Identify representatives of key constituent groups and request their participation
- Coordinate meetings – scheduling, location, technology needs
- Advertise/Inform the public of the various planning events and progress milestones

Deliverables

- Planning Process Outline
- Planning materials as needed
- Summary of planning efforts and decisions made during the process

TASK 3 – DRAFT ECONOMIC DEVELOPMENT VISION/STRATEGIC PLAN

Based on the results of tasks 1 and 2, Commission staff will prepare draft language for the core planning team to use in developing an economic development vision, set of goals/policies, and action steps that represents the views and ideas coming out of the SWOT workshop and subsequent planning process. Once agreed to by the core planning team, this document will be delivered to the Town.

Commission Responsibilities

- Work with Core Planning team to draft language for the vision/strategic plan

Town Responsibilities

- Determine and implement next steps for draft after the Core Team has delivered it to the Town

Deliverables

- Draft economic development vision/strategic plan document

TIMELINE

The contract for this project will extend to December 31, 2017. The timing of each task may be adjusted to work with other planning activities in the town that relate to this study. Completion dates are estimated below:

Milestones	Est. Date
Public SWOT Workshop(s)	June/July 2017
Planning Process Outline	June/July 2017
Planning Team & Stakeholder Meetings (3-5)	June-October 2017
Draft Development	November 2017
Draft Delivery	December 2017

PROJECT TEAM

Erin Perry, Special Projects Manager

Leslie Richardson, Chief Economic Development Officer

Sharon Rooney, Chief Planner & Landscape Architect

Martha Hevenor, Planner II

Chloe Schaefer, Community Design Planner

Heather Harper, Housing Specialist

Steven Tupper, Transportation Planner

Water Resources Staff – TBD as needed

GIS Staff – Anne Reynolds; Heather Cormier

DRAFT Bourne SWOT Exercise Summary

Bourne Strengths, Weaknesses, Opportunities and Threats (SWOT) Workshop

Thursday, November 16, 2017

Introduction

The Town of Bourne formally signed the Community Compact with the Commonwealth of Massachusetts on January 12, 2017 to support a town-wide assessment of the Town's economic strengths and weaknesses and the external opportunities and threats facing the community.

Bourne Town Meeting appropriated \$25,000 at the October 2016 Special Town Meeting to support the development of a community wide economic development vision and strategy that considers development potential that may be available as the town builds wastewater capacity.

The goal of these efforts is to update the economic development section of the Bourne Local Comprehensive Plan (LCP) and thus provide a roadmap for future economic development efforts and related investments.

The Town seeks to engage Bourne residents in the development of this vision and strategy. On November 16, 2017, two community workshops were held to initiate specific discussions with residents on strengths, weaknesses, opportunities, and threats (SWOT).

About the SWOT Exercise

The intended goal of the Bourne SWOT exercise was to work with workshop participants to identify community and economic development priorities relative to the goals within the LCP. The input provided will be used to inform a strategic vision and action plan for the Town relative to community and economic development.

Following a brief presentation on the project and current LCP goals, workshop participants split into four groups for the SWOT exercise. Each group participated in four sessions, providing facilitated feedback with regards to their perceptions of various strengths, weaknesses, opportunities, and threats to Bourne. The following summarizes participant feedback from both workshop sessions.

Strengths

Strengths – Aspects of Bourne – people, places or things – that make Bourne a good place to live and have a business

The groups all agreed that the **coastline** is a strong strength for the town of Bourne. It's length, beauty and opportunities for recreational use were all listed as qualities important to Bourne. There was some discussion and suggestions offered regarding how to best leverage this asset in connection with the Blue Economy and others noted their interest in seeing more events being held that capitalize on the asset. (It was noted in other groups that these events present various other threats and weaknesses with regards to traffic.)

Institutions like **Joint Base Cape Cod** (JBCC) and **Massachusetts Maritime Academy** (MMA) received mixed feedback by participants - both were listed as strengths and later discussed as presenting weaknesses, opportunities and threats.

Participants largely agreed that the **Massachusetts Maritime Academy** is a strength for Bourne: it makes Bourne a “college town,” was called an underestimated asset, and the expansion of the school draws parents as visitors. “It’s a practical college. There are a lot of first generation college students who attend.” It was noted that it benefits local hotels and restaurants with parents visiting their kids, finds graduates high paying jobs, local Bourne students attend, and that it benefits the downtown area. It was suggested that the MMA pier offers the opportunity for a large sailing ship as a tourist attraction year-round. Ultimately, stakeholders would like to see greater community involvement from MMA; however, some had reservations regarding its expansion and the lack of tax contribution it would provide for prime real estate on Main Street.

Joint Base Cape Cod was similarly discussed as a strength to the town with some agreeing and others disagreeing. Stakeholders noted that it was more of an asset in the past. It was also discussed that it presents opportunities for recreational uses if it were ever decommissioned (though this was further discussed as very unlikely to happen).

The **location** of Bourne was cited as a strength – offering access to Boston, Providence, and Provincetown within an hour and even access to cities like New York. It is easy to get on and off Cape and proximity to the “mainland” reduces costs for various services. “People have access to us, we have access to other areas.”

There was some discussion among the groups about how to best take advantage of **people passing through** Bourne. This is further discussed in opportunities. Some did not agree with the desire to have tourists stop, noting that they wanted year-round jobs not tourism related positions.

The **villages** of Bourne were listed as strengths with much discussion regarding work that could be done to enhance the historic centers. “Each is community oriented, each contributes to the town overall and each is unique.” The community that they provide is important, especially because of the canal separation of the town. They are hampered by prescriptive zoning regulations that do not allow development for greater density. There was discussion of the need to change zoning to allow business development in the village center areas. More space is needed to expand commercial areas. Participants noted that Gray Gables is now walkable and that the opportunity exists in the other villages too. The individual **village identity** was also a strength.

Also noted as part of the village conversation was the benefit provided by **active community associations**, which “provide some identity for people to talk, agree, disagree – and be part of the community.”

Town government was listed as a strength including the **town meeting** structure (individual members of the town all have the opportunity to be heard). Stakeholders noted other factors as well: Bourne’s commitment to asset development, the Buzzards Bay sewer (and that more is coming to the area), infrastructure on Main Street (park, sewer, clock, new park sign, the façade project) and associated State funding for improvements, a balanced budget, good fiscal management (which presents an opportunity to leverage), and enterprise funds that are functioning well. It was noted by a later group

that the town is playing catchup on infrastructure from years of inaction, but this **coming investment in infrastructure** was framed as a strength. Stakeholders also noted town employees as assets.

Schools in town were discussed as strengths. Participants thought that the town schools are good. The program teaching kids to fish in school and the overall small size of the school system were also seen as positive. Bourne is unique in that it also has the Upper Cape Regional Technical School and MMA.

Workshop participants resoundingly called **town services** strengths. They spoke highly of the **DPW** and especially snow removal as a particular source of pride - "the Pride of Barnstable County." They all spoke of the **dump** and **recycling program** (blue barrels, which are free to residents) as major strengths. They also agreed that the **value received for the amount paid in taxes** was a strength of the town. Also noted was having great **community volunteers**. It was noted that there was great vision by Selectmen, at the time, to push for the dump and trash removal and that strong push got town support behind it. The availability of resources made a difference at the time. There is new energy again to push for improvements.

The **canal** was called out specifically as a strength (it was also discussed by the groups as a weakness and source of opportunity). Referred to by one participant as the "liquid highway." It was stated that it is important for seasonal and year-round use, sees 2 million visitors yearly, and that the canal walking and biking paths provide recreation and are a draw for visitors. One person commented that they would like to capitalize on the canal and visitors with advertising, they mentioned "tasteful" billboards, roof signs, or other advertising that could provide revenue to the town. This was not largely agreed to but there was subsequent conversation regarding the need to better capitalize on the canal as an asset.

Current and coming **development** projects were discussed as strengths. Examples included: the new Hampton Inn hotel in Buzzards Bay, Keystone Place, and the Calamar apartment building project. Buzzards Bay was called out for its **current zoning of Buzzards Bay** - has incentives and is attractive for development but other areas in town are more like your "typical Cape Cod zoning."

Much discussion centered on **Buzzards Bay** as a strength and as presenting opportunities for the future. Stakeholders commented that the town should focus on Buzzards Bay as the real downtown with a walkable, boutique feeling. It was discussed that the town should see the area as a blank slate. Participants cited the need for infrastructure and more wastewater capacity, mixed use development, and offered suggestions regarding height and the view at 5 or 6 stories high. There were suggestions for adding another college to the area and/or expanding MMA closer and onto Main Street. It was noted there is a need for entry level positions for the school graduates. Infrastructure or facades of downtown buildings were discussed as assets that are at risk. The town's Design Review Committee is working to improve this. The business owners are engaged in these efforts but not all property owners are engaged. There are owners who are unwilling to make any investment. Tax incentives are big here, there are multi-levels that can be done.

Participants cited **open land** as a strength. **Open land that is available for development** – Bourne has the largest tract of developable land and also has a number of large lots that are still available for development including the Ingersoll property, Canalside property and Sorenti land. **Open land for conservation** – while this is a strength, it was also mentioned that the open lands lack any sort of connection and that the town feels separated.

Recreation opportunities were discussed as strengths with Bourne offering plenty of: walking trails, the Cape Cod Baseball League team, kayaking, water recreation, fishing, the Canal bike path, ability to “walk the canal,” marshes, and other ball fields.

The Route 28 corridor was discussed as a strength because of future potential (not necessarily as it exists now) – the group commented that there is, “more to Bourne than Rt. 28” but that most people who are not residents simply pass through on their way to another destination.

Market Basket was called out as a strength, citing job creation, that it improved the plaza where it is located, and that a grocery store was needed in town. The other **small village stores** were also seen as strengths – people appreciate the country feel of them.

Other specific strengths identified include: the **National Marine Life Center**, **historic nature of the town** and its historic significance, and the **train bridge**.

The **sense of community** was discussed as a very tangible strength. “Full-time people live here.” The canal offers a natural community gathering area. “Quiet, village based residential neighborhoods.”

Later discussions addressed **housing**. With one stakeholder commenting that, “generally, there’s been a lot of success in Bourne with private sector development [of housing/apartments].” Working on trying to get more housing repair programs on a town wide basis. Trying to work with developers – to work with them and assist them to do small amounts as affordable or market rate. Moderately priced family apartments in Buzzards Bay are needed. There is a need for greater density in some compact areas including Buzzards Bay, “depending on infrastructure and willingness – it’s all a matter of what people want - infrastructure and what it can be.”

Weaknesses

Weaknesses – Aspects of Bourne that detract from living and doing business in Bourne

In addressing weaknesses, participants in both the morning and evening groups noted the **separation of the town** by the canal. One commented, “because of the disconnect, people instead do things in neighboring towns.” Speaking about the separated feel of town other comments noted the rural town feeling, that everything is spread out, and that there is no real town center instead there are many small centers/villages. More than one person referred to Bourne as the “**pass through town**.” This separation also creates issues for afterschool programs – the community center has programming, but kids that are on the other side of the bridge currently have no way to get over there.

These comments naturally shifted to address the **lack of public transit** and **issues with traffic**. The groups concurred that, with very limited public transit routes, you have to have a vehicle to get around and that this especially impacts the elderly and school children. Traffic and congestion concerns were also agreed upon, with such issues as: congestion that inhibits resident travel, traffic along the bridges (people avoid those areas because of known traffic issues), narrow roads where people speed heavily, and traffic apps/GPS devices that send travelers down residential roads to avoid traffic. One stakeholder added that they have a desire to prevent big trucks from frequenting County Road as a traffic go around.

The **bridges** were addressed as a weakness, “it all comes down to two roads -Route 6 and 28.” Aging infrastructure requires more frequent maintenance work that disrupts travel and creates additional traffic snarls.

More **planning needed for MacArthur Boulevard** was identified as a need and a current weakness. Participants discussed this area as posing opportunity for future improvement but that currently it has many weaknesses. There are restrictions related to a water resource area in the industrial park – “where we’re supposed to develop, but can’t.” A 9-lot commercial subdivision was approved for redevelopment – but never came to be and expired.

Lack of town identity. There was much discussion in both sessions around this concept of town identity and a number of people identified Bourne as having an “inferiority complex” related to this lack of identity. “Are we a Cape town, are we not a Cape Town (criticism projected on Bourne from outside).” “People say you’re not really the Cape. You’re not far enough down.”

Comments about town identity moved into addressing another related weakness with regards to the **marketing of Bourne**. Participants commented that there is no branding of Bourne. Small things that help define a community, like lists of events and town happenings, or location of walking trails aren’t (easily) available. Lack of way-finding maps in downtown Buzzards Bay are also missing. It was addressed that people hold old perceptions about the town that have changed in recent years but that they have no way of knowing it on a surface level.

There was also discussion about a **lack of vision** for the town and the idea that the town is **risk adverse**. Participants noted that many residents in Bourne can be protective or resist change. “We are so lacking in forward thinking and protectionist in our thinking.” “There needs to be a 150% guarantee that it’s going to be a success, or we don’t do it.” Stakeholders further noted that the town needs to be able to express a vision related to development and have a sense of confidence for developers to understand what the town wants. Developers want to feel like they’re coming into a community that has a place for them.

The **Cape Cod Commission** was addressed as a weakness; however, the Growth Incentive Zone in Buzzards Bay was regarded as a strength. A stakeholder commented that Bourne is the only town that significantly borders non-Commission towns and that developers will choose to develop elsewhere so that they can avoid review and not pay an additional cost. There was some negative feedback regarding regulatory reviews dating back 20 years while others commented that the Commission needs to reach out and let people know they’re not the same as they were 20 years ago. There was also discussion about the offsets required by the Commission and the need for offset formulas to be reviewed. One stakeholder saw residential offsets of the Growth Incentive Zone as an issue for housing development in Buzzards Bay.

The **rail line** was discussed as creating a weakness. One stakeholder mentioned that it runs through prime real estate in all major areas of town and prevents the town from developing the right of way. Others identified the railroad was also seen as an opportunity and a strength.

Participants discussed the **lack of affordable and workforce housing** as a weakness for the town.

The groups all commented on what was referred to as a “**food desert**.” There is a need for a grocery store in other areas of town, with one woman noting that the closest grocery store to her is 11 miles away in Falmouth. They further addressed the **lack of shopping areas and low business activity**, noting that people shop in Plymouth and Wareham where there are large recent developments. Even though there is interest in developing in the villages, there isn’t developable land or it has zoning restrictions.

Limited locations for business/industrial development. Just two major tracts of land that can be developed (former Canalside Commons and Ingersoll property between Route 25 and Scenic Highway). “That could be the place for the supermarket for this (main land) side of town.”

Joint Base Cape Cod. Bourne has more open space set aside than most towns, but much of that is tied up in the military reservation – “it’s 35 to 40% of available land,” stated one stakeholder. It limits the town geographically. But was noted that in doing so it also took away land that could be developed (this was seen generally as a positive).

Mass Maritime Academy. As in other groups, this was discussed as a weakness but also as a strength. There was a feeling that the school is encroaching on the community as it expands and makes more land tax free. “Every time the school takes on land it impacts our tax rate.” One participant commented that when families visit MMA the town can’t capitalize to the fullest extent because there are no hotels in town. This was further discussed that while there are hotels in town there aren’t any downtown (yet). “We are a college town, but we don’t identify as one.”

The apportionment of real estate tax was cited as a problem by one participant, with small property owners paying the same as large (no specific examples given, but seemed related to person’s property and researched. It was suggested this is an assessing issue, not actually an issue with the tax structure.).

The **Buzzards Bay area** was discussed at length in both sessions, with a number of identified weaknesses. Buzzard Bay being in a floodplain impacts development potential. There is a need for more wastewater treatment capacity. There is a need for a food store, even a small one, in the area. Current lack of walkability creates a disconnected feel. Existing buildings can be a detriment with regards to blighted properties and vacancies. There was some discussion about things people would like to see on Main Street but that currently don’t exist or are not allowed: free outdoor movie nights, food trucks, farmers market/food co-op, Dunkin Donuts/coffee shop. With regards to large events, one person commented that the Main Street can’t host anything large because of parking and access issues. Stakeholders also addressed the flow of traffic in the area, commenting that the traffic pattern needs to be improved – it’s a pass through.

There is a **walkability issue in village centers**. While the small village centers could be assets, their limited infrastructure, size, and distance from residential units to the village centers makes it difficult. Discontinuity of sidewalks in the villages and lack of bike lanes fosters feeling of separation

Zoning is an issue. Participants commented that a Village Business District would be helpful and that it needs to be approved by town meeting. There is a feeling that everything requires a special permit. The groups expressed a strong desire to change zoning and provide incentives for mixed use or density bonus for housing.

It was discussed in the evening group that while the coastline presents many opportunities, the way that residents prohibit access and offer **limited beach access for non-residents** should be viewed as a weakness.

Lack of an economic development department/director is a weakness for the town. Discussion focused on the need for someone to serve as a liaison to work with the Chamber of Commerce or someone who would work at attracting investors. Bourne hasn’t invested in **economic development**, but there is lack of town economic development department and limitations of staffing.

Need for Business Development – stakeholders talked about the need for a balance of wanting to see more tourists stopping on their way through town and wanting to see more year-round employment. Fixes could come through partnerships with institutions like WHOI to promote business activity.

The need for improved **communication** between the town and residents was discussed as a weakness but also as an opportunity. There is a need to better communicate with residents about happenings, meetings, and decisions being made. They need better use of technology: sharing information and meeting materials ahead of meetings. The town needs a friendlier website and to increase use of social media and other web communications. The town needs a communications plan for all town projects that includes a mix of media like print, signage on location, social media posts, newsletters, BOS meetings, etc. and needs to proactively communicate with accurate information. It was mentioned that “things are being done without people feeling like they have a say.”

Need for greater Community engagement. There is a need for festivals that engage the community, like Hyannis Open Streets and Harbor Your Arts, pop up galleries, outdoor movies, and anchor restaurants that draw people to the area. Needed throughout town but more so in Buzzards Bay. The town should look for more opportunities to partner with MMA.

There was some discussion regarding the role of the **Chamber of Commerce** with some stakeholders feeling like they need to be more actively involved with Bourne businesses and others commenting that they feel the Chamber does a good job with their available resources. The Chamber is “canal area” and not specific to Bourne, but it needs to be more actively engaged with new businesses (not just the existing base).

The group saw the loss of the Scallop Festival as a detriment but there was discussion about efforts underway to bring it back. A number of limiting factors were discussed about why it was removed including traffic and vulnerable populations in the Taylor’s Point area that were cut off by traffic.

Participants talked about how it is a weakness that town isn’t in **control** of so many large-scale infrastructure decisions like the commuter train, bridges, canal, base.

There was also some discussion about a perceived weakness regarding the quality of **Bourne public schools**. It was noted that while this issue exists in town, it tends to be personal or related to their child’s experience. It was suggested that school can engage with parents more.

Other weaknesses included in discussion: **relationship with state and federal partners, lack of medical services in Buzzards Bay, risk adverse**, need for greater **involvement by younger residents** in town processes, **lack of nightlife/entertainment**, and lack of municipal infrastructure on the south side of the bridge. It was also noted that there is a “**Not in my back yard**” mentality.

Opportunities

Opportunities – Trends happening outside of Bourne that could strengthen the community

Opportunities came up frequently in the other group discussions. Strengths were often discussed in relation to future opportunities and even discussions on weaknesses and threats came around to conversations regarding opportunities for improvement. As with the other sessions, there was overlap among stakeholders regarding topics that they considered opportunities/threats/weaknesses/strengths.

In addressing opportunities, participants noted the rise of **commuting** in town, and the opportunity for **telecommuting** (especially in light of the OpenCape infrastructure running down Main Street). Every car that comes on Cape has to **pass through Bourne** - there is an opportunity. The possibility of the **commuter rail** coming was discussed as an opportunity. **Redevelopment of the bridges** presents an opportunity for Bourne. One stakeholder suggested the collection of tolls from visitors.

Opportunities to **market the natural resources**, beaches, etc exist. Bourne has miles of shoreline and deep water access. There are opportunities to **expand public beach parking** and preserve conservation areas. There is a demand for rail trail type activities as nearby communities are becoming saturated and there are opportunities for eco-tourism.

There are opportunities in **hydro-technology** and in **green technology development, engineering, robotics, research and development**, and the **blue economy movement**, as well as opportunities to increase technology jobs with companies like Hydroid.

It was suggested to connect Route 25 to the scenic highway and develop the Bournedale parcel into a **Tech Park**.

Participants again addressed their favorable view of **town services**. They offered comments about low taxes, high quality and free trash service, and their DPW.

Stakeholders commented about the opportunity to better capitalize on the fact that Bourne is a **college town**. Opportunities for more **communication with Mass Maritime Academy**. They need more housing and more academic buildings. Opportunity to **partner with the town to use recreational facilities/field** exist.

Stakeholders felt that **education is an asset** and that there are opportunities to better capitalize on the high quality education offered through MMA, Upper Cape Tech and other schools in town.

There is an opportunity to market/position Buzzards Bay as a **central hub** to Boston, Providence, Provincetown. There is a potential for **partnerships** with many local hospitals and medical institutions, WHOI, JBCC, MMA, schools, etc.

Stakeholders commented that there is a pent up **demand for development**. They gave examples of the GIZ in Buzzards Bay, and the area north of Main Street as offering potential for development. Bourne offers a **favorable location for business relocation**, including opportunities with the academic communities in Boston/Providence, Boston hospitals, and new manufacturing. There are many opportunities for redevelopment potential throughout town. Large tracts of developable land still exist, such as the 170 acre Ingersoll family property. Route 28 is an **underutilized commercial area** - there are opportunities for development and re-development in this area.

There is a **reasonable housing market** compared to other locations - **increase density** (smaller lot sizes would create more affordable homes). There exist opportunities (and empty lots) for **more residential development in Buzzards Bay**. There is **demand for housing** coming from Boston and a pent up demand for **workforce housing**. The appetite for **smart growth projects** is growing. High demand for **rentals** and desire for **walkability** was identified several times. People having second careers and Bourne as a **desirable retirement location** also presents an opportunity.

There are opportunity to increase **walkability**. Younger people want walkable communities and there is an opportunity to **align housing choices** for millennials and baby boomers. The town can also look to attract the active retirement population.

Opportunities to **expand wastewater treatment** to foster more development where it is desired are at the forefront. Alternate ways of mitigating water pollution through **aquaculture** should be explored. Ample coastline and the presence of academic institutions present an opportunity for collaboration.

Buzzards Bay - The **floodplain issues** in Buzzards Bay present future opportunities for re-development. Future investment may be attracted by the new hotel. Demand for **housing** in Buzzards Bay can drive economic development. Tall ships coming through the canal present an opportunity for festivals around the maritime atmosphere. Buzzards Bay Park/Canal Park should be better utilized. It was suggested that the town could buy land in Buzzards bay for a **business incubator** to drive business development.

Opportunity is there to **brand and market Bourne** in a way that addresses comments brought up in other sections of the workshop.

Establishing **communications plan for external entities** in order to maintain as much local control of processes impacting the community is important.

It was suggested that trimming the trees so that you can **see the marina** from the Buzzards Bay east end rotary would present an opportunity to increase awareness of the marina.

Other opportunities include: elder care, being proactive about accessibility to attract more people, water taxis/ferries to avoid bridge traffic, the future of JBCC, a moratorium on marijuana dispensaries/shops, popularity of craft beer brewing, maritime/working waterfronts, more medical facilities, market the Buzzards Bay pavilion for weddings.

Threats

Threats – Things from outside of Bourne that put the community at risk

The discussion started out by looking at external threats like those from **limited incomes** of the older community. The **stock market** is impacting investments and retirements. The town has no control over that, but the region relies heavily on an older population. The retirement age is becoming older.

The **lack of housing choice** available to the market presents a threat as the community ages and their needs and preferences change. There are not enough primary care doctors in town. **Competition for housing** by the second home market is a threat to service employees. Sustainable communities need “affordable housing for families.” There is competition for supply and no stock. Too often young families make just too much income to qualify for “affordable housing” yet are out of range for market priced homes.

Increasing **traffic**, some of which is caused by phone apps and GPS directing traffic to residential areas, is impacting the entire community. **Traffic congestion** is not insignificant to the town, especially in the summer at peak traffic flow. Lack of public transportation presents a threat as does the lack of walkability. **Traffic from events**/bike/running races present a threat to disrupt business activity, but these types of events were also identified as opportunities that should be pursued.

We face a variety of **environmental threats** including global warming and the impact to houses on the shoreline. We could also be threatened by an environmental disaster such as an oil spill on the canal. Flooding- flood insurance, potential damages to infrastructure, damage to properties, flood zone changes – all impact the cost of living and risk to infrastructure. Floodplain issues preventing business development in Buzzard's Bay.

The **regulatory environment** can also be a threat, specifically with regards to new regulations about stormwater, building codes, and development in the floodplain. Additionally, the town is bordered by other towns under different regulations. Businesses/employers develop in neighboring towns because it is considered easier. **Local zoning** is a hurdle. A significant threat to the development of downtown Buzzard's Bay is that **residents do not want change**. They want to keep the area as it is and zoning changes require a Town Meeting vote.

Lack of control and outside entities. Army Corps controls the bridges and Bourne has little say in the upkeep etc. The Town lacks the ability to maintain infrastructure owned by outside sources (the bridges, main roads controlled by state and federal government, private roads, etc.). Regional infrastructure is weak, specifically gas lines and MBTA is in charge of the railroad.

The potential **loss of service from the electrical grid** (NSTAR) presents a threat outside control of the town. Mass Maritime Academy offering little community involvement and not contributing to the tax base. Potential for **future lack of funding for the National Marine Wildlife Center** could pose a threat to the downtown area.

JBCC. Development is restricted because the base controls a significant amount of land. The military does not financially contribute as much as they should or are required to by agreement. Superfund areas are a threat. Working with the base is difficult because of the many entities represented. Their ownership of a significant amount of land disconnects parts of town and makes travel difficult.

MassDevelopment might be a possible threat if they take development away from the town. The **future use of JBCC** was brought up as a potential threat.

Participants commented that the Town is a "**food desert**" and the fact that there is only one supermarket is a problem. Stakeholders noted that the **downtown needs to be more inviting** to attract small business.

Bourne is often considered a "**pass through**" **community**, not a destination. One stakeholder suggested that Bourne is bypassed because of perception of wealth.

Quality and **duplicity of development** at/around the bridges - . Another stakeholder noted that there could be a threat from **too much development** in town. The **quality of properties** in town – many are blighted and have absentee landlords

Residents are resistant to change – this presents a threat as the town looks to plan for the future.

Other threats identified include opioid use, failure to embrace density and continued preference for low building heights, the need for duplicative services because of the separation from the canal, threats to water quality, the lack of unity among the villages of the town, community preservation tax, limited beach parking, and the evacuation plan for the nuclear power plant in Plymouth.

end



CAPE COD
COMMISSION

District Local Technical Assistance Final Report – Yarmouth, MA

Prepared by the Cape Cod Commission; December 2017





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PROJECT SUMMARY

The Town of Yarmouth is a Community Compact community. The Town of Yarmouth requested assistance from the Cape Cod Commission, through the District Local Technical Assistance (DLTA) program, to evaluate redevelopment concepts and planning tools that could help stimulate private investment in identified areas along Rt. 28. Specific focus was on the nodes designated as Village Centers **in the Town's zoning** that lay within the regional Growth Incentive Zone approved by the Commission in 2007.

- Assist Town staff in working with the Urban Land Institute (ULI) Technical Assistance Program (TAP) to assess what types of businesses and developers would be most likely to invest along Rt. 28 in Yarmouth.
- Prepare an economic development resource guide outlining the various structures, tools, funding and technical assistance available in Massachusetts to encourage private investment and economic development.

This final report includes both the ULI report and the Economic Development Resource Guide in full. The information resulting from this effort will be used as the Town moves forward on renewing their Growth **Incentive Zone designation. This work also supports the Town's pursuit of** the Community Compact goal to Plan Ahead for Housing and Economic Development.

CONTEXT

The Town of Yarmouth seeks to have a more diverse, less seasonal economy, while respecting the importance of tourism to the town and region. As part of this effort, the town is focused on the redevelopment of the Rt. 28 commercial corridor.

Route 28 is the primary commercial corridor in the Town of Yarmouth. Approximately 5.2 miles long, Route 28 is largely comprised of auto-oriented year-round stores and seasonal businesses such as motels, restaurants, retail establishments and family amusements. Unfortunately, many of the properties are in poor repair and the corridor suffers from traffic congestion particularly extreme in the summer. Moreover, property owners are hindered in their ability to redevelop their land due to a lack of wastewater infrastructure.



The town and region have successfully improved zoning and provided regional regulatory relief along the corridor to encourage redevelopment, particularly of the many motel properties along Route 28. Though efforts have resulted in one new motel property (Hampton Inn – 2008) and a number of small motel redevelopments as housing with an affordable component, more significant investment is needed to truly revitalize this area. Through this DLTA project, the town sought new ideas about redevelopment options and tools to stimulate change in the area and advance economic diversity.

RESULTS

The Urban Land Institute, through its Technical Assistance Panel Program, convened eight real estate and land use professionals to tour the area and meet with local businesses and property owners, as well as staff from the Town and Cape Cod Commission. The Town provided a comprehensive briefing book for the ULI team prior to the visit including everything from maps, data, and past studies on the town to descriptions of all the current initiatives along the corridor.

After a morning of information gathering, the ULI team brainstormed on the areas assets, opportunities, and challenges to come up with a short list of recommendations. Some recommendations, like aggressively addressing the lack of wastewater treatment infrastructure and improving the streetscape, affirmed local priorities.

The team also recommended an entirely new concept, the creation of a north-south multi-use path connecting a chain of town owned natural **areas that extend from Rt. 6A on the town's northside all the way to the southside beaches on Nantucket Sound**. The corridor would connect to the Rail Trail that once the current phase is complete will extend from Hyannis to Wellfleet, taking it through eight towns of the mid, lower, and outer Cape. In making this recommendation, the team noted that this project could go forward prior to solving the wastewater issue. Similarly, the team recommended other action not reliant on wastewater, such as making streetscape improvements, investigating opportunities for shared parking, encouraging recreational uses for the drive-in site, and developing a permitting handbook for the Town.

The Cape Cod Commission, meanwhile, prepared an Economic Development Resource Guide to provide the Town with detailed information of the organizational structures available in Massachusetts to implement economic development plans as well as the tools and funding available to them through federal, state and regional programs. In



CAPE COD
COMMISSION

In addition to the basic description of these resources, the guide includes case studies of how different communities on Cape Cod, in Massachusetts and in other states have employed different economic development structures and tools.

This guide provides a baseline of information from which Town and Commission staff can determine the best ways of achieving the goal of redeveloping Rt. 28 with businesses that will add diversity to the local economy and locate in more compact village nodes to create a more functional, thriving, and attractive corridor.

ATTACHED REPORTS

1. Urban Land Institute (ULI) Technical Assistance Program Report
2. Cape Cod Commission Economic Development Resource Guide

Yarmouth, Massachusetts



A TECHNICAL ASSISTANCE PANEL REPORT

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Funding for the project is provided by the Cape Cod Commission through the Department of Housing and Community Development’s District Local Technical Assistance program.

Executive Summary

The Yarmouth Technical Assistance Panel (TAP) convened on October 17th at the Yarmouth Town Hall, under the direction of the Urban Land Institute's Boston/New England District Council. Over the course of the day, the TAP, consisting of eight real estate and land use professionals, met with local business owners, representatives from the Town of Yarmouth and other key stakeholders. The purpose of the TAP was to devise a strategy that would enable the Town to re-invigorate its commercial corridor on Route 28, and to assess the redevelopment potential of the site of a former drive-in theater.

Chapter 1: ULI and the TAP Process

Gives an overview of the Urban Land Institute's Boston/New England District Council and its Technical Assistance Panels (TAPs), while also providing a list of the panel members and stakeholders who took part in this particular TAP. The chapter also outlines the study area for the TAP, and describes the process undertaken by the panelists and stakeholders during the information gathering sessions and subsequent charrette. The panelists then presented their recommendations at the Yarmouth Town Hall Hearing Room before the Board of Selectmen.

Chapter 2: Background and History

Provides a brief history of Yarmouth; an overview of the focus area – a section of the 5.2 mile commercial corridor along Route 28 that includes a 22-acre proposed development site; key population and demographic information that provide insight into the issues facing Yarmouth today; and makes note of the difficulties the Town faces due to a lack of wastewater infrastructure. The chapter also includes the series of questions that the Town posed to the panel regarding redevelopment of the focus area.

Chapter 3: Assets and Opportunities

Presents an overview of the sites within the focus area that could be repositioned to create a more vibrant commercial district, including: the former W. Yarmouth Drive-In; Parker's River Bridge; the Cape Cod Rail Trail; the Great Island block; the Whydah Pirate Museum; and the Cultural Center of Cape Cod.

Chapter 4: Challenges

Examines the challenges that Yarmouth faces in its efforts to successfully redevelop the focus area. These include: finding a solution to the wastewater problem; addressing the inefficiencies of the Town's permitting and licensing processes; voter apathy/resistance to changes that will move these economic initiatives forward; and a perceived lack of vision for a Village Center.

Chapter 5: Recommendations

Offers a list of actions that the Town of Yarmouth can implement to achieve its goals. Key recommendations include taking a more aggressive approach to addressing the wastewater issue; redeveloping the focus area streetscape; creating a walkable/bikeable corridor that connects the rail trail to the Town's natural assets; re-branding of the Town with the redeveloped drive-in site as a centerpiece; and streamlining of government processes with regards to development and ongoing business functions.

Chapter 6: Funding Sources

Provides a list of potential funding sources through federal and state agencies, as well an appendix of articles and papers that could be used for modeling some of the recommended actions.

Chapter 7: Conclusions

Offers a final assessment for the redevelopment potential of the Town of Yarmouth, reiterating the challenges and new strategies for moving forward.

ULI & the TAP Process

Urban Land Institute (ULI)

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

The Boston/New England District Council of ULI serves the six New England states and has nearly 1,300 members. As a preeminent, multidisciplinary real estate forum, ULI Boston/ New England facilitates the open exchange of ideas, information, and experience among local, and regional leaders and policy makers dedicated to creating better places.

Technical Assistance Panels (TAPs)

The ULI Boston/New England Real Estate Advisory Committee convenes Technical Assistance Panels (TAPs) at the request of public officials and local stakeholders of communities and nonprofit organizations facing complex land use challenges, who benefit from planning and development professionals providing pro bono recommendations.

At the TAP, a group of diverse professionals specially assembled with expertise in the issues posed spends one to two days visiting and analyzing existing conditions, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way consistent with the applicant's goals and objectives.



ULI TAP panelists at work

The Panel

ULI Boston/New England convened a volunteer panel of experts whose members represent the range of disciplines necessary to analyze the challenges and opportunities facing the Town of Yarmouth in their efforts to revitalize their commercial district. Disciplines represented included architects, engineers, developers, designers, planners, and real estate analysts. The following is a list of panelists:

Chairman

Patrick Campbell, Principal at Commonwealth Development

Panel

Anthony (TJ) DiFeo Jr, LEED AP, Senior Associate, Bergmeyer Associates

Greg Guimond, Town Planner, Town of Marshfield

Kate Kennen, Landscape Architect/Owner, Offshoots, Inc.

Ryan Christman, Real Estate Valuation Manager, PwC

David Kelly, Principal, Kelly Engineering Group

Derek Olsen, Senior VP, CHM Warnick

Carl Frushour, Senior Associate, CRJA

ULI Staff

Sara Marsh, Manager

TAP Writer

Mike Hoban, Principal, Hoban Communications

Panelists have donated their time.



Panelists touring Yarmouth



Panelists brainstorming during charette

Stakeholders

The TAP benefited from the participation of the diverse group of stakeholders – local business owners, representatives from the Yarmouth Chamber of Commerce, Planning Board, and developers – who came together to devise a strategy to create a more sustainable long-term economy.

The following is a list of stakeholders:

Kathy Bailey, Director, Town of Yarmouth Senior Services
Rich Bilski, Member of Drive-In Site Utilization Committee
Chuck Carey, Owner, Carey Commercial Realty
Barry Clifford, Owner, Whydah Pirate Museum
David Darling, Owner/Developer, Hampton Inn
Dewitt Davenport, President, Davenport Companies
Jack Hynes, Property Owner, Developer
Brian Koelbel, President, Gateway Isles Association
Steven Koplow, Owner, Great Island Block
Jack McCormack, Town Volunteer, Resident
Lou Nickinello, Owner, Bass River Sports World
Jennifer Reid, Director, Bridgewater State University, Cape Cod Campus
Andrew Singer, Esq., Law Office of Singer & Singer
Michael Stone, Yarmouth Board of Selectmen
Mary Vilbon, Executive Director, Yarmouth Chamber of Commerce
Norm Weare, Chairman, Yarmouth Planning Board
Lauren Wolk, Associate Director, Cultural Center of Cape Cod

The TAP Process

The Yarmouth TAP was held on October 17th, 2017. Panelists from ULI Boston/New England were greeted at the Yarmouth Town Hall by Director of Community Development Karen Greene and Town Planner Kathy Williams, who led the ULI panel on a 90-minute tour of the proposed redevelopment area along Route 28 in Yarmouth by van. The contingent was also joined by Town Administrator Dan Knapik, Chief Economic Development Officer Leslie Richardson, and affordable housing specialist Heather Harper.

The tour began with a visit to the focus area, beginning at Seaview Ave. Along the way, panelists observed a mix of shops and restaurants in the Great Island Block, many of which had been shuttered for the season. A number of the buildings appeared to be in need of structural or cosmetic repairs. The panelists first observed the area which encompasses Captain Parker's, a thriving year-round restaurant, and the Whydah Pirate Museum, a fairly new tourist attraction that also has an educational component. The group then proceeded to the former W. Yarmouth Drive-In site, where panelists gained insight into the challenges facing potential redevelopment plans. The next stop was Parker's River Bridge, which is being widened to improve the ecological health of the area. From there, the tour continued to South Shore Drive, a high-end neighborhood comprised of waterfront properties, before returning to Bridgewater State University.

Following the tour, the ULI panel interviewed stakeholders listed in the previous sub-section in two separate panel discussions. The panelists then engaged in an intensive, closed door charrette to develop recommendations, incorporating the information provided in their research prior to the meetings as well as the input from the stakeholders. The panelists then shared their observations and recommendations at the regularly scheduled Board of Selectmen meeting at the Yarmouth Town Hall, which was open to the public.



Yarmouth drive-in site

Background and History

A) History

Prior to being settled and incorporated as part of Plymouth Colony in 1639, the Town of Yarmouth was known as “Mattacheeset” by the native Wampanoag, which means “old lands by the borders of the sea”. Originally a farming community, the villages of Yarmouth evolved into a maritime-based economy, participating in whaling and the China Trade. By the late 19th century, developers had begun transforming Yarmouth into a summer resort for city residents.

B) Yarmouth Today

Yarmouth is a Mid-Cape resort community comprised of the villages of Yarmouth Port, Bass River, Great Island, South Yarmouth, West Yarmouth, and Yarmouth. Bordered on the east by Dennis and on the west by Barnstable, the Town’s economy is primarily seasonal and tourism-driven. Previously known as summer nightclub hotspot symbolized by the Mill Hill Club – which once featured national rock and pop music acts but is now a memory care facility – the town is viewed by many as a “drive-through” to the more commercially-oriented Town of Barnstable.

C) Commercial District/Route 28

Although Yarmouth lacks a true town center, there is a 5.2 mile commercial corridor along Route 28 with an average daily traffic count of 16,000 (21,000 in the summer months) which comprises the focus area. The commercial stretch is primarily made up of seasonal businesses – motels, restaurants, retail establishments, and family amusements.

The majority of the businesses operate on small lots, and many of the buildings along the route have fallen into various stages of disrepair. Some of the blighted former motel properties have been converted into multifamily housing with an affordable component. There are two new public-private motel conversion projects totaling 109 rental units currently in the planning and permitting stages. The projects have met with some resistance from the community due to the high number of affordable units and concerns about the loss of commercial space.

The Town was recently granted a four-year extension on its Growth Incentive Zone (GIZ) by the Cape Cod Commission to complete the conversion of the motels into affordable housing. The Town is also interested in redeveloping a promising section of Route 28 that was designated as part of the “Village Centers Overlay District” in 2012. The purpose is to create a pedestrian friendly village that will also promote the natural beauty of the Parkers River. The focus area is home to a thriving restaurant as well as a pair of popular tourist attractions, and most significantly, a 22-acre Town-owned site (the former Yarmouth Drive-In Theater) that has long been considered for redevelopment. It is hoped that the redevelopment of the drive-in would serve as a key component to building a brand identity that will enlarge the Town’s existing tourism trade.



Route 28 running through Yarmouth's commercial district

D) Wastewater Issue

One of the major issues facing the Town of Yarmouth is that – like many of the neighboring towns – it lacks the wastewater infrastructure to support large-scale development. The wastewater also has environmental implications, as communities on the Cape are under a court order to clean up the waters to comply with the federal Clean Water Act.

E) Population/Demographics

Yarmouth has a year-round population of nearly 24,000 that includes a significant number of retirees. The percentage of the population aged 55 or older will exceed 50 percent by 2021, with a full third (34.1 percent) aged 65 or more. Median Household Income is \$57,569, compared to the Barnstable County MHI of \$63,251. Although primarily a seasonal economy, the Town's largest employer is the year-round operations center for the nonprofit International Fund for Animal Welfare (350 employees). Other large year-round employers include the local government and Stop & Shop. There is limited public transportation, with the Town served by the Cape Cod Regional Transit Authority bus line, as well as the CapeFLYER, a summer weekend passenger train that runs from South Station to Hyannis from Memorial Day to Labor Day. The Barnstable Municipal Airport is also within a 10-minute drive.

F) Questions for the ULI Panel

The panel was asked to address the following questions:

1. In light of development constraints (small lots, local/regional/state regulations, and the lack of wastewater infrastructure), how does Yarmouth encourage diverse, year-round development that can be a source of community pride?
2. How do we engage private property owners who seemingly have little or no interest in redeveloping blighted properties? What incentives can leverage investment/sale of properties that are owned outright?
3. The Growth Incentive Zone (GIZ), originally approved in 2007, requires extension. Based on planning efforts since 2007, a modification to the GIZ may be beneficial to the town in terms of redirecting regulatory incentives to a specific location or in a different manner than originally considered. What modifications to the Growth Incentive Zone should be sought?
4. What outreach or marketing can the Town do to attract investors?
5. How do we best utilize public property located on Route 28 to leverage private investment along the Route 28 Corridor?

Assets and Opportunities

Yarmouth is home to over a dozen salt and freshwater beaches, and also offers a wealth of other outdoor recreational activities such as golfing, fishing, walking, and biking. The numerous amusements include the Cape Cod Inflatable Park, the Dennis-Yarmouth Red Sox, and the Pirate's Cove Mini-Golf, and combined with the historical attractions such as Capt. Bangs Hallet House Museum, the Judah Baker Windmill, and the Baxter Grist Mill, make the Town an ideal family-friendly tourist destination. Yarmouth is easily accessible to visitors, with two traffic exits off Route 6 as well as the CapeFLYER, the weekend rail service that travels from South Station in Boston.

A) The Focus Area

Former W. Yarmouth Drive-In Site

The 22-acre site was acquired by the Town in 1985 and originally envisioned as a marina, but that use was deemed financially and environmentally infeasible by 2013. The current project being evaluated for cost and feasibility would feature open space and a walkway along the Parker's River, as well as a potential boardwalk across the marsh to Seagull Beach. The redevelopment would include amenities such as a kayak launch, artist/food shanties, walking trails, public restrooms, and parking, with later phases potentially expanding to include use as an arts and entertainment venue. There is also an upweller nursery (shellfish seeding facility) located on the property.

Any type of redevelopment would need to include a substantial replacement of the topsoil, as it was noted during the site visit that much of the former parking area is covered in weather-worn pieces of glass. The project is also facing opposition from local groups who object to any form of development on the site, citing a need for preservation of natural resources and concerns over increased traffic congestion.

Parkers River Bridge

Located adjacent to the former drive-in site and across the road from the new Whydah Pirate Museum and Captain Parker's restaurant, the Parker's River Bridge project will replace the current 18' bridge with a 30' span. The ecological restoration project will improve tidal flows and restore the ecological health

of the upper Parker's River estuary. This enhanced tidal flow will also help to restore the salt marshes and wetlands and reduce the amount of nitrogen in the upper reaches of the river. Working in conjunction with MassDOT, the Town will also increase the size of the sidewalks and install bike lanes. Design and permitting for this project is currently underway with construction planned to begin in the fall of 2018.

Cape Cod Rail Trail (CCRT)

The 22-mile trail follows 19th-century rail lines from Dennis to Wellfleet, with connections to the National Seashore, Nickerson State Park, and the Audubon Society's Wellfleet Bay Wildlife Sanctuary. The trail runs through the diverse landscape of beaches, salt marshes, pine forests, and cranberry bogs, and is a popular destination for families and recreational bicyclists.

The CCRT is being extended from Dennis through Yarmouth and into Barnstable in three phases. The first phase joined the western end of the rail-trail (at North Main St.) with a local bike trail at Peter Homer Memorial Park, and was completed in the fall of 2017. The second phase – extending the trail from North Main Street to the Bass River, is expected to be completed in the Summer of 2018. Once completed, travel on the rail trail between Yarmouth and Wellfleet will be possible. Phase III, which will run from Yarmouth to Mary Dunn Road in Barnstable, is currently in design mode, with construction slated to begin in 2019. It is also worth noting that the CCRT intersects with the commercial district in Yarmouth, at Station Avenue, just off Exit 8 on Route 6. This is only the second connection with a commercial area along the 22-mile trail (the other being in Brewster), which could create an additional hospitality opportunity for the Town of Yarmouth.

Whydah Pirate Museum

Formerly home to the Zooquarium and the Cape Cod Aqua Circus, the Whydah Pirate Museum is home to a large collection of artifacts from the pirate ship Whydah, including a life-size replica of the original vessel. Owner Barry Clifford says he is exploring the possibility of expanding the museum to include an 18th century pirate village along the lines of Plimoth Plantation, with an educational component tied to the broader maritime history of Yarmouth. The museum is open year-round.

Great Island Block

Realignment of the Winslow Gray/South Sea/Route 28 intersection, as proposed in the 2013 Cape Cod Commission traffic report, could serve as a catalyst for the redevelopment of the deteriorated Great Island Block, located on the western end of the focus area. The property owner has indicated interest in redevelopment of this parcel, separate from any proposed traffic mitigation project.

B) An Engaged Business Community

As evidenced by the appearance and active participation of some of the Town's largest business owners at the stakeholders meeting – many of whom also operate businesses outside of

the Town – there is a strong interest on the part of the business community to see Yarmouth's commercial district become re-invigorated.

C) Abundance of Small Commercial Lots

The focus area (and beyond) is populated by a number of smaller, underutilized lots. Those properties could potentially form the basis of a walkable village center in conjunction with other redevelopment efforts.

D) The Cultural Center of Cape Cod

Located in the South Yarmouth/Bass River Historic District, the Center offers a wide range of programming – from yoga, dance, music, and culinary arts classes to art openings and dance parties. In the last decade, the center has served as an arts and community center for over 200,000 people throughout the region, with over 200 events hosted. According to the assistant director, the center is as busy in February as in the summer, and could become the epicenter of a Cape-wide arts community, in conjunction with other redevelopment efforts.



Whydah Pirate Museum



Parker's River Bridge

Challenges

Yarmouth has a number of issues – some that affect much of Cape Cod, others specific to the Town. The seasonal nature of the region's economy, a pronounced shift in age demographics due to baby boomers retiring to second homes, young native-born residents moving off the Cape to pursue employment opportunities, and the overarching problem of wastewater management are challenges throughout the Cape, particularly the mid-and outer Cape. There are also local problems that the Town needs to address if it wants to revitalize its commercial district. As one stakeholder expressed, "We need to create some destinations so that we compete with the rest of the Cape and the country if we want to maintain our tourist/hospitality designation – because we're in danger of losing it."

A) Wastewater Issue

While wastewater treatment is an issue that many towns on the Cape are working on finding a solution to, it stands as the single largest impediment to development in Yarmouth. As was heard during the stakeholder discussions, developers are not going to pursue large-scale projects without a wastewater treatment system in place. Multiple stakeholders expressed frustration with the lack of action on a plan, specifically in reference to the 2011 proposal that did not move forward.

B) Perception of Town by Business Community

There was near universal agreement among business owners that the Town of Yarmouth (as well as the Cape Cod Commission) is not regarded as business-friendly. A lack of incentives for potential developers, difficulty with the permitting and licensing processes, zoning issues, and excessive regulations were all cited. A hotel representative expressed his frustration with having to renew 14 separate licenses and permits each spring. He stated that in some instances, the process for applying for one permit was contingent upon the issuance of a preceding permit or license, and is extraordinarily time consuming and costly.

The lack of a redevelopment authority for the Town (which had been recommended in a previous study) was also noted

by stakeholders. It is worth noting however, that in spite of the challenges cited by the business owners, most stakeholders expressed a willingness to continue to work on the redevelopment of the commercial district and towards reestablishing Yarmouth as a premier tourist destination.

C) Flood Plane

Much of the study area and many other potential commercial development parcels lie within the 100-year flood zone. While this does not mean that new development is either imprudent or impossible, it does add a significant additional wrinkle to the development analysis, design and execution process.

It was repeatedly noted that the flood risk in Yarmouth is not from upstream waters flooding down into the town for days or weeks as can occur along major rivers. Rather, it is from high-tide storm surge events associated with major storms and hurricanes. The latter flow in and back out much more quickly than the former.

D) Aging Population

Over one-third of the population of Yarmouth is over 65, with a significant portion of that number being made up of retirees living in second homes. It is also important to note that nearly one-third of the Town's seniors live below the economic security standard. According to stakeholders, it will be difficult to garner support from retirees for initiatives that would help to build the commercial base of the Town if it means raising taxes or increasing fees.

E) Voter Apathy/Resistance to Change

In addition to the aging population, stakeholders indicated that there was a general feeling of voter apathy in the Town, as evidenced by low turnout at town meetings. There is also an activist segment of the population that resists change of any sort, according to stakeholders.

F) Insufficient Workforce Development

There is a dearth of professional workers in Yarmouth, with many choosing to work off-Cape. The Town also has an abundance of mal-employed residents (employees whose education exceeds the requirements of their jobs), as well as those who work multiple jobs to earn a living wage. Due in part to the seasonal nature of most local economies, the Cape historically receives comparatively little of the funds allocated for workforce development by the Commonwealth. The workforce situation is expected to worsen, as a recent report indicated that by 2030, there will be a 41 percent decline in workers on the Cape that have earned a bachelor's degree or higher.

G) Lack of Vision for Town Center/Commercial District

Although the Town is actively working on redevelopment of the commercial district, the feeling by the stakeholders is that Yarmouth lacks any kind of cohesive vision for improving the commercial district.

H) Declining Commercial Tax Base

As Yarmouth's retail/entertainment popularity has declined in recent years, the revenue generated from taxes on commercial businesses has declined significantly.

Recommendations

Panelists endorsed a number of existing plans being considered by the Town and proposed some new ideas that could bolster the existing tourism business.

A) Infrastructure Improvements

As has been stated in previous commissioned studies, the Town needs to invest in its own infrastructure in order to attract private development or to receive additional funding from state and federal agencies

Wastewater Treatment

The number one infrastructure issue is wastewater treatment, and the panel recommends that the Town aggressively pursue a plan of action. Without a wastewater management system, attracting large-scale development that could revitalize the Town will be extraordinarily difficult, if not impossible. Plans such as the proposed three-town solution with Harwich and Dennis recommended by consulting group CDM Smith should be strongly considered.

The panel also suggested examining smaller scale, green nitrogen attenuation alternatives to sewer systems that could provide a lower cost alternative and that may have a more immediate impact.

Streetscape

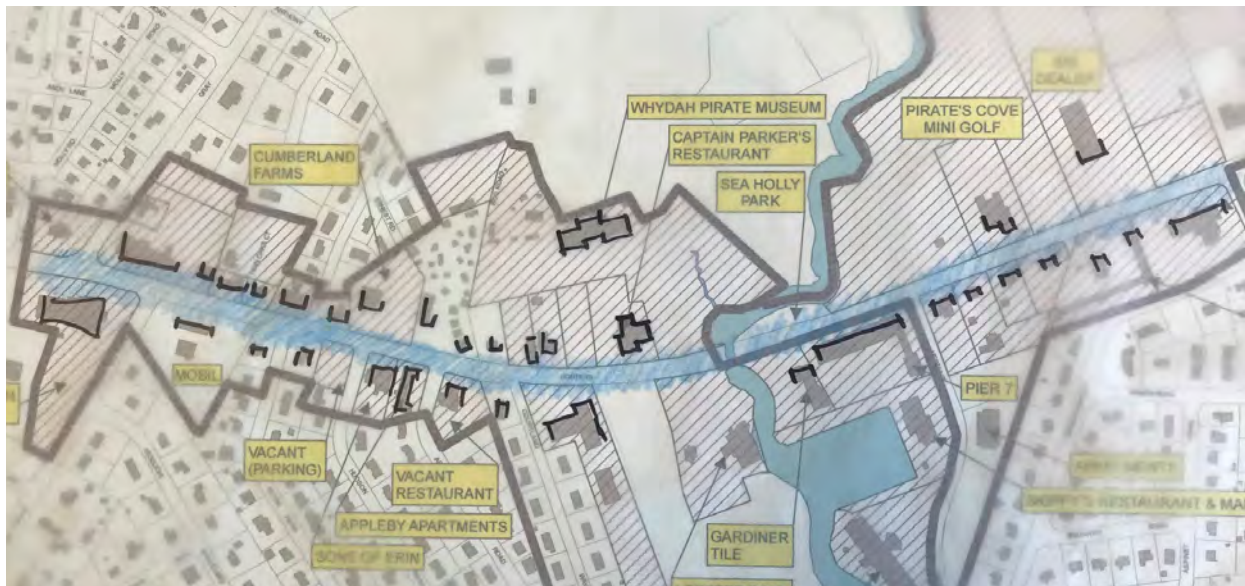
Creating a sense of place is critical to redeveloping the focus area into a destination for visitors. Because of the deep setbacks of the buildings along Route 28, there is an opportunity to use easements to create a significant shared use path that would include a bikeway, plantings, and sidewalks in the front yards of many of the commercial parcels. Such a plan could increase the bike- and walkability between the proposed

redevelopment sites and also reduce automobile congestion. Future configuration of the roadway should also explore options that would significantly reduce the number of curb cuts.

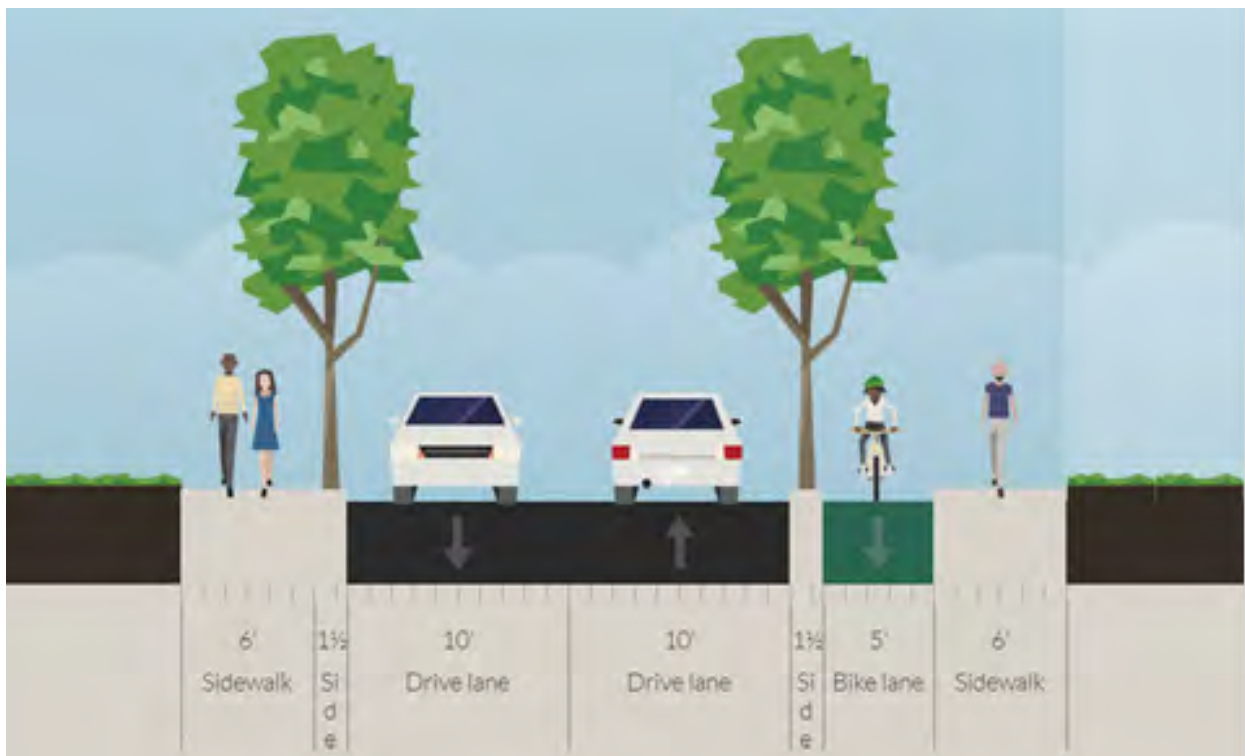
And although it is not practical to undertake a major re-invention of the streetscape until water and sewer upgrades have been substantially completed, the planning and design process should begin sooner rather than later. (See diagrams on page 16).

Shared Parking

Some of the existing commercial parcels are “over-parked” – with more pavement and spaces than they need on even the most active of summer days. In addition, there are potential locations for new shared parking on both publicly owned parcels. Further study should be given to shared parking schemes that would allow for the removal of some parking and curb cuts in front of every individual commercial parcel, while also preserving adequate customer parking in nearby shared lots.



Route 28 running through Yarmouth.



Proposed streetscape idea created by Panelists.

B) Develop North-South Parker's River Corridor

There is a large swath of Town-owned land that extends from Seagull Beach to Route 6 which encompasses a number of areas of ecological interest. During the stakeholder meetings, one property owner with familiarity of the terrain suggested that a nature walk along Parker's River and the cranberry bogs could be developed as a visitor attraction, using a series of underutilized natural paths that offer views of native plant and wildlife.

Expanding upon that idea, the panel determined that the Town of Yarmouth could create a bike path from the Cape Cod Rail Trail all the way through to Seagull Beach, with the new path serving as a destination for bicycle tourism. The CCRT intersects with the commercial district in Yarmouth, at Station Avenue, just off Exit 8 of Route 6. This is one of only two connections that the CCRT makes with a commercial area along the 22-mile trail (the other being in Orleans), thus creating another hospitality opportunity for the Town of Yarmouth.

This ecologically-based attraction could be one of the building blocks of a new "brand identity" that brings visitors to Yarmouth, augmenting the Town's traditional family-friendly attractions. The plan would require less capital expenditure than other redevelopment plans, as it would build upon existing natural assets. It would also not be dependent on the resolution of the wastewater issue.

Additionally, the Chamber of Commerce representative at the stakeholder meeting indicated that there would be solid support for such a strategy, based on the vast numbers of people coming into the visitor centers looking for hiking, biking and nature walks. investigate ways to more fully participate in the Blue Economy to stimulate year-round economic growth.



Proposed area for a bike path from the Cape Cod Rail Trail all the way through to Seagull Beach.

C) Develop New Village Node at East/West Crossing

A walkable, bikeable Village area that incorporates the redeveloped drive-in (including centralized parking), the family-friendly attractions (Whydah's Pirate Museum, Pirate's Cove Mini-Golf, Captain Parker's Restaurant), and connects to the Cape Cod Rail Trail should be developed. There is one cautionary note, however. The focus area is located in a 100-year flood plain, which should be considered when developing any long-range plan.



Panelists came up with a drawing exemplifying the proposed path.

D) Develop the Drive-In Site as a Branding Centerpiece

The former drive-in site represents a prime opportunity to catalyze other redevelopment. The panel favors previous plans that would feature open space, a walkway along the Parker's River and a boardwalk to Seagull Beach, but also see it as an opportunity for branding the Town as well. The panel also advocates using the site as an event venue, but one that is mindful of the potential noise issues that could arise. Craft fairs, kite-flying festivals, a farmer's market, auto or boat shows, and even a temporary drive-in event may be preferable to rock concerts, for instance. Centralized parking for the focus area would also be part of any plan. The site could also become a venue for public art, as could much of the focus area.

There also exists an opportunity for eco/educational tourism at the site. There is an upweller nursery (shellfish seeding facility) on the edge of Parker's River that is used specifically for seeding that location. The upweller could be combined with eco-based educational sites such as a constructed wetland (that may be part of the Parker's River nitrogen attenuation programming) or a distributed wastewater pilot project.

E) Improve Efficiency of Town Government

During the stakeholder meetings, the business community clearly expressed their frustration with Yarmouth's permitting and licensing processes. It is recommended that the Town establish a staff position (possibly within the planning department) that focuses exclusively on permitting and licensing to streamline the processes.

Also, a permitting handbook should be developed to assist new businesses. The idea was originally developed by the Town of Yarmouth 30 years ago, and has since been incorporated by other Cape Towns. The panel also recommended developing a short (three-minute) promotional video that highlights the advantages to opening a business in the Town.

Funding Sources

Massachusetts Cultural Facilities Fund

MassDevelopment supports the arts with capital grants for the acquisition, design, renovation, and construction of cultural facilities. They also offer grants for development studies. Both MassDevelopment and the Massachusetts Cultural Council administer this fund.

Predevelopment Loans

MassDevelopment provides low interest rate loans up to \$100,000 with deferred repayment terms to finance predevelopment real estate projects.

Commonwealth Places

Commonwealth Places provides a creative funding mechanism to advance community placemaking projects throughout Massachusetts. The statewide program will help fund place-based, community-driven projects – art installations, parks, bike trails, markets, and more – that revitalize downtowns and neighborhood commercial districts.

Public Infrastructure Financing

Tax-Exempt Bonds for Public Infrastructure

MassDevelopment issues tax-exempt bonds for improvements to roadways, sidewalks, parks, parking garages, bridges, tunnels, wharves, and a range of public facilities. Infrastructure programs that use this tax-exempt financing includes:

- a) Infrastructure Investment Incentive Act (I-Cubed or I3)
- b) District Improvement Financing (DIF)
- c) Special assessments

Conclusions

The number one impediment to any significant redevelopment for the Town of Yarmouth is clearly the absence of a wastewater treatment facility – or even an actionable plan. There is virtually zero probability that any large-scale developers will invest in a community without wastewater treatment, and smaller businesses are reluctant to redevelop properties until a plan is in place. Although funding is obviously an issue, the Town must come up with a plan and aggressively follow through on it, whether it be the proposed three-town solution or an alternative strategy.

It also became clear during the stakeholder discussions that the Town is perceived by many as a difficult place to do business – whether it be an inefficient permitting and licensing process, a lack of incentives, or additional restrictions imposed by the Cape Cod Commission or Barnstable County. Whether real or imagined, the business community does not feel that the town is responsive to either its needs or willing to consider possible concessions to investors who are exploring new development in the Town. Perhaps a summit with business owners, the Town, and the Cape Cod Commission could bring the issues into the open and generate solutions.

Based on conversations with stakeholders, there also appears to be a lack of desire by much of the populace to implement change. Whether it is the resistance from groups such as Save the Marsh or the significant segment of retirees now living in their second homes, there does not appear to be much willingness by voters to grow the Town's commercial sector.

On a positive note, the idea of developing a brand identity around the redeveloped drive-in and the focus area would appear to be a step in the right direction. Augmenting any new development with a strategy that incorporates the proposed Parker's River spur of the Cape Cod Rail Trail to run past the natural treasures found within the community could build upon that brand identity.



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Economic Development Resource Guide

Revised & Updated December 2017

Compiled by Leslie Richardson, Chief Economic Development Officer and Jennifer Clinton,
Special Projects Coordinator, Cape Cod Commission



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Acronym Glossary

ACS – American Community Survey
BFDC – Bourne Financial Development Corporation
BID – Business Improvement District
BPDA – Boston Planning and Development Authority
BRA – Boston Redevelopment Authority
CDAG – Community Development Action Grant
CDBG – Community Development Block Grant
CEDS – Comprehensive Economic Development Strategy
DCPC – District of Critical Planning Concern
DHCD – Massachusetts Department of Housing and Community Development
DIF – District Improvement Financing
DRI – Development of Regional Impact
EACC – Economic Assistance Coordinating Council
EDD – Economic Development District
EDF – Economic Development Fund
EDIC – Economic Development and Industrial Corporation
EDIP – Economic Development Incentive Program
EIR – Environmental Impact Report
EOHED – Massachusetts Executive Office of Housing and Economic Development
EPA – United States Environmental Protection Agency
GIZ – Growth Incentive Zone
HRA – Franklin County Housing and Redevelopment Authority
HUD – US Department of Housing and Urban Development
LUVN – Land Use Vision Map
MGL – Massachusetts General Laws
MOBD – Massachusetts Office of Business Development
MPS – Minimum Performance Standard
RPP – Regional Policy Plan
TDR – Transfer of Development Rights
TF – Tax Increment Financing
URC – Urban Redevelopment Corporations
US DOT – United States Department of Transportation



Introduction

RESOURCE GUIDE PURPOSE & ROADMAP

The purpose of this Economic Development Resource Guide is to compile the variety of structures, tools, funding sources, and partners that can be employed by municipalities to advance economic development in their community. In most cases, this information is focused on what is available in Massachusetts but does include some case studies from elsewhere in the US. The goal is to provide some basic information on each resource while looking at a few structures and tools in depth that may be of particular interest to municipalities on Cape Cod.

The guide begins, in this introduction, with some background on economic development on Cape Cod to provide some useful context to town staff. The subsequent chapters focus on:

1. Organizational Entities – structures for organizing economic development efforts and implementing specific projects
2. Implementation Tools – tax incentives, regulatory mechanisms and planning tools that are designed to facilitate economic development
3. Funding Opportunities – grant funding and other financing tools that can be used to implement economic development projects that benefit the public while stimulating private sector investments
4. Partner Organizations – state, regional, local and federal organizations that are involved in one or more aspect of economic development

Appendices have also been included that provide more detail on how different resources may be used or established, or to provide contact information for economic development partners at the local, regional, and state level.

ECONOMIC DEVELOPMENT DEFINED

Economic development is about creating the environment in which individuals and businesses may prosper over the long term without depleting public resources or undermining the **region's competitive advantage in the marketplace**. Typically, economic development practice has focused on business attraction to increase the



investment and job opportunities in an area. While the goal of long-term wealth makes sense, there is far more to economic development than courting businesses with tax breaks and regulatory flexibility.

Cape Cod's economic strategy is based on four core principles:

5. *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.
6. *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
7. *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
8. *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Economic development on Cape Cod begins with the protection of our fragile natural resources as well as the historic and cultural assets that make this region unique. These are our competitive advantages in the global economy.

The term economic development is often used to describe activities that are better defined as business development. The following table outlines the differences between economic development, which focuses on the growth and diversity of the larger economy, and business development, which focuses on attracting and retaining businesses within a community.

Economic development sets the stage for the economy by providing the infrastructure, rules of the game (aka regulations), and providing the information and educated workforce needed for a strong economy. The practice of business development focused on working with individual businesses to help them prosper and in turn provide incomes and jobs for people and tax revenues for communities.

The tools of business development include tax incentives, training programs, access to capital, and marketing of the community in which they are located. Without a strong economic development program, however, business development efforts will have very little effect. The basic building blocks for a strong economy must be in place before private businesses will invest heavily in a



community, thus, municipalities should focus their efforts on economic development rather than business development.

Economic Development		Business Development	
Economic Growth	Economic Diversity	Business Attraction	Business Retention
<p>Infrastructure</p> <ul style="list-style-type: none"> • Access • Capacity • Efficiency • Maintenance • Reliability • Cost <p>Regulation</p> <ul style="list-style-type: none"> • Clarity • Fairness <p>Planning</p> <ul style="list-style-type: none"> • Phasing development with availability of infrastructure • Permitting development in a pattern that uses infrastructure efficiently 	<p>Education & Workforce Development</p> <ul style="list-style-type: none"> • Access • Quality • Cost <p>Economic Information</p> <ul style="list-style-type: none"> • Industries, Employment, Wages, Incomes, etc. • Needs Assessments <p>Regulation</p> <ul style="list-style-type: none"> • Zoning and permitting for diversity • Identify uses/activities that negatively impact overall economy over long-term • Regulate such uses to limit long term negative impacts • Public policy efforts to support diversity locally 	<p>Cost of Doing Business (Including cost of property, labor, taxes, energy, insurance, etc.)</p> <ul style="list-style-type: none"> • Tax incentives • Workforce training funds • Below market rents/incubators • Co-op insurance options • Housing subsidies <p>Capital Access</p> <ul style="list-style-type: none"> • Low interest loans • Government contracts • Venture Capital <p>Recruitment Marketing</p> <ul style="list-style-type: none"> • Attract specific types of businesses • Attract specific types of workers 	<p>Business Training</p> <ul style="list-style-type: none"> • Start-up training • Family business succession training • Business finance • Non-profit training programs • Marketing training programs • Employee training funds <p>Capital Access</p> <ul style="list-style-type: none"> • Working capital • Gap financing • Low interest loans <p>Targeted Marketing</p> <ul style="list-style-type: none"> • General Tourism Marketing • Specific tourism investments: heritage tourism, ecotourism <p>Access to Markets</p> <ul style="list-style-type: none"> • Trade missions • Distribution networks



REGIONAL ECONOMIC DEVELOPMENT ON CAPE COD

The principles outlined above guide the economic development goals of **Cape Cod's** Regional Policy Plan and Comprehensive Economic Development Strategy. The three regional economic development goals from these planning documents are:

1. Economic Balance & Diversity
To promote a balanced regional economy made up of a broad array of businesses providing living wage job opportunities to a diverse workforce; an economy able to provide a variety of housing types affordable to the working population.
2. Economic Opportunity
To promote economic activity that retains and attracts income to the region and benefits residents of all types, thus increasing economic opportunity for all.
3. Compact Form and Resource Protection
To create vibrant communities that improve overall wellbeing and reduce the adverse impacts of development on the Cape's natural environment and cultural heritage through an efficient use of land and infrastructure.

REGIONAL POLICY PLAN

As required by the Cape Cod Commission Act, the Commission develops a Regional Policy Plan (RPP) that outlines a coherent set of planning policies and objectives to guide development on Cape Cod and to protect its resources.

The Growth Policy for Barnstable County set forth in the most recent RPP is “to guide growth toward areas that are adequately supported by infrastructure, and away from areas that must be protected for ecological, historical, or other reasons.”¹ This Policy is the backbone to the goals, planning actions, and regional regulations of the RPP, covering land use, economic development, water resources, natural resources, coastal resources, energy, historic and architectural resources, affordable housing, and transportation.

The RPP recognizes that the development of infrastructure, from wastewater to telecommunications, is essential to **regional economic growth that doesn't further**

¹ Cape Cod Commission, Regional Policy Plan. 2009.

http://www.capecodcommission.org/resources/RPP/2012RPP_printJan2013.pdf



degrade the human or natural environment. Compact forms of growth reduce the cost of needed infrastructure and allow for more types of residential and commercial development at a range of prices.¹ Public investment is essential to economic and community development, and will be pivotal to realizing redevelopment goals.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Commission also prepares the Comprehensive Economic Development Strategy (CEDS) for Cape Cod, in collaboration with the Barnstable County Economic Development Council (previously known as the Cape Cod EDC) and other partner organizations. CEDS is a five-year strategic plan that builds on the economic development goals of the RPP and identifies regional priority projects **that will move the region's economy towards a sustainable future. The last five year-update took place in 2014.**

Information on the CEDS process, regional priority projects, and documents are available at: <http://www.capecodcommission.org/ceds>

INFRASTRUCTURE PLANNING

The Commission also completes infrastructure planning in collaboration with Towns throughout the region. The major planning efforts are outlined briefly below given that much of the economic development activities at the county level pertain to infrastructure.

Regional Transportation Plan (RTP)

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

- Safety and Security
- Congestion Relief
- Multimodal Accessibility
- System Maintenance
- Environmental Protection



- Community Orientation
- Equitability
- Cooperation among Stakeholders

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

Unified Planning Work Program (UPWP)

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

Transportation Improvement Program (TIP)

The Transportation Improvement Program is a revolving list of projects that have reached the funding stage; these projects must also be listed in the Regional Transportation Plan. The TIP outlines the next four years of expected project funding. Projects are reviewed and approved for inclusion in the TIP through the MPO process.

Regional Wastewater Management Plan

The Regional Wastewater Management Plan (RWMP) is a framework and set of tools for managing nutrients through wastewater and stormwater currently impacting our estuaries. This plan is the precursor of the Section 208 Water Quality Management Plan outlined next.

Section 208 Water Quality Plan

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



The updated 208 Plan focuses primarily on resolving the problem of nitrogen in coastal waters, contributed in large part through wastewater managed only using Title 5 septic systems not designed to remove nutrients. The 208 plan outlines numerous methods for treating wastewater and encourages watershed level joint planning between municipalities. The plan also proposes options to expand financing options for building wastewater treatment systems be they traditional sewers or newer green infrastructure solutions.

Regional Capital Infrastructure Plan

Currently under development alongside the update of the Regional Policy Plan is the Regional Capital Infrastructure Plan. This plan seeks to provide an overall framework for local capital planning with the goal of improving coordination at the local and regional levels to improve the capacity and quality of all types of infrastructure needed on the Cape. The long-term vision is to expand infrastructure funding sources and financing options available in the region.

ECONOMIC CONTEXT – THE CAPE COD ECONOMY

The region's economy is predominantly a small business economy. Eighty-eight percent of the region's businesses have fewer than 20 employees.² Many of these businesses support the Cape's seasonal hospitality and service economy. The Cape's traditional industries, such as cranberry cultivation and fin fishing, depend on the health of the region's ecosystems and were the first to suffer from the past disconnect between the economy, land use, and environment.

Cape Cod's seasonal tourism heavily influences the regional economy, from housing and commercial development to employment, income, and population size. Summer visitors and second homeowners roughly double the Cape's population between Memorial Day and Labor Day. The dependence on tourists and seasonal visitors means many year-round residents struggle to find full-time, year-round employment – and due to the low-wage options available, housing that they can readily afford.³

² Statistics of US Businesses, 2014. <https://www.census.gov/data/tables/2014/econ/susb/2014-susb-annual.html>

³ Regional Housing Market Analysis, Barnstable County, Massachusetts. 2017. <http://www.capecodcommission.org/resources/housing/MarketAnalysis/Final%20Report/2017-09-11-Regional%20Housing%20Market%20Analysis%20and%2010-Year%20Forecast%2C%20Final%20Report.pdf>

Employers on Cape Cod fall into every industry sector, but the dominant sectors remain retail, accommodation and food service, and health care – reflecting the **Cape’s appeal to tourists**, second-home owners, and retirees.

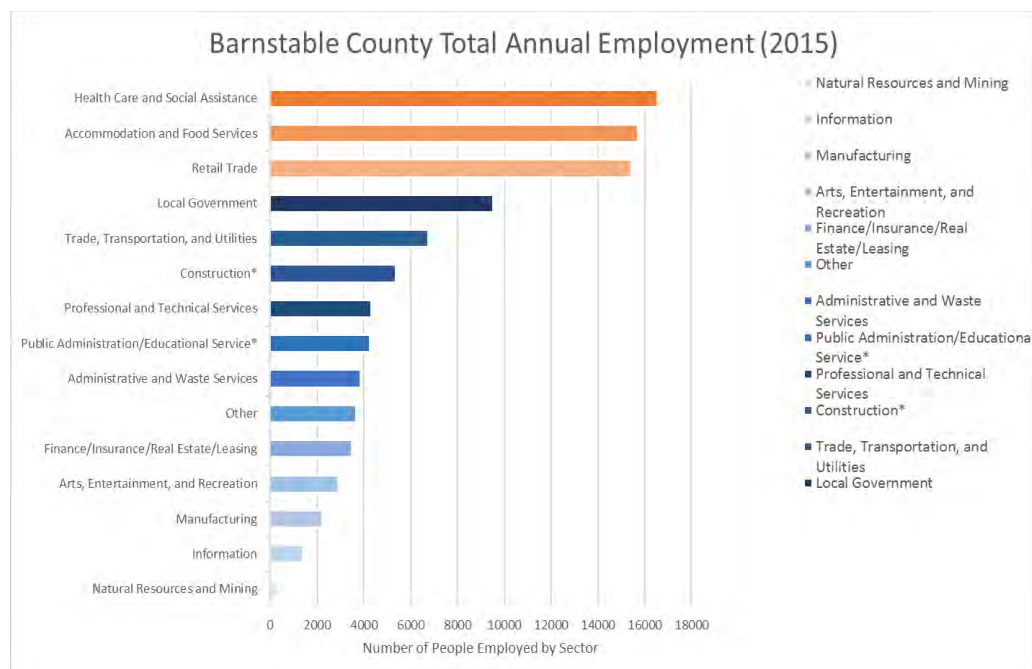


Figure 1. Annual Average Employment, Barnstable County, 2015. Source: US Bureau of Labor Statistics.

The Cape’s CEDS includes a series of regional benchmarks that describe changes in the regional economy. Key findings from the 2017 annual update include:

- The significant population growth on Cape Cod from the 1960s through the 1990s was driven by people retiring to the region; this age cohort is over 10% higher on Cape Cod than in the US as a share of the total resident population
- **The Cape’s economy is less seasonal than during the 1990s, but** it still depends heavily on the doubling of the population in the summer and spending by second homeowners and visitors
- 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 (same for Massachusetts and the US)
- The wages on the Cape average \$8,000 to \$15,000 a year lower than wages in the US, and the gap is even greater when compared to wages



state-wide; however, within the tourism cluster, wages are comparable to those in the state and US overall

- Over half of the households on the Cape are in the lowest two income brackets, with incomes of less than \$75,000 per year⁴

This window into the regional economy introduces some of the major economic development challenges the Cape faces today.

COMMERCIAL DEVELOPMENT PATTERNS

Late 20th century commercial development patterns designed around automobiles is not **conducive to the region's** economic development goals. The significant amount of large-lot strip development in the region, however, offers opportunities for strategically located redevelopment and un-development to create more efficient community centers and reduce sprawl that is difficult to serve with infrastructure and transit. The results will be consistent with the “**sense of place**” – compact historic villages, open vistas, and pristine natural areas - that has made Cape Cod such a draw over the last century.

DEVELOPMENT WITHOUT INFRASTRUCTURE

The location of infrastructure and public facilities, in addition to zoning, drives land use patterns. The dispersed development pattern that dominated the past 50 plus years is, in part, due to the dependence on Title 5, on-site sewage treatment and disposal systems. Only five of the 15 towns on Cape Cod use centralized collection and advanced treatment for wastewater. This lack of appropriate infrastructure, particularly in downtown areas, has been identified as a significant limitation to business growth and property redevelopment on Cape Cod.⁵

Public investment in wastewater infrastructure has repeatedly been deferred and/or resisted because of the cost and fears that it will result in growth that will **destroy the Cape's character**. Resistance has led to little consensus on the need and on the potential solutions. However, communities are showing more interest in making needed changes to local zoning and state and regional authorities are

⁴ Cape Cod Comprehensive Economic Development Strategy – 2017 Annual Report.
http://www.capecodcommission.org/resources/economicdevelopment/Cape_Cod_CEDS_Full_Annual_Report_2017.pdf

Cape Cod Commission, Orleans RESET Project, 2015:

⁵ http://www.capecodcommission.org/resources/initiatives/OrleansRESET_FinalREPORTWeb.pdf



working on updating regulations to incorporate the use of alternative wastewater treatment options.⁶

LOW-WAGE WORKFORCE

Since 1990, the payroll of Cape Cod employers has risen by about 60% after controlling for inflation; however, this increase has been mostly due to job growth rather than wage growth.⁷ The dominant industry of leisure and tourism produces primarily low-wage jobs while seasonality means that many jobs are part-time. The tradition of cobbling multiple jobs together over different parts of the year continues but is more difficult given the ever increasing cost of living on Cape Cod.

COST OF LIVING

Cost of living issues are led by the trends in housing. Housing costs – both for owners and renters - have soared in the past decade. Many households on Cape Cod must dedicate over 30% of their income to housing – these households are considered **“stressed” financially as the cost of housing eats away at their ability** to afford other basic needs. While the lowest income households face the highest barrier, increasingly middle-income households are struggling to find appropriate housing that they can afford.

Massachusetts is one of the most expensive real estate markets in the nation, and the median home value on Cape Cod (\$383,200) is 4% higher than the rest of the state.⁸ Throughout the state, 63% of all households pay 30% or more of their income on housing costs; 16% pay more than 50% of their income. For households **making 50% or less of the state’s median income (MHI)** (\$67,846 in 2014), more than 76% face a cost burden of more than 30% of their income, the threshold for housing cost stress. More than 52% of these households pay at least half of their income on housing. The need for affordable rental units, especially for the lowest-income households, continues to be a primary housing concern in the region.⁹

⁶ Cape Cod Commission, 208 Plan, 2015. <http://www.capecodcommission.org/208>

⁷ Cape Cod Comprehensive Economic Development Strategy – 2017 Annual Report. http://www.capecodcommission.org/resources/economicdevelopment/Cape_Cod_CEDS_Full_Annual_Report_2017.pdf

⁸ American Community Survey, 2016.

<https://www.census.gov/programs-surveys/acs/news/data-releases.html>

⁹ EPR/Crane, Cape Cod Regional Housing Market Analysis, 2017.

<http://www.capecodcommission.org/resources/housing/MarketAnalysis/Final%20Report/2017-09-11-Regional%20Housing%20Market%20Analysis%20and%2010-Year%20Forecast%2C%20Final%20Report.pdf>



Chapter 1: Economic Development Entities

OVERVIEW

Economic and business development activities are most successful when they have a staffing and leadership structure around them; this structure can be within a governmental entity or established outside as either a quasi-governmental entity or a private organization. Some communities may have multiple entities working on economic development and/or business development depending on their needs. This chapter outlines the types of entities available to municipalities in the state of Massachusetts.

GOVERNMENT ENTITIES

If a municipality wants to provide greater focus to their economic development efforts, they may opt to establish either a consolidated community development department (MGL 43C, §12) or an economic development committee within their own administrative structure. The consolidated department structure has more powers to implement economic development projects while the committee acts more as a sounding/advisory board for staff and elected officials.

CONSOLIDATED COMMUNITY DEVELOPMENT DEPARTMENT

Section 12 of MGL43C states that a consolidated department of community development may include a Redevelopment Authority, planning board, industrial development commission, industrial development financing authority, or any other municipal office or agency exercising community economic development activities. All activities however must abide by municipal procurement and wage laws.

For example, the Town of Brookline has a Planning and Community Development Department that works on the following issues: affordable housing, economic development, long-term planning, preservation planning, Neighborhood Conservation Districts, Planning Board development review, the Community Development Block Grant (CDBG) program, and Sustainability and Climate Action committee activities.

ECONOMIC DEVELOPMENT COMMITTEES

Economic Development Committees have been established in several towns on Cape Cod. The purposes of these committees range from educating other boards and the community about economic development trends pertinent to their town, to promoting business recruitment and retention.

Some committees are responsible for completing an economic development strategy or the economic development section of the **Town's** Local Comprehensive Plan (LCP). They may also be responsible for finding implementation funding. Committees may also be charged with reviewing town permitting rules and procedures and advocating for changes that would favor businesses in hopes of increasing private investment in the community. These committees may be helpful in bringing a business perspective to town hall.

To be successful, an economic development committee should be supported with staff resources and provided with a very clear mission and set of objectives. There must also be a shared understanding of what economic development means for the town they serve. Unfortunately, it is not uncommon for economic development committees to founder from a lack of direction, staff support, and sense of purpose.

The following Cape Cod towns have an active Economic Development Commission as of 2017: Barnstable, Chatham, Dennis, Provincetown, and Yarmouth. Contact information on these committees is included in Appendix A.

QUASI-GOVERNMENTAL ENTITIES

There are several formal quasi-governmental entities that can be established under Massachusetts General Law (MGL) that are designed to stimulate economic development in partnership with the private sector. These include:

- Redevelopment Authorities (established under MGL 121B),
- Economic Development Industrial Corporations (MGL 121C),
- Urban Renewal Corporation (MGL 121A), and
- Business Improvement Districts (MGL 40-O).

These are independent, board-managed entities that do not report to town managers or selectmen. Each is described briefly below; more in-depth coverage of Redevelopment Authorities, Economic Development Industrial Corporations, and Business Improvement Districts can be found at the end of this Chapter.



REDEVELOPMENT AUTHORITIES

Redevelopment Authorities are quasi-public agencies that may be established to redevelop substandard, decadent, or blighted open areas for industrial, commercial, business, residential, recreational, education, hospital, or other purposes. The activities and development projects undertaken by a redevelopment authority must be articulated in an Urban Renewal Plan.

The staff and board of redevelopment authorities are autonomous, and the entity is not subject to state procurement laws. These entities may use the authority of eminent domain to assemble properties for redevelopment of an area, consistent with an approved Urban Renewal Plan.

The enabling redevelopment authority legislation does not, however, provide a mechanism for consistent funding, and the State does not provide start up or administrative funds to these entities. As a result, they must generate funds from either real-estate acquisition, management, and sale, or from grants of land/money from the municipality.

Redevelopment Authorities are explained in more detail below ([In Depth: Redevelopment Authorities](#)).

ECONOMIC DEVELOPMENT INDUSTRIAL CORPORATIONS

An Economic Development Industrial Corporation (EDIC) is a corporation established by a municipality for the purpose of implementing local economic development projects in accordance with an economic development plan. Such projects are designed to decrease unemployment and eliminate decadent and blighted open areas in a municipality.

Typically, EDIC activities are limited to industrial and manufacturing development projects. Several communities in Massachusetts have used MGL Chapter 121C as the basis for special legislation that expands the range of eligible activities to include commercial, business, recreational, social services, educational, and other non-industrial projects. There is no dedicated funding associated with EDICs under state law; they must either receive funding from the municipality or generate through some other mechanism.

There are four EDICs on Cape Cod in the towns of Falmouth, Mashpee, Bourne, and Sandwich. **Each of the Cape's** EDICs were established through special legislation included in Appendix B. More detail is provided in the section titled [In Depth: Economic Development Industrial Corporations](#).



URBAN REDEVELOPMENT CORPORATION

Urban Redevelopment Corporations (URCs) undertake residential, commercial, civic, recreational, historic, or industrial projects in areas that are considered decadent, substandard, or blighted open space, as authorized by MGL 121A and 760 CMR 25.00.

Unlike redevelopment authorities, however, URCs are single-purpose, project-specific, private entities whose developments, once created, are exempt from real and personal property taxes, betterments, and special assessments. The regulations lay out procedures for negotiating an alternative tax payment on these developments and allow private developers to exercise the power of eminent domain to assemble development sites under certain circumstances.

These tax exemptions encourage development in areas with high property tax rates, or in areas that are minimally marketable as locations for private investments. The municipality essentially offers the developer a tax break and accepts a substitute reduced tax, providing at least some tax revenue on property that would have otherwise remained undeveloped.¹⁰

BUSINESS IMPROVEMENT DISTRICTS

Business Improvement Districts (BIDs) are enabled in state legislation (MGL 400) as a special taxing district organized as a not-for-profit corporation to supplement municipal services in a commercial district. They serve a defined area in which businesses agree to pay an annual special assessment to fund the organization and **projects within the district's boundaries.**

To be approved, a BID must have the support of 60% of the real property owners who represent 51% or more of the assessed real property valuation in the district to be designated. Once approved, a BID organization may focus on a range of activities including public safety, streetscape improvements, business assistance, and/or public policy.

Because BID members pay this special assessment, the organization has an ongoing, stable revenue stream for the District, unlike other redevelopment entities or EDICs. In addition to this guaranteed revenue, a BID may receive

¹⁰ Chapter 121A Overview, Mass.gov:
<https://www.mass.gov/service-details/urban-redevelopment-corporations-urc>



grants, donations, and gifts to support their initiatives if they are incorporated as a 501C3 non-profit organization.

Business Improvement Districts are explained in more detail in the section titled [In Depth: Business Improvement Districts](#), including information on the Hyannis Mainstreet BID, the only BID currently in operation on Cape Cod.

PRIVATE ENTITIES

COMMUNITY DEVELOPMENT CORPORATIONS

Community Development Corporations (CDC) are not-for-profit entities but they are enabled by **state law and overseen in Massachusetts by the state's Department of Housing and Community Development (DHCD)**. A CDC may be established for a neighborhood, a town or a region. They have been used to support housing, business development and other needs of low to moderate income households within their community be it rural, suburban, or urban. CDCs generally rely on grants and charitable contributions to fund their staff and activities.

There are three CDCs on Cape Cod – two dedicated entirely to housing and one to housing and business development. The Housing Assistance Corporation, one of the three, offers services cape-wide while the Community Development Partnership is focused specifically on the Outer and Lower Cape region. The Falmouth Housing Authority is a CDC serving only the town of Falmouth.

COMMUNITY ENDOWMENT/FOUNDATIONS

Community foundations are tax-exempt, grant-making charitable organizations that invest gifts of cash, real property, stocks or other financial assets to generate income that is granted to other non-profit organizations dedicated to improving the quality of life in a given area. Contributions to the fund may come from individuals, families, and businesses. Generally, community foundations support human services programs but may also support arts and education, the environment, and disaster relief.

According to the Council on Foundations, the six characteristics of a community foundation are:

- A flexible, yet permanent collection of funds supported by a wide range of donors,



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- A relative independence to determine the best use of those funds to meet community needs,
- A governing board of volunteers, knowledgeable about their community and recognized for their involvement in civic affairs,
- A commitment to provide leadership on pervasive community problems,
- A commitment to assist donors to identify and attain their philanthropic goals, and
- **Adherence to a sense of “community” that overrides individual interests and concerns.**¹¹

The Cape Cod Foundation is a community foundation that manages over 250 individual charitable funds with various purposes. Within the Foundation, the towns of Sandwich, Falmouth and Chatham created funds that broadly address **issues and opportunities facing their community**. Chatham’s fund is specifically directed towards helping lower income residents.

NON-PROFIT DEVELOPMENT ORGANIZATIONS

Non-profit development organizations address general economic development needs in a community or region by assisting businesses, purchasing land, and promoting/marketing opportunities in targeted areas.

For example, Metro West Collaborative Development is a nonprofit that creates and preserves affordable homes; supports economic development that strengthens neighborhoods, towns, and the Metro West region; and builds alliances with partners and constituencies throughout the region in order to increase awareness and build support for community development. They are working towards a goal of 100 affordable housing units over 5 years by reusing industrial and commercial sites, supporting mixed use development and cluster zoning, and sharing sites with open space, community farms, and bike paths.

¹¹ The Council on Foundations: <https://www.cof.org/>



SUMMARY TABLE

The following table provides a summary of each entity type and the enabling legislation if required:

Organizational Type	Mission	Allowed Activities	Tools	Geographic Scope	Funding Provision	Legal Citation
Governmental						
Consolidated Community Development Department	All community and economic development duties	Planning, land assembly, regulation, financing, infrastructure, marketing and promotion, business assistance	Pledge of credit of municipality; eminent domain	Municipality	Annual town budget process	MGL 43C
Economic Development Committee	Advisory to the Selectmen/ Town Council	Planning, regulatory process evaluation		Municipality	At Town's discretion	Local by-law
Quasi-Governmental						
Redevelopment Authority	Urban Renewal	Planning, land assembly, infrastructure, promotion and marketing, financing	Eminent Domain, Exempt from State Procurement law (30B), convey land to private developer, bonding authority	Municipality	None	MGL 121B
Urban Redevelopment Corporation	Urban Renewal - single project with public purpose	Land assembly/ acquisition, property management, construction and property improvements, borrowing and issuing of bonds	May be given power of eminent domain to acquire land	Single development site within a municipality	Developer is given a property tax exemption	MGL 121A
Economic Development Industrial Corporation (A)	Industrial development in areas of high unemployment & physical deterioration	Land assembly, planning, financing, infrastructure, marketing and promotion, business assistance	Eminent Domain, Exempt from State Procurement law (30B), convey land to private owner, bonding authority	Single or multiple towns	None	MGL 121C



Organizational Type	Mission	Allowed Activities	Tools	Geographic Scope	Funding Provision	Legal Citation
Economic Development Industrial Corporation (B)	Advance commercial, business, recreational, social services, educational or other non-industrial projects	Determined by legislation	Determined by legislation but may include Eminent Domain, Exempt from State Procurement law (30B), convey land to private developer, bonding authority	Single or multiple municipalities	None	Special State Law
Business Improvement District	Revitalization and long-term maintenance of downtowns and city/town centers	District maintenance and improvements, business assistance, marketing and promotion	Borrow money, enter into contract, sue and be sued	Designated district	Annual Assessment of all Commercial Property Owners within BID	MGL 400
Private, Non-Profit						
Community Development Corporation	Community development through housing and business assistance that directly benefit low-moderate income individuals	Housing development and rehabilitation; business development programing and other community development programs	Rights of a private not-for-profit entity	Flexible from neighborhood to a region	None – fundraising and grants	MGL Chapter 40H
Community Endowment	Address identified community needs	Determined by the Endowment Board and investors	Rights of private entities	Municipality	Investment fund	NA
Non-profit development organization	General economic development	Business assistance, promotion and marketing, land purchase, financing	Rights of private entities	Flexible	Fundraising	NA



IN DEPTH: REDEVELOPMENT AUTHORITIES

LEGAL FRAMEWORK IN MASSACHUSETTS

The ability to create Redevelopment Authorities currently exists for every town and city in the Commonwealth, including the 15 towns on Cape Cod. Under Massachusetts General Laws Chapter 121B (MGL c. 121B) municipalities are authorized to establish Redevelopment Authorities to redevelop substandard, decadent or blighted open areas for industrial, commercial, business, residential, recreational, education, hospital, or other purposes. **The state's definition of decadent or blighted open areas is included in the DHCD guide "How to Establish a Redevelopment Authority, included here in Appendix C.** All development within designated areas must be undertaken in accordance with use limitations specified in an approved Urban Renewal Plan.

In the 1930s, MGL Chapter 121, Section 261 was enacted, creating the statutory framework for housing and urban renewal in the Commonwealth, including the creation of local housing authorities and defining their duties. MGL Chapter 121B was enacted in 1969, to enable the creation and dissolution of Redevelopment Authorities.

Chapter 121B stresses that Redevelopment Authorities must achieve socio-economic development, such as the provision of jobs for the unemployed, the addition of tax revenue to overburdened communities and/or the assemblage of parcels of sufficient size for the expansion or siting of industry, business, or housing. Urban renewal projects help municipalities revitalize deteriorated and underutilized areas by providing the economic climate needed to attract and support private investment. The Massachusetts Department of Housing and Community Development (DHCD) is responsible for overseeing the operation and administration of Redevelopment Authorities and approving their Urban Renewal Plans.

Redevelopment Authorities may be dissolved once the need for a Redevelopment Authority no longer exists. Dissolution, like the creation of Redevelopment Authorities is also governed by Section 4 of Chapter 121B.

ORGANIZATIONAL STRUCTURE AND POWERS

Under Massachusetts law, a Redevelopment Authority is established as an independent body and therefore does not answer directly to the chief executive(s) of the municipality unless it is established as part of a Consolidated Community



Development Department. This autonomy can afford the Redevelopment Authority more freedom in planning and executing revitalization and redevelopment projects.

Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development and to promote sound growth. Redevelopment Authorities have the power to:

- Establish rehabilitation and design standards;
- Assemble and dispose of land, including the taking of real estate through eminent domain;
- Relocate businesses and residents occupying property in urban renewal areas;
- Demolish and/or rehabilitate substandard structures;
- Participate in real estate development and commercial revitalization; and
- Issue bonds, borrow money, invest funds, and receive grants.

The design standards adopted by a redevelopment authority may be stricter than the underlying town zoning but otherwise must be consistent with that zoning.

Redevelopment Authorities established outside the municipal government structure are exempt from MGL c.30B, the Massachusetts Uniform Procurement Act, when engaged in the development and disposition of real property in accordance with an approved Urban Renewal Plan. This exemption, coupled with the ability to use eminent domain, makes Redevelopment Authorities powerful tools for commercial revitalization, industrial park development, infrastructure improvements, facilities renovation and brownfield site remediation. Redevelopment Authorities are particularly effective in large-scale and complex redevelopment projects and land assembly.

Governance

A Redevelopment Authority is governed by an appointed five-member board; redevelopment authorities established as part of a Consolidated Community Development Department are generally led by the Selectmen or Town Council. Board membership must be residents of the city or town(s) included in the redevelopment district.

In an incorporated city, the board is appointed by the mayor or city manager. In a town meeting form of government (which would apply to all Cape Cod towns



except Barnstable), Town Meeting approval is required to establish the Redevelopment Authority and authorize the Board of Selectmen to appoint four members. These members serve until the next annual Town Meeting, at which time an election is held to seat four successors. The Commonwealth, through DHCD, appoints one member to the Redevelopment Authority board.

Staffing levels vary depending on the size of the municipality and the number and type of activities undertaken. At minimum, most Redevelopment Authorities consist of an executive director and an administrative assistant.¹²

Eminent Domain

The power of eminent domain gives redevelopment authorities the power to appropriate property for a public use. Under the Fifth Amendment to the Constitution, the owner of any appropriated land is entitled to reasonable compensation, usually defined as the fair market value of the property. Proceedings to take land under eminent domain are typically referred to as "condemnation" proceedings. Massachusetts eminent domain laws can be found in MGL c. 79.¹³

Prior to the landmark Kelo case, eminent domain had been used for various public purposes, including actions to expand or develop telephone, power, transportation or gas lines. The US Supreme Court 2004 decision in Kelo v. City of New London affirmed the right of government to condemn private property and turn it over to another private party for private development to implement a plan for economic development.¹⁴

A Redevelopment Authority needs to have an approved Urban Renewal Plan to exercise the powers of eminent domain. This power can be useful in acquiring tax title properties and the assistance of consultants specializing in takings and relocation of operating businesses is generally advised.

URBAN RENEWAL PLAN

The development and approval of an Urban Renewal Plan is necessary before a Redevelopment Authority can undertake certain projects. The Urban Renewal Plan is an application submitted by a municipality through its Redevelopment

¹² Source: How to Establish a Redevelopment Authority, MA DHCD.

<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedevelopmentauthority.pdf>

¹³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXIII/Chapter79>

¹⁴ Zoning and Planning Law Report, vol. 30, No. 9, Sept. 2007, Land Assembly by Assembling People, Schidman

Authority to DHCD. It should outline any urban renewal/redevelopment projects it would like to undertake. Approval of the plan by DHCD allows these projects to move forward.

The Urban Renewal Plan must include the following information as specified under MA Regulations 760 CMR 12.00 (included as Appendix D of this report):

- Maps of the project area;
- Data demonstrating that the area meets the eligibility criteria as a substandard, decadent or blighted open area; (see definitions in Appendix C)
- Project objectives, including specifications of all proposed redevelopment and detailed job creation and retention estimates;
- A financial plan, including cost estimates and a project budget;
- Local approvals;
- Site preparations, including land protections and measures to address environmental or flood problems;
- Public improvements, including how the improvements will help achieve the objectives of the plan;
- A relocation plan;
- **Redeveloper's obligations (i.e., restrictions that are or will be placed on a developer of individual parcels purchased from the Redevelopment Authority);**
- Disposition for each parcel (i.e., how will the parcels be redeveloped and by whom, if information is known at time of urban renewal plan preparation);
- A report on citizen participation describing meaningful citizen participation in the planning process and expected citizen participation during project execution.

To approve a proposed Urban Renewal Plan, DHCD must make the following six findings:

1. The project area would not, by private enterprise alone and without either government subsidy or the exercise of governmental powers, be made available for urban renewal (i.e., without public involvement, the project/site would not be developed.)



2. The proposed land uses and building requirements in the project area will afford maximum opportunity for privately financed urban renewal consistent with the needs of the locality (i.e., the project will enhance/promote desired private investment.)
3. The plan for financing the project is sound.
4. The project area is a decadent, substandard or blighted open area.
5. The urban renewal plan is complete as required under 760 CMR 12.00 (see Appendix D of this report).
6. The Relocation Plan has been approved under MGL c.79A.

When these findings have been made, DHCD will issue a letter of approval. If the Urban Renewal Plan is not approved, it may be resubmitted with modifications, **supporting data, or arguments as necessary to meet DHCD's written objections.** No urban renewal project may be undertaken until a public hearing relating to the urban renewal plan for the project has been held before the city council or the municipal officers of a town, and approval is obtained by municipal officers and DHCD.¹⁵

BEST PRACTICES

Several experts on Redevelopment Authorities in Massachusetts were interviewed for this report; below is a list of best practices and recommendations for communities considering the establishment of a Redevelopment Authority:

1. The recommended first step for a community considering a Redevelopment Authority and Urban Renewal Plan is to review the statutory definitions of open blighted, sub-standard, or deteriorated areas to ensure that the area being targeted meets one or more of these definitions.
2. Municipal leadership is key to the success of a Redevelopment Authority. In the case of South Hadley, a new Town Administrator who had previously worked with Redevelopment Authorities in the past, strongly encouraged it as an option for the redevelopment of South Hadley Falls. The South Hadley Redevelopment Authority (SHRA) was established in 2014, and a draft URP was published in 2017. The SHRA is presented as a case study [below](#).

¹⁵¹⁵ MA DHCD, How to Establish a Redevelopment Authority.
<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedeveloemntauthority.pdf>



3. Areas that have been a long-term target for redevelopment often have a better chance at success. DHCD looks for alignment with municipalities' Master Plans where available (or in their absence, other local and regional plans). Demonstrating longstanding, ongoing interest in the redevelopment of an area helps validate the need for a Redevelopment Authority, especially if past revitalization attempts have been unsuccessful.
4. Although it is possible to establish a Redevelopment Authority and not develop an Urban Renewal Plan, the Plan is crucial to helping the authority reach its full potential. The development and approval of an Urban Renewal Plan is necessary for a Redevelopment Authority to hold the power to take property by eminent domain. The Urban Renewal Plan also helps focus the actions and efforts of Redevelopment Authorities.
5. The act of establishing a Redevelopment Authority and adopting an Urban Renewal Plan can encourage developers and property owners to act on substandard or underutilized properties, even in areas that struggled to make progress previously. The potential for property takings through eminent domain may be enough to initiate or resurrect negotiations about redevelopment options.
6. Experts frequently emphasized that collaborations are often in the best interest of both the Town and property owners or developers. Eminent domain should be considered a last resort option, and negotiation between parties should always be attempted first.
7. Urban Renewal Plans benefit developers by stating the **municipality's** long-term vision for the target area and, clearly articulating what will make a development project acceptable thus reducing the risk of making an investment into the community.
8. Redevelopment Authorities also reduce liability taken on by municipalities during the redevelopment process, as they are independent entities. Because the organization is a separate body politic and corporate, **the Redevelopment Authority has "more autonomy in planning and implementing revitalization and redevelopment projects."**¹⁶
9. In the case of Franklin County, the Redevelopment Authority is also the Housing Authority. This model could work for Cape municipalities,

¹⁶ Source: How to Establish a Redevelopment Authority, MA DHCD.
<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedevelopenmntauthority.pdf>



depending on available capacity, staff and funding resources, and general interest in economic development.

10. Many Redevelopment Authorities have limited staff and budget resources. Staff from the Plymouth Redevelopment Authority encouraged communities to research the redevelopment projects that similar communities have accomplished and how, in order to not duplicate efforts, pursue unlikely scenarios, or reinvent the wheel. Several case studies in and outside Massachusetts are presented in the [next section](#).
11. Urban Renewal Plans need a financial plan to pay for its recommended actions. There are several ways that Redevelopment Authorities can generate their own funds, including charging administrative fees for their services and (re)selling property. Redevelopment Authorities can also bring in state and federal money not otherwise available to communities. For example, [MassDevelopment](#) also offers grants to help Redevelopment Authorities develop Urban Renewal Plans, and they should be considered a key resource in the redevelopment process.
12. Multiple experts emphasized that the development of an Urban Renewal Plan must strictly adhere to the regulations detailing their content. Some communities have not been approved by DHCD for taking more creative planning approaching and unintentionally providing insufficient detail in key areas for meeting regulatory requirements. To allow for more creative visioning in the future of their community, the City of Holyoke first developed a long-term Master Plan with an extensive public outreach process. The Urban Renewal Plan that followed strictly adhered to content guidelines, while the Master Plan was used for broader guidance and attached as an appendix. The City also carried over the public **engagement process from one Plan to the next, establishing a citizen's Advisory Committee during the Master Plan process, and leveraging them as a sounding board for the Urban Renewal Plan.**

CASE STUDIES IN MASSACHUSETTS

Boston Planning and Development Agency

The Boston Planning & Development Agency (BPDA) is the planning and economic development agency for the City of Boston. The BPDA is formerly known as the Boston Redevelopment Authority (BRA), established in 1957 by the Boston City Council and the Massachusetts Legislature. The BRA assumed the development powers previously held by the Boston Housing Authority and expanded them beyond public housing. In 1960 the City Planning Board was abolished, and its powers were transferred to the BRA. The BRA's statutory authority was set forth



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in the Massachusetts General Laws, chapter 121B, section 4 in 1957 and Chapter 652, section 12 in 1960. Its broad development authorities include the power to buy and sell property, the power to acquire property through eminent domain, and the power to grant tax concession (under MGL chapter 121A) to encourage commercial and residential development.

Today, the BPDA is charged with growing the tax base, cultivating the private jobs market, training the workforce, encouraging new businesses to locate in Boston and existing businesses to expand, planning the future of neighborhoods with the community, identifying height and density limits, charting the course for sustainable development and resilient building construction, advocating for **multi-modal transportation, responding to the city's changing population, producing** insightful research on the City, and ensuring Boston retains its distinctive character.

In 2007, in collaboration with the BRA (now BPDA), Boston's Mayor Thomas M. Menino launched the Dudley Square Vision Project, with three areas of focus: real estate development, programmatic development, and community engagement. "Dudley Vision" led to the creation of two new municipal buildings and restoration of the historic Ferdinand Building; investment that enhanced retail, transportation, employment, and environmental considerations in Dudley Square; and stakeholder engagement to guide the goals and outcome of the project. Private investors followed the city's investment in the area: multiple mixed-use developments are planned for Dudley Square, including new office and retail space, mixed-income residential units, and a new boutique hotel.

The BPDA also led the Fairmount Indigo Planning Initiative in Dorchester, a comprehensive community-based, corridor-wide planning process. The planning efforts focused on guiding physical and economic development; encouraging sustainable growth and transit-oriented development (TOD); prioritizing economic prosperity for existing residents and businesses; and incorporating existing planning initiatives (city-led and community-based) into one vision for the future. The project doubles local access to the MBTA, adds 6.75-10 million square feet of future development capacity to the corridor, and will attract 2,000-3,000 new jobs and 5,000-6,000 new residents.

<http://www.bostonplans.org/>

Franklin County Regional Housing and Redevelopment Authority

Created in 1973 by the Massachusetts legislature, Franklin County Regional Housing & Redevelopment Authority (**HRA**) is the **State's first regional public**



housing authority, and the Commonwealth's sole regional Redevelopment Authority. HRA works with municipalities and residents of the 26 small towns in Franklin County to provide access to a wide array of affordable housing and community development resources.

Through HRA, municipalities in Franklin County finance and implement affordable housing and community development programs. HRA develops competitive applications for CDBG funds, and can assist towns that have adopted the Community Preservation Act (CPA) with CPA-funded affordable housing projects. HRA provides assistance in the areas of housing rehabilitation, infrastructure improvements, economic feasibility studies and training programs, social services, and affordable housing.

HRA is governed by an 11-member Board of Commissioners, all of whom are residents of Franklin County. Nine members, each from different municipalities in the County, are appointed by the Franklin Regional Council of Governments (FRCOG) for 5-year terms. Two commissioners are appointed by the Governor for four-year terms, or until they **are replaced. The Governor's appointees may be from** any of the 26 towns in Franklin County.

Currently, HRA manages 264 units of affordable rental housing in the County, and has a non-profit affiliate (Rural Development, Inc.), that uses funds to assist clients who do not otherwise qualify for assistance through other funding sources.

<https://fcrhra.org/>

Plymouth Redevelopment Authority

The Plymouth, MA Redevelopment Authority (PRA) was established through an Act by Plymouth Special Town Meeting in 1958. The impetus for PRA was to use the Federal Urban Renewal Program to eliminate blighted areas in the downtown. There was a discernable need to clean sub-standard and decadent areas, and engage in an urban renewal land assembly and redevelopment project. The Summer-High Street Urban Renewal Project has since been completed, and the area now contains parkland, historic/tourist venues, multi-family and single-family residences, and a hotel.

The PRA administers programs designed to improving housing ownership, redevelop public and private parcels, and provide rehabilitation assistance to **substandard properties. The agency works closely with the Town's Office of** Planning and Development and Community Development, offering micro loans for businesses, free graffiti removal, and rental housing development loans.



To complement its existing programs, in 1999, the PRA became a HUD-approved Comprehensive Housing Counseling agency offering individual counseling for a number of housing needs and problems. Since 1995, the PRA has offered first time homebuyer seminars and in 2000, joined the Massachusetts Homeownership Collaborative. These counseling programs are supported by grants from HUD and the USDA as well as by the generous support of local businesses and financial institutions.

Working in tandem with the Town of Plymouth Planning and Development Department, the PRA continues its redevelopment activities aimed principally at brownfields remediation and affordable housing. The PRA is governed by a Board of 5 Commissioners, 4 of which are elected and one which is appointed by the Governor.

<https://www.plymouthredevelopment.org>

Weymouth Redevelopment Authority

The Weymouth Redevelopment Authority's **role is to identify areas in the Town** that need infrastructure improvement and redevelopment, and to determine if the tools and resources available can be applied to address the problem. Woodside Path, and Echo Avenue. The Urban Renewal Plan process was used for the Pine Grove neighborhood, a CDBG program that started in 1991.

Currently, the main focus of redevelopment opportunity is Weymouth Landing, on the border of Braintree and Weymouth and split by Route 53. Construction on Landing 53 is in progress, a \$50 million mixed-use development that will have 178 apartments and 11,5000 square feet of retail space. The Weymouth Redevelopment Authority is working with a consultant to evaluate additional development proposals in Weymouth Landing and their impacts on parking.

Some of the projects and programs in Town recently funded through the CDBG program include housing development and rehabilitation, park and recreation improvements, and street, drainage, and water improvements in areas with vulnerable populations, or in need of overall neighborhood improvement.

<http://www.weymouth.ma.us/redevelopment-authority>

South Hadley Redevelopment Authority

The Town of South Hadley was a center of trade and commerce in the Commonwealth in the 1800s. In recent years, the area of **South Hadley Falls ("the Falls") has experienced an economic downturn with the** closure of mills and



factories both in the 20th century and today, leading up to 75.6% of the land area considered open blight by the South Hadley Redevelopment Authority (SHRA). In 2010, the Town adopted a Master Plan that includes the commitment to revitalize the Falls, a designated Economic Opportunity Area. The SHRA was established in 2014 to help revitalize the area. The broad goals of the 2016 South Hadley Falls Urban Redevelopment & Renewal Plan include:

- Encourage new and support existing businesses – retail, service, commercial, technical, and manufacturing – to provide jobs and economic opportunity to South Hadley Falls Residents;
- Attract new residents while it provides ever-improving housing, services, and public amenities to current Falls residents;
- Support vibrant community institutions – churches, clubs, civic organizations, their new Library, social service, and educational providers;
- Commit to South Hadley Falls historic preservation as a guiding principle;
- Appreciate that the Connecticut River, BATTERY Brook, and the historic canal are under-utilized and overlooked assets of South Hadley Falls;
- Expand and preserve the economic and social diversity of South Hadley Falls with a range of job opportunities and a variety of attractive housing options;
- Stimulate private sector investment and utilize public funds judiciously and strategically as a catalyst for private investment;
- Foster a healthy, safe, and resilient environment in South Hadley Falls for residents, businesses, works, and visitors; and
- Serve as a source of pride and inspiration to the larger South Hadley community and surrounding communities.¹⁷

The Plan, developed in 2017, lays out a 20-year strategy and action plan that will increase the number of new residential housing units, bring in new real estate taxes to the Town, encourage new private investment, and generate new jobs in construction as well as with the new or expanded employers located in the Falls.¹⁸

<http://www.shredevelopment.com/>

¹⁷ South Hadley Falls Urban Redevelopment & Renewal Plan Brochure:

<http://www.southhadley.org/DocumentCenter/Home/View/2960>

¹⁸ Draft South Hadley Falls Urban Redevelopment Plan, 2017:

<http://www.southhadley.org/DocumentCenter/Home/View/2961>

CASE STUDIES: OUTSIDE MASSACHUSETTS

New Jersey Redevelopment Authority

The New Jersey Redevelopment Authority (NJRA) was created through the New Jersey Urban Redevelopment Act in July 1996, which facilitates a coordinated state response to revitalizing New Jersey's most distressed urban neighborhoods.

The NJRA is a state redevelopment financing authority committed to revitalizing urban New Jersey, providing technical assistance and support that builds community capacity by strengthening neighborhood cultures. The NJRA is closely affiliated with the NJ Department of Community Affairs, but the Authority acts as an independent agency.

New Jersey Redevelopment Investment Fund (RIF)

The NJRA manages this flexible investment fund that provides debt and equity financing for business and real estate ventures. Through the RIF program, the NJRA offers direct loans, real estate equity, loan guarantees and other forms of credit enhancements. The NJRA provided financing through the RIF program for pre-development costs related to the acquisition and development of the parcel for the new food bank warehouse and distribution facility in Neptune, NJ.

New Jersey Urban Site Acquisition Program

The New Jersey Urban Site Acquisition (NJUSA) Program is a revolving loan fund that facilitates the acquisition, site preparation and redevelopment of properties, which are components of an urban redevelopment plan in NJRA-eligible communities. NJUSA serves as a catalyst to jumpstart urban revitalization efforts. The Program provides for-profit and nonprofit developers and units of government with a form of bridge financing to acquire title to property and for other acquisition-related costs.

The NJRA manages the \$20 million working capital component of the NJUSA Program, which can be used to pay site acquisition expenses, planning and pre-development expenses, and projects which are part of urban redevelopment plans.

www.njra.us/

Bucks County Redevelopment Authority

The Redevelopment Authority of the County of Bucks, Pennsylvania was created in 1962, empowered by Pennsylvania Public Law 991, Act 385, commonly known as the "Urban Redevelopment Law". The Authority is a quasi-public agency that assists municipalities, businesses, private developers, and homeowners in the



rehabilitation of blighted and deteriorated properties and reuse of abandoned or unused commercial and industrial sites. The agency has the power of eminent domain allowing acquisition of substandard properties, and experience in applying for and obtaining federal and state grants and low-interest rate.

The PA Department of Community and Economic Development created the Enterprise Zone (EZ) Program through the statewide Neighborhood Assistance Program. The purpose of an EZ is to promote job growth and to help municipalities take advantage of business expansion opportunities when they arise. The EZ area of Bucks County encompasses portions of six municipalities, where nearly **one-third of the County's total labor force lives.**

A primary mission of the Bucks County EZ is to provide the coordination and communication between the business community and the public sector. The EZ of Bucks County can be effective in coordinating business needs (financial or technical) with the correct public-sector agency and providing the business community with access to existing and new resources (financial and technical) available for business growth and expansion. The EZ Program places a priority on assistance to businesses involved in industrial, manufacturing and export services.

www.bcrda.com

New Orleans Redevelopment Authority

The New Orleans Redevelopment Authority (NORA), formerly called the Community Improvement Agency (CIA), was created in 1968 to eliminate and prevent the spread of slums and blight in the City of New Orleans. NORA was granted legal authority to:

- Acquire real properties through negotiation, gift, or expropriation;
- Dispose of said properties by sale, lease or donation;
- Borrow money;
- Issue bonds; and
- Provide security to support slum clearance and neighborhood development.

After Hurricane Katrina in 2005, NORA was expanded to focus on comprehensive, data-driven neighborhood redevelopment. The agency disposed of nearly 5,000 properties acquired by the state following Katrina (known as Road Home Properties), and implemented the Lot Next Door ordinance. The Lot Next Door program provides an opportunity for property owners that shared a common



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boundary with a lot purchased by NORA following Katrina to purchase that property. NORA sold about 3,000 properties between 2007 and 2015, and revived the program again in 2016 for an additional 2,000 lots.

NORA contributed to the affordable housing successes of Habitat for Humanity's Musicians' Village, Make It Right's redevelopment in the Lower 9th Ward, and hundreds of units funded through the agency's Neighborhoods Stabilization Program. NORA also participated in the redevelopment of key commercial corridors, such as the ReFresh project, a fresh food hub that partners with Whole Foods, a culinary work-readiness program for at-risk youth, an on-site teaching farm, and other community engagement programs and agencies.

<http://www.noraworks.org/about/history>



IN DEPTH: ECONOMIC DEVELOPMENT INDUSTRIAL CORPORATIONS

An EDIC is a corporation established by a municipality under state law MGL 121C for the public purpose of implementing local economic development projects in accordance with an economic development plan. Such projects are designed to decrease the unemployment rate and eliminate decadent and blighted open areas existing in a municipality.

An EDIC established under the existing state law must focus on industrial and manufacturing development projects. However, it is possible to establish an EDIC through special legislation. Several communities in Massachusetts, including four on Cape Cod, have used MGL Chapter 121C as the basis for special legislation that expands the range of eligible activities to include commercial, business, recreational, social services, educational, and other non-industrial projects.

The primary powers of an EDIC under MGL 121C are:

1. To prepare, or cause to be prepared, plans and cost estimates for economic development projects;
2. To acquire and hold any property by negotiation, by eminent domain if approved by a two-thirds vote of the municipality, or otherwise;
3. To carry out improvements necessary to the development of the area designated for industrial and manufacturing development;
4. To sell, convey, mortgage, lease, transfer, exchange, or otherwise dispose of any property or interest in the property as may be required;
5. To borrow money, invest money, and issue bonds, including revenue bonds;
6. To receive and accept grants, loans, or advances from any federal agency, the Commonwealth, or the municipality;
7. To finance pollution control facilities;
8. To manage any project whether owned or leased by the EDIC, and, to enter into agreements with public or private interests for managing the project; and
9. To act as an urban renewal corporation under Chapter 121A.

An EDIC established through special legislation may include some or all of these powers. Section 5, Part 1, of Chapter 121C, authorizes an EDIC to acquire lands by



eminent domain in accordance with MGL Chapter 79 or Chapter 80A. Eminent domain may only be exercised if there is an affirmative two-thirds vote by the City Council, with the approval of the mayor or city manager in cities, or by the Town Meeting in a town. A public hearing must be held before such vote and the advice of the Massachusetts Office of Business Development and the Director of the DHCD must be obtained before proceeding with any eminent domain taking. DHCD strongly encourages municipalities to work through open negotiations and final settlements with landowners and to use eminent domain powers as a last resort.

ELIGIBILITY

Any municipality designated by the US Labor Department as a labor surplus area due to high unemployment is eligible to establish an EDIC under Chapter 121C. Communities that are ineligible under MGL c. 121C to establish EDICs (because they are not designated as labor surplus areas by the US Labor Department) may use special legislation to establish “EDIC-like” organizations to undertake local economic development projects.

A municipality must take a vote regarding the need for an EDIC due to the existence of unemployment and to protect the municipality from the threat of future unemployment or lack of business opportunity. A municipality could establish an EDIC to attract new industry into the community, to substantially expand existing industry through an economic development project(s) to be financed and implemented by an EDIC, or to otherwise alleviate the unemployment and lack of business opportunity problems.

In a city with a Plan D or E form of Charter, an affirmative vote by the city council is necessary for the creation of an EDIC. Plan D and E forms of government are **“Council-Manager”, with a City Council of seven or nine (one of whom is the mayor)**, and a city manager. For Plan D governments, party primaries are prohibited; for Plan E governments, members of the council and the school committee are elected at large by a plurality. The city manager must also approve the EDIC. In any other city, an affirmative vote by the city council is necessary along with approval by the mayor. In towns, an affirmative vote at Town Meeting is necessary. Under C.121C, towns must receive certification from the DHCD for the establishment of EDICs; cities are not required to receive DHCD certification.

To avoid needless fragmentation of local responsibility for economic development, the policy of the Massachusetts Department of Housing and Community Development is to discourage the creation of an EDIC where a Redevelopment Authority already exists.



Section 3 of Chapter 121C authorizes the formation of a consolidated EDIC by two or more municipalities. DHCD strongly encourages such consolidations especially by communities within the same labor market. Consolidations are advantageous because they can foster collaboration among municipalities; reduce the use of eminent domain for assembling industrial sites; address regional impacts regarding the location of industrial development sites; provide opportunities for regional collaboration for transit, wastewater, and utilities infrastructure; and share costs of technical assistance, marketing, and business retention efforts.

ECONOMIC DEVELOPMENT PLAN

An economic development plan is a detailed plan showing one or more economic development projects within an area acquired or held by the EDIC. No economic development project can be undertaken by an EDIC without an approved economic development plan.

Following DHCD certification of the EDIC and before any economic development projects are undertaken, an economic development plan must be submitted to the municipality for approval (in a Town, at the annual Town Meeting). A plan approved by the town may be the same as or different than the comprehensive economic development plan submitted to DHCD as part of the EDIC certification process.

The contents of the **EDIC's economic development** plan should include:

- The boundaries of the area
- The areas of land acquisition
- Structures to be demolished, removed, or rehabilitated
- Proposals for development, redevelopment, and general public improvements
- Proposed zoning and planning changes, if any
- A report on the plan prepared by the municipal planning agency
- A statement regarding the proposed method for financing each project covered by the plan
- A comprehensive relocation plan
- A certification that occupants of the designated economic development area shall make every reasonable effort to hire residents of the



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municipality for employment opportunities for a period of 40 years following approval of the economic development plan

The DHCD EDIC Information sheet is included as Appendix E.

CAPE COD EDICS

There are currently four EDICs on Cape Cod; they are in the towns of Bourne, Falmouth, Mashpee and Sandwich.

The Bourne Financial Development Corporation, established in 2000, is an independent, non-profit economic development organization focused on the **revitalization and redevelopment of Bourne's downtown** (Buzzards Bay). Their mission is to promote the common good and general welfare of the Town of Bourne and to improve the living standards of its citizens by fostering the improvement and development of employment and educational opportunities. They have been instrumental in advocating and seeking grant support for streetscape improvements, regulatory streamlining including zoning changes, design guidelines, and the establishment of a regional Growth Incentive Zone, and building the necessary infrastructure, particularly wastewater treatment, needed for redevelopment and in-fill to occur.

<http://bfdconline.org/>

The Falmouth Economic Development & Industrial Corporation **is the Town's** primary agency responsible for creating and developing increased economic opportunities for both the present and the future. It was established in 1981 by a Falmouth Town Meeting vote and state legislation, **with a mission to "increase business and industrial investment; expand opportunities to own, manage, and operate commercial and industrial enterprises; provide funding assistance; and increase job opportunities in the Town of Falmouth."**

One of its major accomplishments was the creation and development of the Falmouth Technology Park, with more than a dozen companies providing approximately 400 jobs in Falmouth. Their more recent work includes the development of a solar array on the landfill, the restoration of the historic Falmouth Train Station, and assisting the Town and Falmouth Housing Authority in the development of a mixed use, affordable housing development on East Main Street.

<http://www.falmouthedic.org/>



The Mashpee Economic Development & Industrial Corporation (Mashpee EDIC) was established in 2002 “to advocate sound growth policy, and to stimulate sustainable economic opportunities that will enhance the quality of life within the **Mashpee community.**” In 2012, the EDIC, with support from the Cape Cod Commission, completed an economic development plan subsequently approved by the state. This plan enabled the EDIC to sell a parcel gifted to them by the town located within the town’s industrial park. The Mashpee EDIC also completed a “**Mashpee Guide for Business**” in 2013 to assist prospective businesses in navigating the Town’s regulatory framework.

<https://www.mashpeema.gov/economic-development-and-industrial-corporation>

The Sandwich Economic Initiative Corporation (SEIC) was passed by the Town by special act in 2010; its mission is “to create jobs, to increase the tax base, and to enhance the quality of life in the Town of Sandwich.” The SEIC’s goals are to implement elements of the Local Comprehensive Plan (LCP) that affect land use and development; expand the Town’s property tax base; retain the Town’s current job base and create job opportunities; expand accessibility to local and regional infrastructure and services identified in the LCP; and cooperate with surrounding towns in regional planning and economic development, to benefit Sandwich and the greater community at large. **The SEIC has taken an active role in the town’s wastewater infrastructure planning, development concepts in the harbor area and the south Sandwich village center area, as well as tourism related projects in the town.**

<http://www.sandwichseic.com/>



IN DEPTH: BUSINESS IMPROVEMENT DISTRICTS

Business Improvement Districts (BIDs) are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events.

A BID creates a stable local management structure that provides a sustainable funding source for the revitalization and long-term maintenance of downtowns and city/town centers. The goal of a BID is to improve a specific commercial area by attracting customers, clients, shoppers and other businesses.¹⁹

BIDs are also called business improvement zones, or special improvement, special assessment, special services, and/or business assistance districts. Their scope and connection to local government can vary, ranging from complete autonomy to finance, construct, and manage specific projects, while others depend on local government but raise revenue only for specific projects.²⁰

BID funds may be used to accomplish district priorities within these broad categories:

- Maintenance - street cleaning, snow removal, litter & graffiti removal, washing sidewalks, tourist guides
- Promotion and Marketing - identification of market niche, special events, brochures, advertising, newsletters
- Business Services - business recruitment and retention, sign & façade programs
- Capital/Physical Improvements - streetscape improvements, management of parking garage, maintaining parking shelters, historic preservation

There is one established BID on Cape Cod in Hyannis, MA.

¹⁹ MA DHCD, 2017. <https://www.mass.gov/service-details/business-improvement-districts-bid>

²⁰ Project for Public Spaces, 2017. <https://www.pps.org/reference/bid-2/>



HYANNIS MAIN STREET BID

The Hyannis Main Street Business Improvement District was established in 1999 to promote and stimulate a renaissance of Main Street, Hyannis. The goal is to promote community and economic development on Main Street, making the Hyannis district a desirable place to live, work, invest, and visit. The BID is a 501(c)(6) non-profit organization serving the businesses and organizations fronting Main Street.

The BID was established to improve the commercial appeal of downtown Hyannis. Some of the accomplishments of the BID include bringing a police station to Main Street, collaborating with homeless social programs, lobbying for continued road improvements in the areas surrounding Main Street, and leveraging funding for new street lights. The BID also created a WIFI network along Main Street, improved the signs and banners along Main Street, and oversees maintenance and beautification projects that include graffiti removal, power-washing sidewalks, and providing supplemental trash and snow removal.

The BID works closely with local businesses and the Town to advocate for continued improvement along Main Street, working with the Arts & Culture District, launching a summer shuttle service, and supporting the Mid-Cape **Farmers' Market**. The BID director meets with the Town Manager each month and works closely with the leadership of the Hyannis Chamber, advocating for the needs of main street businesses and coordinating specific events. The BID often seeks funding for joint projects between the Town, Chamber, and others serving the downtown.

Recent projects include working with the developer of a large housing project off the east end of Main Street to shift the focus from seasonal to workforce housing. In the same area of main street, the BID is working to obtain funding for intersection improvements to create more of a gateway to Main Street and encourage in-fill around the Regional Transportation Center.

<http://www.hyannismainstreet.com/>



IN DEPTH: COMMUNITY DEVELOPMENT CORPORATIONS

Community Development Corporations (CDC) are widely used across the United States to support low and moderate-income residents and their communities. While they have operated in Massachusetts for some time, the Commonwealth only recently passed a law for the Certification of CDCs in 2010 (MGL Chapter 40H). Chapter 40H defines a CDC as a non-profit corporation organized under Chapter 180 [Charitable Corporations] and tax exempt under 501(c).

CDC's operating in Massachusetts **must** “[engage] local residents and businesses to work together to undertake community development programs, projects, and activities that develop and improve urban, rural, and suburban communities in sustainable ways. These community development programs, projects, and activities must create and expand economic opportunities for low - and moderate-income people (at or below 80% of the Area Median Income defined by HUD).”

To be a CDC in Massachusetts, a non-profit must prepare an application to the Massachusetts Department of Housing and Community Development (DHCD) for certification under Chapter 40H, and must be recertified at least once every four years. The application must include:

- Proof that the non-profit was organized under Chapter 180 [Charitable Corporations] and exempt from taxation under Section 501(c)
- Geographic boundaries of the area the organization will serve (can be one or more neighborhoods, municipalities, or regions), or a description of the economically-disadvantaged constituency to be served
- Description of the purpose of the organizations, demonstrated engagement and assessment or priority needs in the community, and **information on the organization's community development programs and activities**
- Description of the constituency representation on its Board of Directors
- Demonstrate the capacity of the organization to provide effective community development programs, projects, and activities in the service area (by including resumes, evidence of related experience, and/or a list of funding received and applied for community development programs)

The non-profit can operate other programs, but to be a certified CDC, the primary focus must be community development. Applications are accepted year-round on a rolling basis.



CDCs are often used in Massachusetts to develop affordable housing. For instance, all three CDCs operating on Cape Cod have developed affordable housing and offer related programs to their residents. Off-Cape examples include the Community Development Corporation of South Berkshire creates affordable housing and living-wage jobs, leveraging over \$13 million in public and private investment for southern Berkshire County and created fifty affordable housing units. Community Teamwork works with residents in 63 cities and towns in Middlesex and Essex Counties to expand resources for low-income people, creating over 200 housing units since its incorporation.

CDCs can also work towards community preservation goals. The Waterfront **Historic Area League was established in New Bedford in 1962 to preserve the City's** history and architectural heritage. The organization has completed more than 50 restoration and preservation projects, and uses its non-profit status to enter into a variety of real estate transactions, such as purchase, rehabilitation, sale, and deed restrictions. Here on Cape Cod, the Community Development Partnership works directly with small businesses, providing loans and technical assistance needed to preserve the strong locally based economy.

Other CDCs have also been successful in spurring revitalizations in blighted areas, such as Dudley Neighbors, Incorporated. There was a resident-focused organizing and planning initiative in the 1980s that led to a comprehensive community development plan and efforts to establish community control over a critical mass of 1,300 parcels of abandoned land in the Boston neighborhood. More than 30 acres of formerly vacant, blighted land is now under neighborhood control through this organization, creating 225 new affordable homes, a greenhouse, farm, playground, and more. Dudley Square is also addressed in the Massachusetts [Case Studies](#) section below.

A full list of certified CDCs in Massachusetts and links to their websites can be found at the following link: <https://www.mass.gov/service-details/community-development-corporation-certification-cdc> ; the website for the Massachusetts Association for Community Development Corporations is: <https://macdc.org/>

COMMUNITY DEVELOPMENT CORPORATIONS ON CAPE COD

There are three CDCs on Cape Cod, the Community Development Partnership, serving the Lower Cape, the Falmouth Housing Trust, and the Housing Assistance Corporation of Cape Cod.

The Community Development Partnership focuses on creating affordable homes, helping to launch entrepreneurs, and strengthening local businesses while



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maintaining the natural environment. The Partnership's accomplishments include developing, owning, and managing 72 affordable rental homes; providing businesses assistance, education, and/or loan capital to over 2,050 locally-owned small businesses, installing over 400 solar panels on Partnership properties; and investing \$2.85m in 146 local small businesses by providing micro-loans.

<http://www.capecdp.org/>

The mission of the Falmouth Housing Trust is to enhance the Town of Falmouth and the lives of its residents by developing and maintaining affordable housing for the benefit of persons of low- and moderate-income. The Town is at 6.5% of the 10% affordable housing goal, and the Trust works in collaboration with the Town and other agencies to ensure any affordable housing built is consistent with the **Town's long-term goals. Past projects include St. Mark's Road (three homes built and sold to low-moderate income working families, completed in 2015); East Ridge Road (six homeownership units, completed in 2007); and Esker Place (with the Falmouth Housing Authority, 18 deed-restricted affordable homeownership units, completed in 2001).**

<http://www.falmouthhousingtrust.org/>

The Housing Assistance Corporation (HAC) is a 501(c)(3) nonprofit and certified CDC whose mission is to (1) deliver housing and services that meet the needs of the community and minimize impacts to natural resources, and (2) to engage in responsible economic development that generates jobs, stabilizes housing, and strengthens the community. HAC also provides emergency shelter and homelessness prevention assistance for individuals and families; administers the largest housing subsidy program in the region; and provides family self-sufficiency and employment services.

<http://www.haconcapecod.org/>



Chapter 2: Economic Development Tools

OVERVIEW

The tools of economic development include programs to help communities prepare for and stimulate redevelopment or development in discrete areas within their jurisdiction and programs that provide tax incentives and financing programs designed to attract or retain specific business in a community. This section includes state programs in both of these areas as well as regional tools available under the Cape Cod Commission Act.

MASSACHUSETTS STATE PROGRAMS

TAX INCREMENT FINANCING PROGRAM

Massachusetts' Tax Increment Financing (TIF) program leverages private investment for economic development projects in a manner that enhances the benefits accrued to the public interest. Through this program, landowners or developers are given a direct upfront benefit for their economic development investments by the municipality granting property tax exemptions of up to 100% of the tax increment.²¹

A TIF Zone must be in an area (a) approved by the Economic Assistance Coordinating Council (EACC), the administering and governing body of the Economic Development Incentive Program (EDIP) in Massachusetts, or (b) presenting exceptional opportunities **for economic development” by the Director** of Economic Development.

A TIF Plan, completed by the municipality, describes proposed public and private investment in the TIF Zone, and is agreed upon by the municipality and all the private owners in the TIF Zone. The municipality and the prospective Certified Project candidate agree to a property tax exemption based on a percentage of the value added through new construction or significant improvement for a period of no less than five and no more than twenty years. The real estate taxes generated by the new, increased assessed value are then allocated by the agreed-upon

²¹ Massachusetts Smart Growth Toolkit:

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-diftif.html

percentage of value and added to one or more of three categories – exemption from real estate taxes, payment of real estate taxes, or payment of betterment fees in lieu of real estate taxes to finance related infrastructure.

DISTRICT IMPROVEMENT FINANCING

The District Improvement Financing (DIF) program promotes redevelopment by channeling municipal funds into targeted redevelopment districts. The program allows municipalities to finance public works and infrastructure projects in a **designated area by “capturing” the increase in property tax revenues derived from new housing, commercial, or industrial activity in the designated area, and applying these revenues towards the municipality’s development program.**

A city that wishes to utilize DIF must first designate a development district and a corresponding development program, which are then certified by the State EACC. A development district may be as small as one parcel or may comprise up to 25% **of a town or city’s land, and can be in effect for a maximum of 30 years.**

The development program must identify the existing uses and current zoning; proposed uses and any needed zoning changes; any planned construction or renovations; current and planned infrastructure; and a financial plan.

The establishment of the district stimulates private investment, which in turn increases the taxable value of property and generates the incremental taxes. Incremental revenues can either pay for the municipal improvements from year to year, or can be estimated and pledged in advance toward repayment of bonds to be issued to pay for the municipal improvements.

More information on [DIF](#) is available in detail following Chapter 2.

43D EXPEDITED PERMITTING

The 43D program creates an expedited permitting process at the local level to facilitate economic development and reduce local permitting delays to a maximum of 180 days. Municipalities designate a Priority Development Site within which the rules of the program apply. These Sites may be zoned for commercial, industrial, residential, or mixed-use development purposes, and it must be eligible for the (re)development of a building of at least 50,000 square feet of gross floor area. This figure may include existing structures and contiguous buildings. Finally, the sites must be approved by the local governing authority, and they must be approved by the state Interagency Permitting Board.



Communities that opt-in to the program are given priority consideration for the MassWorks Infrastructure Program grants, brownfields, and/or remediation assistance, and other financing through quasi-public organizations. Additional benefits include online **marketing of the site and promotion of the community's** pro-business regulatory climate; improved municipal planning and permitting efficiencies; and a collection of special fees for priority development site permit applications.²²

CHAPTER 40R AND 40S

The Smart Growth Zoning Overlay District Act (MGL chapter 40R), encourages communities to create dense residential or mixed-use smart growth zoning districts with a high percentage of affordable housing units, located near transit stations and near existing areas of concentrated development (such as existing city and town centers) or in other highly suitable locations. Projects must be **developable under the community's smart growth zoning adopted under Chapter 40R**, either as-of-right or through a limited plan review process akin to site plan review. Upon DHCD review and approval of a local overlay district, communities become eligible for payments from a Smart Growth Housing Trust Fund, as well as other financial incentives.

Chapter 40R seeks to substantially increase the supply of housing and decrease its cost, by increasing the amount of land zoned for dense housing. It targets the shortfall in housing for low- and moderate-income households, by requiring the inclusion of affordable units in most private projects.

Twenty percent of the housing in a Smart Growth Zoning Overlay District must be affordable to those earning 80% or less of the **state's MHI** and be deed restricted for at least 30 years. The district must provide a minimum allowable density of eight units per acre for single-family homes, 12 units per acre for two- and three-family buildings, or 20 units per acre for multi-family dwellings. Smart growth zoning districts must provide a range of housing opportunities for a diverse population, including households with children.²³

Chapter 40S reimburses communities for any net cost of educating students living in new housing in a Smart Growth District. The reimbursement is equal to the cost of educating students living in new housing in a smart growth district minus the

²²MA EOHED, Local Expedited Permitting - 43D.

<http://www.mass.gov/hed/economic/eohed/pro/zoning-and-permitting/43d/>

²³ MA Smart Growth Toolkit: Chapter 40R and 40S.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-40R.html



percentage of new revenues from the district that would otherwise be devoted to educational costs, and any increase in state educational aid resulting from students living in new housing in the district.

TRANSIT ORIENTED DEVELOPMENT

Transit-oriented development (TOD) is an approach to development that focuses on land uses around a transit station or within a transit corridor. TOD is typically characterized by a mix of uses; moderate to high density; pedestrian orientation/connectivity; transportation choices; reduced parking; and high-quality design.

TOD occurs within a one-quarter-mile (a five- to seven-minute walk) of a transit station.²⁴ The intent is that residents and workers in the area could take some of their daily trips by public transit or walking rather than using a personal automobile.

TOD can help communities achieve multiple sustainable development principles. **Areas that employ TOD foster a “sense of place” and encourage pedestrian friendly** design and public facilities, while discouraging development that is heavily automobile-oriented.

One of the regional goals in the 2016 Regional Transportation Plan for Cape Cod, is to reduce congestion and improve travel time and reliability. The Commission encourages the implementation of TOD in order to make progress on reducing delays for all modes of transportation.²⁵

More information on TOD is available in detail in the MA Smart Growth/Smart Energy Toolkit.²⁶

²⁴ MA Smart Growth/Smart Energy Toolkit, 2017.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html

²⁵ Cape Cod Commission, Regional Transportation Plan, 2016.

[http://www.capecodcommission.org/resources/transportation/rtp/2016/FinalReport/Cape%20Cod%202016%20Regional%20Transportation%20Plan%20-%20without%20Appendices%20\(Endorsed%207-20-15\).pdf](http://www.capecodcommission.org/resources/transportation/rtp/2016/FinalReport/Cape%20Cod%202016%20Regional%20Transportation%20Plan%20-%20without%20Appendices%20(Endorsed%207-20-15).pdf)

²⁶ MA Smart Growth/Smart Energy Toolkit, 2017.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html



REGIONAL TOOLS UNDER THE CAPE COD COMMISSION ACT

DEVELOPMENT AGREEMENTS

A Development Agreement Bylaw that allows a town to enter into two-party (town and developer) or three-party (including the Cape Cod Commission) development agreements. Development Agreements allow for a more flexible review process under the Cape Cod Commission Act and allow the town to negotiate with project proponents for agreed-upon public benefits, in exchange for more flexible treatment under zoning. A town must have a Development Agreement bylaw approved by the Commission in order to act as a party in a Development Agreement.

DISTRICT OF CRITICAL PLANNING CONCERN

A District of Critical Planning Concern (DCPC) is a geographic area of Cape Cod identified by the Commission as requiring enhanced protection and designated by the Assembly of Delegates. DCPCs are a powerful tool that allows a town or group of towns to impose a moratorium on certain types of development or activities in a specified area, to plan for and adopt special rules and regulations that will protect natural, coastal, scientific, cultural, architectural, archaeological, historic, economic, or recreational resources or values of regional, statewide, or national significance.

More information on the DCPC process is available on the Commission's website:
<http://www.capecodcommission.org/index.php?id=131&maincatid=4>

GROWTH INCENTIVE ZONES

A Growth Incentive Zone (GIZ) is an area designated by a town for special flexible treatment with respect to Cape Cod Commission review of Developments of Regional Impact (DRIs). Among other things, the GIZ would enable the town to increase the square-footage thresholds that normally trigger Commission review – thereby allowing larger projects to go forward with local review only.

FLEXIBLE THRESHOLDS

The Commission sought the authority to change certain DRI thresholds in order to support its mandate to ensure balanced economic development in the region. Chapter H gives Cape municipalities the authority to raise or lower DRI regulatory review thresholds with the goal of guiding growth toward areas that are adequately



supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons.

Chapter H was leveraged in 2014 for four designated areas in three municipalities:

- Jonathan Bourne Drive, Bourne
- Edgerton Drive, Falmouth:
- Falmouth Technology Park, Falmouth
- Sandwich Industrial Park, Sandwich

The Commission voluntarily lowered DRI thresholds in these targeted areas to support appropriate economic growth. The areas proposed for higher DRI thresholds were already within or adjacent to areas that were previously developed with existing light industrial or manufacturing uses and therefore were appropriate areas in which to direct growth and redevelopment.

The Chapter H Municipal Application for Revisions to DRI Thresholds (Barnstable County Ordinance 09-13) is available on the Commission website:

http://www.capecodcommission.org/resources/regulatory/Ord13-06ChHamendment_eff10-2-13.pdf

The table on the following page summarizes the regional tools available for economic development under the Cape Cod Commission Act.



Planning/Regulatory Tool	Type of Tool	Project Type	Eligible Applicant(s)	Goal	Method	Benefits to Applicant	Application Requirements	Other
Development of Regional Impact (Chapter A)	Regulatory Decision (7 Years)	A single development project to be constructed at the same time.	Developer	Reduce negative impacts of large developments on protected resources.	Impact analysis based on Minimum Performance Standards (MPSs) in the RPP		Existing Conditions Plan; Proposed Development Plan; Massachusetts Historical Commission Project Notification Form; Natural Resource Inventory; Impact Assessments (Traffic, Water, Habitat, Economic Development, Affordable Housing); Management Plans (drinking well monitoring, hazardous materials & solid waste)	The development site, use, and design need to be in place before working with the Commission
2- or 3- Party Development Agreement (Chapter D)	Voluntary Binding Contract (12 Years)	Multiple properties under a single owner to be developed individually over time	Property Owner	Reduce segmentation and municipal costs related to development while protecting resources	MPS Flexibility, Zoning Flexibility, Provision of Community Benefit(s)	Vested development rights, Phased mitigation, Public/private financing of infrastructure, "Pre-permit" status	DRI Requirements; Final Environmental Impact Report (EIR); Public Land & Facilities Plan; Municipality must have Certified LCP and Development Agreement By-Law	Opportunity to work together to create a better development that benefits all parties. Three-way agreement vests rights at time of agreement relative to municipal and regional regulations; two-way only vests regional regulations. Contract may exceed 12 years with 2/3 vote of Commission.
District of Critical Planning Concern (Chapter E)	County Ordinance	Geographic area where resources protected by the Commission Act are threatened	Barnstable County Commissioners, Assembly of Delegates, Cape Cod Commission, Municipality	Strategic resource protection of areas that make the Cape unique, and/or are vital to its economy and environment	Temporary building moratorium, development of new local regulatory standard	Eliminates "grandfathering", Protects valuable resource(s) through targeted regulatory changes	Application form is primarily narrative; no special studies are required	Opportunity for broader resource protection in an area rather than by individual project. Collaboration with Town and local residents
Growth Incentive Zone (Chapter G)	Regulatory Agreement (10 Years)	A contiguous geographic area targeted for development as a dense, mixed-use center	Municipality	Redevelopment of existing centers while protecting resources and redirecting growth to existing centers	Development off-set, Threshold increases, Development cap	Relief from regional regulation, Greater development potential of properties within the GIZ	Build-out analysis; Natural resource inventory; Housing stock inventory; Transportation & Water resources; Infrastructure inventory with analysis of performance currently and at build-out; Capital plan; Development off-set plan	Agreement may be extended through mutual agreement; no time limit for extension specified. Projects within the GIZ that trip thresholds for historic structures, transportation facilities, and EIR thresholds must still be reviewed by the Commission. Capital plan must address how infrastructure and off-sets will be financed.
Flexible Thresholds (Chapter H)	Regulatory Agreement to alter DRI thresholds	One or more areas designated as an economic center, industrial area, or resource protection area on the RPP	Municipality	Redirect growth away from sensitive resources	Threshold reduction, Threshold increase	Relief from Regional Regulation	Land Use Vision Map for the town complete & approved; Build-out analysis; Capital facilities and infrastructure plan; Funding plan for capital facilities and infrastructure	



IN DEPTH: DISTRICT IMPROVEMENT FINANCING

District Improvement Financing (DIF) is a method for capturing the new property tax generated by the revitalization of a specified area, and using it to finance the infrastructure needed to attract new development to that given location. Generally, the infrastructure is paid for up front using bond financing that will be paid off over as much as twenty years using the newly generated property tax from (re)developed area.

DIF gives municipalities significant flexibility in planning for the district's housing and commercial needs, and are useful economic development tools because they allow municipalities to harness future revenues to pay for current expenditures. As property values in the DIF area rise and taxes increase, the local government uses the future growth in property tax revenues to pay off the initial and ongoing economic development expenditures.²⁷

DIF can be used to redevelop blighted, distressed, and/or underused locations in municipalities by attracting private investment. Parcels of land making up DIFs do not have to be contiguous, nor do buildings need to be adjacent. the program is authorized by MGL c. 40Q and its implementing regulations 402 CMR 3.00 et seq.

Frequently developers, property owners and businesses propose DIFs to the municipality. The municipality wishing to use DIF must designate an area for improvement, and draft a redevelopment plan. After the application has been submitted to the state and they have certified both the district and program, the municipality can use various tools to implement the program, including:

- Acquiring land or property,
- Constructing or reconstructing improvements (such as buildings, roads, schools, and parks),
- Issuing general obligations or revenue bonds to be repaid by DIF revenue, and/or
- Incurring indebtedness and pledging tax increments and other project revenues for repayment of these debts.

²⁷ Tax Increment Financing: Process and Planning Issues. Rachel Weber and Laura Goddeeris. 2007 Lincoln Institute of Land Policy.

<https://datatoolkits.lincolnst.edu/subcenters/teaching-fiscal-dimensions-of-planning/materials/goddeeris-weber-financing.pdf>



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The assessed value at the time of DIF designation becomes the 'base value' and does not change over time. As public improvements are made and private investment is attracted to the area, the assessed value of property and its taxes are expected to rise. The difference between the base value and new assessed value in the district is the "captured assessed value." This value, when taxed, produces the "tax increment".

Chapter 3: Economic Development Grant Funding

OVERVIEW

Funding in the form of grants, loans, and technical assistance are available to communities to support economic development planning and infrastructure development. Federal funding is often tied to an approved plan, such as the Cape Cod Comprehensive Economic Development Strategy or the Regional Transportation Plan. Some federal funding comes directly from federal agencies and some comes through state agencies which receive a large lump sum from the federal budget and are then responsible for its distribution locally. This is called pass-through funding. This section focuses only on federal and state funding; minimal funding currently exists at the local level and may be included in later iterations of this guide. There may also be funding opportunities not covered here that are offered by other federal and state agencies as well as private foundations that could contribute to economic development efforts.

FEDERAL FUNDING

ECONOMIC DEVELOPMENT ASSISTANCE GRANTS

The US Economic Development Administration's (EDA's) mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for economic growth and success in the worldwide economy. EDA fulfills this mission through strategic investments and partnerships that create the regional economic ecosystems required to foster globally competitive regions throughout the US. EDA supports development in economically distressed areas of the US by fostering job creation and attracting private investment.

Specifically, under the Economic Development Assistance Programs Notice of Funding Availability (EDAP NOFA), the EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance Programs.



Grants made under these programs must leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace. Through the EDAP NOFA, the EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.²⁸

Program Name	EDA Grants
Responsible Agency	US Dept. of Commerce, Economic Development Administration
Type of Funding	Grant
General Purpose	Economic Development
Eligible Projects	Planning and Infrastructure
Brief Description	To support the development and implementation of economic development strategies for economically-distressed communities. Funding priorities will be given to investment applications and support long-term, coordinated, and collaborative regional economic development approaches; innovation and competitiveness; entrepreneurship; strategies and investments that connect regional economies with the worldwide marketplace. Additional consideration is given to investment applications that respond to sudden and severe economic dislocations, including natural disasters; enable the transition of BRAC-impacted communities; support EO 13287, Preserve American; and promote the revitalization of brownfields.
Special Conditions	Must meet certain distress criteria or be within an Economic Development District (Barnstable County is an EDD)
Application Process	Rolling basis; on-line PDF application
Application Deadlines	Funding decisions made quarterly
Link to Program	https://www.eda.gov/grants/

TIGER GRANTS

The US Department of Transportation (DOT) provides discretionary grant funding through the Transportation Investment Generating Economic Recovery (TIGER) program. The TIGER program is a unique opportunity for DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Since 2009, Congress has dedicated nearly \$5.1 billion for eight rounds of the TIGER

²⁸ Grants.gov, EDAP0217.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=294771>



program to fund projects that have a significant impact on the US, a region, or a metropolitan area.

The eligibility requirements of TIGER allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. TIGER can fund port and freight rail projects, for example, which play a critical role in our ability to move freight, but have limited sources of Federal funds. TIGER can provide capital funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, or others in contrast to traditional Federal programs which provide funding to very specific groups of applicants (mostly State DOTs and transit agencies). This flexibility allows TIGER and our traditional partners at the State and local levels to work directly with a host of entities that own, operate, and maintain much of our transportation infrastructure, but otherwise cannot turn to the Federal government for support.²⁹

Program Name	TIGER Grants
Responsible Agency	US DOT
Type of Funding	Grant
General Purpose	Infrastructure & Public Improvements; Downtown & Commercial Center Development; Industrial/Business Development
Eligible Projects	Highway or bridge projects; public transportation; freight rail; high speed and inter-city passenger rail; and port infrastructure investments
Brief Description	Opportunity for the US DOT to invest in road, rail, transit, and port projects that promise to achieve critical national objectives; can be given directly to any public agency, and each project is multi-modal, multi-jurisdictional, or otherwise challenging to fund through existing programs
Special Conditions	Projects put forward for consideration will be expected to complete permitting and design, secure all necessary rights of way, and obligate all other funding sources within 120 days of grant approval or immediately thereafter
Application Process	How to apply information at https://www.transportation.gov/tiger/apply
Application Deadlines	November
Link to Program	https://www.transportation.gov/tiger

²⁹ US DOT, About TIGER Grants, 2017. <https://www.transportation.gov/tiger/about>



Additional Federal grant opportunities can be found at Reconnecting America:
<http://www.reconnectingamerica.org/resource-center/federal-grant-opportunities/>

STATE – USING FEDERAL PASS-THROUGH FUNDING

MASSWORKS INFRASTRUCTURE PROGRAM

The MassWorks Infrastructure Program represents an administrative consolidation of six former grant programs:

- Public Works Economic Development (PWED)
- Community Development Action Grant (CDAG)
- Growth Districts Initiative (GDI) Grant Program
- Massachusetts Opportunity Relocation and Expansion Program (MORE)
- Small Town Rural Assistance Program (STRAP)
- Transit Oriented Development (TOD) Program

The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to:

- Advance economic development or housing opportunities in Gateway Cities;
- Complement existing centers of development such as city and town center revitalization projects or mill redevelopment opportunities;
- Support a mix of commercial and residential development or contribute to a mix of development within an area (with an emphasis on multi-family or small lot single-family residential development);
- Support projects that are consistent with regional land use and development plans; and
- Provide for transportation improvements which enhance roadway safety in small, rural communities.

The MassWorks Infrastructure Program is administered by the Executive Office of Housing and Economic Development (EOHED) in cooperation with the Department of Transportation (MA DOT) and Executive Office for Administration & Finance.



CAPE COD COMMISSION

Program Name	MassWorks Infrastructure Program
Responsible Agency	MA Executive Office of Housing and Economic Development
Type of Funding	Grant
General Purpose	Infrastructure
Eligible Projects	Sewers, utility extensions, streets, roads, traffic signalization, curb-cuts, parking facilities, site preparation and improvements on publicly-owned land, demolition, pedestrian walkways, and water treatment systems to support four project types: (1) Multi-family housing development, at a density of at least 4 units/acre, both market and affordable units; (2) Economic development in weak or distressed areas; (3) Community revitalization to promote mixed-use development; (4) Transportation improvements to enhance safety in small, rural communities
Brief Description	The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible entities seeking public infrastructure funding to support economic development and job creation
Special Conditions	Cities, towns, or other public agencies are eligible to apply if they have a charter that enables them to accept State grants on behalf of the municipality, and where the public agency has been designated by municipal officers to apply for grants on behalf of that city or town. Any eligible public agency acting on behalf of a municipality must submit a letter of support from that chief administrative officer of that municipality.
Application Process	How to apply information at https://www.transportation.gov/tiger/apply
Application Deadlines	July
Link to Program	http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/

COMMUNITY DEVELOPMENT BLOCK GRANT

The Massachusetts Community Development Block Grant Program (CDBG) is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs.³⁰

The CDBG program is a constellation of funding programs including the Economic Development Fund and Community Development Funds I and II. Assistance is provided to qualifying cities and towns for housing, community, and economic development projects that assist low and moderate-income residents, or by revitalizing areas of slum or blight. Eligible CDBG projects include but are not

³⁰MA DHCD, Community Development Block Grants, 2017.

<https://www.mass.gov/service-details/community-development-block-grant-cdbg>



limited to housing rehabilitation or development, micro-enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown or area revitalization.

Community Development Fund I & II

The Community Development Fund is a CDBG program that supports revitalization efforts of cities and towns in order to address the needs of low- and moderate-income residents by supporting housing, community, and economic development activities in cities and towns throughout the Commonwealth. CDF I is for communities with high statistical indicators of need. CDF II is for communities that are not eligible for CDF I due to lower statistical needs. Cities and towns can apply to undertake housing, community and economic development projects, including architectural barrier removal, assistance to for-profit entities, commercial rehabilitation, demolition/clearance, housing rehabilitation, other housing (although not new construction of housing), infrastructure, micro-enterprise assistance, planning, public facilities, and public social services.

Economic Development Fund

The Economic Development Fund (EDF), also part of the CDBG program, finances projects and programs that create and/or retain jobs, improve the local and/or regional tax base, or otherwise enhance the quality of life in the community. EDF gives priority assistance for physical improvements in support of job creating/retention and downtown/ commercial center revitalization. Historically, EDF has funded a wide range of economic and community development projects; currently, program funding is limited, and the following categories of assistance will be considered:

Community Grants

- Grants of \$100,000 - \$750,000 for downtown and commercial center revitalization
 - Rehabilitation of investor-owner residential buildings
 - Rehabilitation of mixed-use buildings
 - Infrastructure improvements (max. grant \$500K) supporting investor-owner residential and mixed-use projects
- Grants of \$100,000 - \$500,000 to assist eligible non-profit development organizations



CAPE COD COMMISSION

- Revolving loan funds and technical assistance programs serving small businesses and microenterprises
- Grants up to \$50,000 for planning community economic development projects
 - Planning and pre-development studies leading to an economic development project

Section 108 Loan Assistance

- Loans of \$500,000 - \$5,000,000 to assist larger scale, key community economic development projects
- Rehabilitation of investor-owner residential buildings
- Rehabilitation of mixed-use buildings
- Infrastructure improvements supporting investor-owner residential or mixed-use projects

Program Name	Economic Development Fund (EDF) (CDBG)
Responsible Agency	DHCD
Type of Funding	Grant or Loan
General Purpose	EDF offers assistance to communities focused on retaining and creating jobs for low and moderate-income people, strengthening the local tax base, and supporting revitalization efforts that enhance the quality of life in the community. EDF gives priority to assistance for physical improvements in support of economic development and job creation/retention.
Eligible Projects	Community Grants of \$100,000 to \$750,000 for downtown and commercial center revitalization; community grants of \$100,000 to \$500,000 to assist eligible non-profit development organizations; community grants up to \$50,000 for planning community economic development projects; Section 108 Loan Assistance, loans from \$500,000 to \$5,000,000 to assist larger scale, key community economic development projects
Brief Description	EDF finances projects and program that create and/or retain jobs, improve the local and/or regional tax base, or otherwise enhance the quality of life in the community
Special Conditions	Eligible applicants are municipalities with a population under 5,000 that do not receive CDBG funds directly from HUD; communities may apply on behalf of a specific development or eligible non-profit organization



Program Name	Economic Development Fund (EDF) (CDBG)
Application Process	EDF applicants will be evaluated according to a two-stage process. Online application is through Mass CDBG/EDF web-based application
Application Deadlines	Ongoing
Link to Program	https://www.mass.gov/service-details/economic-development-fund-edf

STATE REVOLVING LOAN FUNDS

The Massachusetts State Revolving Loan Fund (SRF) is a self-perpetuating loan fund administered by the State under the direction of the EPA. The SRF program provides a low-cost funding mechanism to help municipalities in complying with federal and state water quality requirements. It covers the costs of certain planning, design, construction and administration costs for wastewater treatment plants (“Clean Water SRF”) and water supply facilities (“Drinking Water SRF”). Both programs follow very similar processes.

In general, SRF provides wastewater treatment funding for wastewater facilities, infiltration/inflow removal, collection systems planning, design, and nonpoint source projects.

Each year MassDEP solicits projects from Massachusetts municipalities and wastewater districts to be considered for subsidized loans. The current subsidy is provided via a 2% interest loan or, under certain growth-neutral criteria, 0% financing. Loans may be forgiven or partially forgiven. In recent years the program has operated with \$300 to \$350 million per year, representing the financing of 50 to 70 projects annually.

The SRF Program continues to emphasize watershed management priorities. A major goal of the program is to provide incentives to communities to undertake projects with meaningful water quality and public health benefits and that address the needs of the communities and the watersheds. Comprehensive Wastewater Management Plans (CWMPs) currently have an advantage in receiving SRF funds.³¹

³¹ Cape Cod Commission, 208 Plan Update, 2015.

https://sp.barnstablecounty.org/ccs/public/Documents/208%20Final/Cape_Cod_Area_Wide_Water_Quality_Management_Plan_Update_June_15_2015-Printable.pdf



CAPE COD COMMISSION

Program Name	State Revolving Loan Funds (SRF)
Responsible Agency	MassDEP
Type of Funding	Loans; Grants for Planning
General Purpose	Wastewater and drinking water infrastructure and planning
Eligible Projects	SRF covers the cost of certain planning, design, construction, and administration costs for wastewater treatment plans ("Clean Water SRF") and water supply facilities ("Drinking Water SRF")
Brief Description	SRF offers affordable loan options to cities and towns to help protect their clean water and drinking water. The Clean Water SRF Program helps municipalities comply with federal and state water quality requirements by focusing on watershed management priorities, stormwater management, and green infrastructure. The Drinking Water Program provides loans to communities to improve water supply infrastructure and drinking water safety.
Special Conditions	Does not cover design costs.
Application Process	In the early Spring of each year, the Division solicits proposed projects for financial assistance by mailing each community in the Commonwealth Project Evaluation Forms. These forms, along with their supporting documentation, provide the information necessary for the Division to rank projects in accordance with the rating systems established by regulation for each category of project. Visit the website for additional information.
Application Deadlines	October
Link to Program	https://www.mass.gov/state-revolving-fund-srf-loan-program

STATE FUNDING

GROWTH DISTRICTS INITIATIVE–TECHNICAL ASSISTANCE PROGRAM

The Executive Office of Housing and Economic Development (EOHED) partners with municipalities that have identified growth districts and works with communities and property **owners to make districts “development ready” with** respect to local permitting, state permitting, site preparation (including brownfields remediation), infrastructure improvements, and marketing.

<http://www.mass.gov/hed/economic/eohed/pro/gdi/>



I-CUBED: INFRASTRUCTURE-INVESTMENT INCENTIVE PROGRAM

MassDevelopment offers three financing programs designed to support public infrastructure projects, including Infrastructure Investment Incentive Program (I-Cubed). I-Cubed is a bond-funded program that promotes public-private partnership and supports approved development projects with major infrastructure needs in the range of \$5 to \$50 million, including:

- roadways and intersections;
- water and wastewater facilities and related lines;
- transportation facilities (e.g. train stations, bus depots);
- seawalls, docks, wharves, bridges, culverts, and tunnels;
- streetscape, sidewalks, electric lines, and street lights;
- parks, playgrounds, and recreational facilities;
- parking garages;
- brownfield mitigation;
- site acquisition, demolitions, and site pad development; and
- soft and financing costs (e.g. engineering, architectural).

The programs are designed to generate private investment and economic growth and creates a partnership between Massachusetts, host municipalities, and developers. An economic development project must be approved by the host community, the Secretary of Administration and Finance, and MassDevelopment to be considered a "certified" project eligible for funding. Public infrastructure is then financed with bonds issued by MassDevelopment, and during construction of **the project, the municipality levies assessment on the developer's property to reimburse the Commonwealth for the debt service cost**

Program Name	I-Cubed: Infrastructure Investment Incentive Program
Responsible Agency	Secretary of Administration and Finance and the Commissioner of the Department of Revenue in partnership with MassDevelopment
Type of Funding	Bond Financing
General Purpose	Infrastructure Financing



CAPE COD COMMISSION

Program Name	I-Cubed: Infrastructure Investment Incentive Program
Eligible Projects	Roadways and intersections; water and wastewater facilities and related lines; transportation facilities (e.g. train stations, bus depots); seawalls, docks, wharves, bridges, culverts, and tunnels; streetscape, sidewalks, electric lines, and street lights; parks, playgrounds, and recreational facilities; parking garages; brownfield mitigation; site acquisition, demolitions, and site pad development; soft and financing costs (e.g. engineering, architectural)
Brief Description	Public-private partnership to support approved development projects with major infrastructure needs in the range of \$5 to \$50 million; Debt service is paid by the Commonwealth from new state tax revenue generated from job creation and other economic activity from the project
Special Conditions	Project must be approved by the municipality; the Secretary of Administration and Finance and MassDevelopment to be "certified" and eligible for funding; more criteria available at link below
Application Process	Secretary of Administration and Finance approval
Application Deadlines	Ongoing
Link to Program	https://www.massdevelopment.com/what-we-offer/financing/bond-financing/ ; http://www.mass.gov/anf/budget-taxes-and-procurement/cap-finance/i-cubed/

MASSACHUSETTS DOWNTOWN INITIATIVE–TECHNICAL ASSISTANCE PROGRAM

DHCD's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns.

The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principles are that the most effective approaches to downtown revitalization are holistic ones; they address economic and community development needs; and they provide a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous.³²

Successful downtown revitalization is comprehensive and includes a well-balanced community strategy composed of seven downtown building blocks: Encouraging Community Involvement & Ownership; Preserving & Enhancing Downtown

³² MA DHCD, Mass Downtown Initiative, 2017.

<https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi>



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Character; Ensuring Economic Vitality; Promoting Downtown Assets; Getting Into & Around Downtown; Living Downtown; and Keeping Downtown Safe.

Program Name	Mass Downtown Initiative (MDI)
Responsible Agency	DHCD
Type of Funding	Technical Assistance
General Purpose	Downtown/Commercial Center Development; Historic Preservation
Eligible Projects	All non-entitlement CDBG communities are eligible to apply. Entitlement communities are not eligible for Technical Assistance Site Visit Program.
Brief Description	The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. Funds are to be used exclusively for technical assistance in the form of consultant services to address a specific issue from the following categories: District Management (BID, Parking Benefit Design, or Volunteer-Based Organization), Design, Economics of Downtown, Housing, Parking, Small Business Support, and Wayfinding/Branding
Special Conditions	Communities must agree to share the final projects with DHCD and other communities through reports, meetings, and workshops, and to highlight these activities on the web, in print, or other media outlets
Application Process	Application available at: https://www.mass.gov/files/documents/2017/10/16/MDI%202018%20Site%20Visit%20Application.docx
Application Deadlines	November
Link to Program	https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi

Chapter 4: Economic Development Partners

The following is a list of potential economic development partners that may be helpful to Towns. The list includes entities that focus on assisting communities and those that assist businesses directly.

FEDERAL

US SMALL BUSINESS ADMINISTRATION – MASSACHUSETTS OFFICE

Since its founding in 1953, the US Small Business Administration (SBA) has delivered millions of loans, loan guarantees, contracts, counseling sessions and other forms of assistance to small businesses. SBA provides assistances primarily through its four programmatic functions:

- Access to Capital (Business Financing)
- Entrepreneurial Development (Education, Information, Technical Assistance & Training)
- Government Contracting (Federal Procurement)
- Advocacy (Voice for Small Business)

<https://www.sba.gov/offices/district/ma/boston>

STATE

MASSACHUSETTS ALLIANCE FOR ECONOMIC DEVELOPMENT

The Massachusetts Alliance for Economic Development (MassEcon) focuses on business expansion and retention in Massachusetts. MassEcon provides location services, research and data services, and peer contacts and support through its Massachusetts Ambassadors program for businesses that are looking to expand or relocate to Massachusetts. MassEcon also sponsors events and programs to advance the economic development knowledge of its staff, members, public officials, and the business community throughout the state.



<http://massecon.com/>

MASSDEVELOPMENT

MassDevelopment **is the state's finance and development authority. It is both a lender and a developer** that works with public- and private-sector clients to stimulate economic growth through eliminating blight, preparing key sites for development, creating jobs, and increasing the housing supply in Massachusetts. MassDevelopment provides technical assistance in Expedited Permitting (43D) and consulting services in Planning and Development to cities and towns.

Offering a wide range of finance programs and real estate development services, MassDevelopment supports economic growth, development, and investment across all sectors of the Massachusetts economy: public and private; commercial, industrial, and residential; and nonprofit, including healthcare, educational, cultural, and human service providers. The staff works in collaboration with private- and public-sector developers, businesses, and banks to identify investors and leverage public and private funds to support economic growth.

<http://www.massdevelopment.com/>

MASSACHUSETTS ECONOMIC DEVELOPMENT COUNCIL

The Massachusetts Economic Development Council (MEDC) **is the state's** professional organization of economic development practitioners. Its primary objective is the promotion **and development of the state's economic** welfare through economic and industrial development. The MEDC also provides professional development programs to its members.

<http://www.massedc.org/>

MASSACHUSETTS OFFICE OF BUSINESS DEVELOPMENT

The Massachusetts Office of Business Development (MOBD) assists companies with job creation and retention and promotes private investment throughout Massachusetts through facilitating access to governmental and nongovernmental resources **and incentive programs. MOBD's key industries are Life Sciences, Finance, Information Technology, Manufacturing, Renewable Energy, Defense, Maritime and sectors that constitute the Creative Economy.**

<http://www.mass.gov/hed/economic/eohed/bd/agencies/mobd/>



REGIONAL

BARNSTABLE COUNTY ECONOMIC DEVELOPMENT COUNCIL

The Barnstable County Economic Development Council (BCEDC), previously known as the Cape Cod EDC, is an advisory board to the Barnstable County Commissioners regarding economic development. The BCEDC partners with the Commission to develop **the region's** economic development strategy (CEDS) and oversee its implementation. They advise the County Commissioners on the use of Cape and Islands license plate revenues to support regional economic development as outlined in the CEDS.

<http://www.capecodedc.org/>

CAPE COD CHAMBER OF COMMERCE

The Cape Cod Chamber of Commerce works to strengthen and promote Cape Cod's economic vitality and cultural resources. The Chamber works actively to promote job creation and retention, advocate for policies **that enhance the region's quality** of life, attract target visitor markets, and serve members by generating leads and referrals to their businesses.

<http://www.capecodchamber.org/>

CAPE COD COMMISSION

The Cape Cod Commission prepares the five-year economic development strategic plan (CEDS) for the Cape Cod region. The CEDS prioritizes regional economic development projects and is based on the economic development goals of the **Commission's RPP**. The Commission also administers the Direct Local Technical Assistance (DLTA) program for the region.

<http://www.capecodcommission.org/>

CAPE & ISLANDS WORKFORCE DEVELOPMENT BOARD

The Cape and Islands Workforce Development Board (CIWDB) is a regional, private sector led agency responsible for overseeing all publicly-funded vocational education and training programs serving the entire Cape and the Islands of **Martha's Vineyard and Nantucket**

<http://ciwdb.com/>



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CAPE COD COMMUNITY COLLEGE WORKFORCE EDUCATION RESOURCE CENTER

The Workforce Education Resource Center (WERC) provides workforce training resources for the Cape Cod region. WERC offers training and professional development programs to businesses, nonprofits, and municipal organizations. Program areas range from real estate training to OSHA certifications.

<http://www.capecod.edu/web/werc>

CAPE COD TECHNOLOGY COUNCIL

The Cape Cod Technology Council (CCTC) is a non-profit organization that promotes the advancement of technology in all industry sectors on Cape Cod. The **CCTC's primary focus is on economic development, networking, and STEM** (science, technology, engineering, and math) education and understanding.

<http://www.cctechcouncil.org/>

COASTAL COMMUNITY CAPITAL

The mission of Coastal Community Capital is to provide loan capital to those who create businesses and jobs. It is a Small Business Association (SBA)-Certified Development Corporation that promotes economic development through small business **growth, management of the region's small business loan fund, and** provision of entrepreneurial support.

<http://www.coastalcommunitycapital.org/>

CAPE COD HOUSING ASSISTANCE CORPORATION

The Housing Assistance Corporation (HAC) is a 501(c)(3) nonprofit (and CDC) whose mission is to (1) deliver housing and services that meet the needs of the community and minimize impacts to natural resources, and (2) to engage in responsible economic development that generates jobs, stabilizes housing, and strengthens the community. HAC also provides emergency shelter and homelessness prevention assistance for individuals and families, administers the largest housing subsidy program in the region, and provides family self-sufficiency and employment services.

<http://www.haconcapecod.org/>



CAPE COD COMMISSION

CAPE COD COMMUNITY DEVELOPMENT PARTNERSHIP

The mission of the Community Development Partnership (CDP) is to nurture a vibrant Lower Cape region by promoting environmental and economic sustainability, expanding opportunities for low- and moderate-income residents, and preserving the unique cultural and historic character of the region. The CDP works towards creating affordable homes, as well as launching entrepreneurs and strengthening local businesses on the Lower Cape.

<http://www.capecdp.org/>

CAPE COD & THE ISLANDS SCORE

SCORE is a national organization that educates entrepreneurs and helps small businesses to start, grow, and succeed. There are more than 50 members of the Cape Cod & the Islands SCORE, offering free business advice, face-to-face mentoring, workshops, and other resources to help small business owners succeed.

<https://capecod.score.org/>

HOME BUILDERS & REMODELERS ASSOCIATION OF CAPE COD

The Home Builders & Remodelers Association of Cape Cod (HBRACC) is a professional trade association representing the home building industry: builders and remodelers; suppliers; sub-contractors, and individuals and business related to construction. HBRACC advocates and acts as a voice for their industry, delivers education and training to its members and to the general public, provides networking opportunities, and works towards home-ownership for all on Cape Cod.

<http://www.capecodbuilders.org/>

CAPE COD & ISLANDS ASSOCIATION OF REALTORS

The Cape Cod & Islands Association of Realtors is a 501(c)6 organization whose purpose is to unite and serve those involved in the real estate industry. As part of their mission, they work to protect **and enhance their members' freedom and** ability to conduct their individual businesses successfully, and to protect and promote the rights and interest of real property ownership.

<http://cciaor.com/>



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CAPE COD YOUNG PROFESSIONALS

Cape Cod Young Professionals (CCYP) is a non-profit organization whose mission is to connect, engage, and advocate for the emerging workforce and future leadership of Cape Cod.

<http://www.capecodyoungprofessionals.org/>

ARTS FOUNDATION OF CAPE COD

The Arts Foundation of Cape Cod (AFCC) is the regional arts agency for Barnstable County and Cape Cod's **only nonprofit arts and culture organizations that serves** all artists, all art forms, and all cultural and historic centers. Their mission is to support, promote, and celebrate the arts and culture of Cape Cod in order to sustain a vibrant, diverse, and strong arts community.

<https://artsfoundation.org>

CAPE COD COMMERCIAL FISHERMEN'S ALLIANCE

The Cape Cod Commercial Fishermen's Alliance is a nationally-recognized nonprofit that serves as the leading voice for commercial fishermen on the Cape, leveraging their experiences to better inform ocean and fisheries management and protect the environment and future of their fishing businesses.

<http://capecodfishermen.org/>

LOCAL

CAPE COD EDICS

An EDIC is established by a municipality to implement local economic development projects in accordance with an economic development plan, in order to decrease the unemployment rate and eliminate decadent and blighted open areas in the community. There are four EDICs on Cape Cod. More information and links are available in the [In Depth](#) section above.

CHAMBERS OF COMMERCE

Several Towns and sub-regions on Cape Cod have a Chamber of Commerce, voluntary non-profit organizations of businesses and individuals who pool



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resources to foster economic development and improve the quality of life in a particular place.

- Cape Cod Canal Region: <http://www.capecodcanalchamber.org>
- Chatham: <http://www.chathaminfo.com/>
- Dennis: <http://www.dennischamber.com/>
- Eastham: <https://easthamchamber.com/>
- Falmouth: <http://www.falmouthchamber.com/>
- Greater Hyannis: <http://hyannis.com/>
- Mashpee: <http://mashpeechamber.com/>
- Orleans: <https://orleanscapecod.org/>
- Provincetown: <http://ptownchamber.com/>
- Sandwich: <http://www.sandwichchamber.com/>
- Truro: <http://www.trurochamberofcommerce.com/>
- Wellfleet: <http://www.wellfleetchamber.com/>
- Yarmouth: <http://www.yarmouthcapecod.com/>

- END -



CAPE COD
COMMISSION

Orleans Parking & Circulation Study

Final Report Completed January 2018





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Executive Summary

PURPOSE/GOAL

The goal of this project was to identify improvements to parking and circulation that would increase safety for pedestrians, bicyclists and vehicle drivers, while at the same time encourage commerce, and enhance community character in the core of the Orleans Village Center.

FINDINGS

Like previous studies focused on the Orleans Village Center, this study did not find significant problems but does identify parking and circulation improvements that would benefit all modes of transportation and result in a more efficient and historically appropriate development pattern.

The parking inventory and occupancy counts show enough parking to accommodate current levels of business activity throughout the day and evening in both the off-season and summer peak. Only two locations reach capacity during the summer peak - the parking lot behind the Hot Chocolate Sparrow/CVS during the day and, in the evenings, the lots behind Land Ho!. The study suggests addressing this spot congestion with better signage and by redesigning key lots to improve function and capacity.

In terms of circulation, the Orleans Village Center is working appropriately for a safe, walkable town center able to accommodate all modes of travel. The intersection upgrades on Main Street at Route 6A and at Route 28 currently underway, should further improve safety and efficiency for pedestrians, cyclists, and motorists. Potential additions of housing in the village center can be expected to increase pedestrians and bicycle use while only marginally increasing auto congestion. Next steps for the Town to consider focusing on are the few remaining intersections that challenge travelers, increasing internal circulation, and making safety improvements.



NEXT STEPS

This report suggests six next steps for the Town to pursue as it continues to improve parking and safe, efficient circulation in the Orleans Village Center while preparing the area for in-fill growth in the future.

The three parking next steps are:

1. Parking Lot Design & Signage Improvements

As recommended in the **Cape Cod Commission's 2011 Village Center** Streetscape Plan, the Town should identify strategic sign locations and use wayfinding tools to direct drivers to currently under-utilized parking and help pedestrians circulate once they have parked. The study included three concept plans to stimulate discussion on how lot design, landscaping, and coordinated lot management can improve parking distribution, use, and safety.

2. Business Improvement District Adoption

As recommended in the 2015 Route 6A RESET Study, the Town should consider, with the Village Center businesses and stakeholder groups, the establishment of a Business Improvement District to implement many of the recommendations in this and previous studies focused on the Village Center.

3. Parking Regulation Updates

The Town should consider updating the parking regulations for the Village Center to be consistent with current best practices. Changes to consider include 1) replacing minimum parking requirements with maximum parking standards or with a range of minimum/maximum standards; (2) revising shared parking **and "fee in lieu of" provisions so they will be used more often**, and 3) improving the viability of non-motorized modes of travel within the village by providing better interconnections and accommodations for cyclists and pedestrians.

The three circulation related next steps suggested are:

1. Intersection Improvements

Intersection performance in the village is generally good and will be improved with Massachusetts Department of **Transportation's** redesign of the Route 28/Main Street Intersection, the Route 6A/Main Street intersection and the alterations to Brewster Cross Road/Main Street intersection as part of the



streetscape improvements to be completed soon. As a next step after these projects are completed, the Town may want to address the Old Colony Way/Main Street/Rail Trail intersection to improve performance and safety. The report provides several options to consider for improving this intersection. Short and long-term improvements to the Brewster Cross Road/Route 6A intersection are also recommended.

2. Create New Connections, Complete Sidewalks and Cross Walks

With the goal of making Orleans a walkable village and reducing pressure on existing intersections, this report recommends creating new connections between main roads and completing the sidewalk and cross walk network. The suggested connections break up large blocks, opening up new opportunities for traditional village style and scaled redevelopment, as well as improving the circulation options for pedestrians, bicyclists, and motorists.

3. Redesign and Eliminate Curb Cuts

A relatively straightforward way of improving safety and circulation is to redesign or eliminate non-essential curb cuts. There are a number of overly wide curb cuts identified in the report that could be redesigned to improve safety for both pedestrians and motorists. The report also identifies curb cuts that could be eliminated without limiting access and others that, should property owners agree to joint access, could be eliminated. The inter-connections suggested would also allow the elimination of curb cuts on the main roads and create new intersections aligned with existing roads.

Study Scope

INTRODUCTION

In a letter dated November 13, 2015, the Orleans Planning Board requested technical assistance from **the Cape Cod Commission to conduct a “parking and circulation study”** of the Orleans Village Center in the Town of Orleans.

In 2015, Cape Cod Commission staff completed the Orleans 6A Corridor RESET Project, an analysis of current conditions along Route 6A in Orleans and how future development and improvements might be managed to reflect the goals of the Orleans Local Comprehensive Plan.

Among the recommendations were several pertaining to parking and circulation which included updating the 2004 study of downtown parking and circulation, evaluating parking requirements in the town by-laws and further vetting concept plans for re-designing the two gateways at each end of Route 6A. The recommendations related to the Village Center are the subject of this scope of work.

PLANNING CONTEXT

The LCP envisions that Orleans will have:

- A maritime village character,
- Distinct commercial nodes,
- A vibrant central village node,
- Year-round job opportunities, and
- Stable or improved water quality





PROJECT GOAL

The goal of this project was to identify improvements to parking and circulation that will increase safety for pedestrians, bicyclists and vehicle drivers, encourage commerce, and enhance community character in the Village Center.

RESEARCH QUESTIONS

This report is organized by the following research questions the town requested CCC address in the study:

- What is the total available parking spaces in the Village Center, both on-street and off-street? How much is public? How much is private?
- What is the current level of parking use by location at different times of day in the spring and the summer peak hours?
- How many businesses have the amount of parking required by the zoning by-law? How many depend entirely on public parking?
- Does the zoning by-law require more parking than necessary? Are the incentives for shared parking and in-lieu of parking payments sufficient? Are there alternative best practices that should be considered in revising the parking regulations?
- How well are intersections in the Village Center working for cars, bikes, and pedestrians in terms of safety and time delay at intersections? How do they perform at different times of day in the spring and the summer peak?
- How will future development affect parking demand and intersection performance in the Village Center?

The specific tasks and project team members are listed in Appendix 1.

Background

PREVIOUS STUDIES

A variety of studies focused on the Village Center have been completed over the past 15 years that contain relevant findings and recommendations to this study. Staff reviewed the following studies to inform our research, place our findings in context, and form a short list of next steps for the Town relative to parking and circulation in the Orleans Village Center:

- 2004 Parking and Circulation Study (Nitsch Engineering)
- 2011 Village Center Streetscape Plan (CC Commission)
- 2015 Route 6A Corridor RESET Project (CC Commission)
- 2014 Cape-wide Market Studies (Chesapeake)
- 2010 Economic Analysis of the Village Center (FinePoint)
- 2015 Orleans Town Center Economic Analysis (FinePoint)

The key findings and/or recommendations for each of these studies is included in Appendix 2.

2004 PARKING AND CIRCULATION STUDY

Judith Nitsch Engineering Inc. evaluated traffic circulation and parking conditions in the Orleans Village Center over the spring and summer of 2003. They used this data to forecast conditions in 2008 and 2013. Notable conditions in 2003 included:

- Traffic volumes peak between 3:45 and 4:45 pm daily
- All signalized intersection operated at acceptable levels of service during the summer peak
- The crash rate at the Main Street/Old Colony Way intersection exceeded state and district averages
- The vast majority of bicyclists (81%) stay on rail trail
- The majority of parking is in private off-street lots



- The only lots that have ever reached capacity were those proximate to Land-Ho!

The report included a series of short and longer-term recommendations (see Appendix 2) that focused on improving circulation and safety, particularly for pedestrians. The report also recommended that the Town purchase off-street parking areas and improve their configuration and signage.

VILLAGE CENTER STREETSCAPE PLAN

At the Town's request, the Cape Cod Commission conducted a planning and design study of Orleans Village Center involving community workshops and detailed site assessments. The goals of the study included:

- Recommend streetscape design guidelines and detailed specifications for street level improvements to improve the pedestrian experience
- Provide conceptual site plans, renderings and visualizations depicting recommendations for specific areas and elements
- **Align streetscape improvements with the Town's economic development goals for the Village Center, the Cape Cod Commission's Regional Transportation Plan and the goals of the Regional Policy Plan**

The plan recommended several improvements relevant to this study:

- Improve pedestrian comfort through increased landscaping, elimination of **"missing teeth" created by parking in front**, and the addition of street furniture
- Improve inter-connections through the creation of a pedestrian walkway linking Main Street and Cove Road and the addition of way-finding signage

The plan also recommended that the Town further investigate parking concerns in the downtown to determine if there is a supply problem or just a distribution/location problem.

ROUTE 6A CORRIDOR RESET PROJECT

In 2014, the Town requested a more comprehensive look at the Route 6A Corridor relative to the Town's community and economic development goals



articulated in their 2006 Local Comprehensive Plan (LCP) by the Cape Cod Commission. The study was comprehensive, evaluating how well the LCP goals were reflected in the existing roadway conditions, land uses, building and streetscape character and town by-laws.

Relevant to this study, the RESET project identified inconsistencies between community goals relative to character and economic development goals with the existing parking patterns and policies:

- Location of on-site parking in front of buildings
- Multiple indistinct curb cuts
- Excess parking; poorly located parking
- Cost of on-site parking as a disincentive for investment

Similarly, the study identified inconsistencies between circulation conditions and community goals in the following areas:

- Risks to bicyclists and pedestrians:
 - Poor sidewalk conditions and narrow sidewalk
 - Lack of vegetated barrier or on-street parking between main roads and sidewalks
 - Signage for bike on road surface and for way-finding
 - Poor visibility of bicyclists and pedestrians for auto drivers
- Impediments to traffic flow:
 - Multiple indistinct curb cuts
 - Lack of visibility at certain intersections

MARKET STUDIES – CAPE-WIDE & ORLEANS VILLAGE CENTER

A number of market studies have been conducted to better understand the growth potential both in Orleans and for the Cape as a whole. While these studies do not provide data directly used to evaluate parking and circulation in the Orleans Village Center, they provide a necessary context for projecting future conditions.

The Cape-wide Market Study found very limited future demand for commercial services on Cape Cod over the next thirty years due to several factors:



- Recent population declines and aging resident population
- Limited available land and development potential under current zoning
- Increasing development and living costs
- Seasonal nature of the regional economy
- Labor availability and costs to meet seasonal demands

The two economic studies of the Orleans Village Center completed by FinePoint in 2010 and 2015 found that:

- Current retail demand is satisfied
- Any additional commercial activity will require an increase in demand (i.e. customers/population)
- Barriers to further growth include:
 - Cost of housing
 - Limited housing variety
 - Lack of rental housing
- Opportunities to facilitate growth include:
 - Entry-level housing
 - Housing maintenance business niche

SUMMARY OF PREVIOUS STUDIES

Overall, previous studies focused on the Orleans Village Center did not find significant problems relative to parking or circulation but identify measures to improve conditions for pedestrian, facilitate multimodal transportation, and advance safety. Many of the recommendations, where followed, could also result in a more efficient use of the available land and improve the level of social interaction and business activity in the study area. The recommendations made in these reports are itemized in Appendix 2.



PLANNING & REGULATORY CONTEXT

2006 LOCAL COMPREHENSIVE PLAN

CCC staff reviewed the goals and policies within the 2006 Local Comprehensive Plan relevant to parking and circulation in the Orleans Village Center. Important policies in Section 9.2 Transportation Goals & Policies included:

- Traffic improvement measures should be designed with sensitivity to seasonal variations in traffic patterns. However, roadway design should reflect year-round traffic demands, and the Town should develop other management strategies to address peak seasonal traffic flow.
- Existing transportation rights-of-way should be preserved for transportation uses, including bicycle and pedestrian access ways.
- Mixed use development that minimizes dependence on the automobile should be encouraged.

The LCP also identified a number of action steps relating to parking and circulation including the following:

- Through the Capital Budgeting Program, the Town should acquire the Besse Lot, which is located on Main Street, behind the Hogan Art Gallery and Honey Candles. Access-only should be provided from Main Street and full access/egress should be provided on Brewster Cross Road;
- Public Lots: Make better use of existing lots such as Nauset Middle School to help people access the downtown.
- Make connection between lots (public and private) so that people can **move from a “full” lot to the next lot without driving on the street.**
- To reduce demand for parking: enhance opportunities to use alternative modes of transportation so that people can access the downtown without cars.
- The town should incorporate land acquisition plan into its capital planning to fund purchase of municipal parking space. If new municipal spaces were created, Main Street on-street parking could be removed and converted to bike lanes.
- Re-evaluate parking regulations in the Zoning Bylaws in order to assure that the location, number, size, and screening of parking lots is



appropriate, and to promote shared driveways and internal connections between parking lots.

- Acquire land in strategic locations for better traffic and parking management in the downtown area.

The short-list of action steps recommended in this study reflect the goals of the LCP and many of its recommendations regarding parking and circulation.

CURRENT LAND USES

The study area for this report is slightly smaller than the full Village Center Zoning District. The following table provides a summary of the land uses within the zoning district. The district is dominated by commercial uses with some residential in the core and multi-family residential proximate to the zoning district. The commercial uses are primarily retail which includes grocery stores, department stores, lumber and hardware stores, small boutiques and art galleries, as well as gas stations.

TABLE 1: VILLAGE CENTER ZONING DISTRICT LAND USES

Village Center Zoning District	
Total Land Area (Acres):	90
Number of parcels:	105
Number of Existing Residential Units:	55
Number of SF Residential Units:	7
Number of MF Residential Units:	7
Number of Mixed Use Residential Units:	41
Total SF of Existing Commercial Uses:	477,489
% Commercial that is Retail	86.5%
% Commercial that is Restaurant	3.5%
% Commercial that is Office/Bank	7.0%
% Commercial that is Lodging	3.0%
Total SF Public/Religious Uses:	37,605
% Commercial that is Public/Religious	6%

Source: AECOM Build-out Data

ZONING

The Orleans zoning code establishes the permitted uses, building and site dimensions, housing unit density, and parking requirements for new or redevelopment in the Village Center. The specific elements of the newly updated zoning by-law for the Village Center are outlined in a table in Appendix 3. The table contrasts the zoning at the time the study was conducted, and the new zoning adopted by Town Meeting in May 2017.

The recent AECOM build out estimates for residential units indicate that, under the old zoning, up to about 400 units could be built in the Village Center. Under the zoning change made in May, up to about 670 units could be built in the Village Center – in both cases without accounting for nitrogen limitations. The new zoning also doubled the number of residential units that could be built in the other two businesses districts along Route 6A from 870 to almost 2,000 units. The zoning change did not alter the amount of commercial square feet permitted in any of the three districts.

The 6A Corridor Study (2015) completed by the Cape Cod Commission RESET team made a number of recommendations for zoning changes that if adopted that could affect traffic patterns and parking location and supply:

- Differentiate allowed uses, dimensional standards and density by zoning district
- Consolidate retail and service uses but differentiate office uses based on differences in impacts
- Prohibit industrial/manufacturing uses from the village center
- Expand development permitted by-right to encourage desired uses
- Revise mixed use provision to encourage, rather than discourage, use
- Reduce minimum lot sizes and increase density permitted in village center
- Reduce or eliminate parking requirements in village center; consider developing new provisions to encourage shared parking; and consider updating fee in lieu of parking provision.



SUMMARY OF REGULATORY CONTEXT

The Orleans Local Comprehensive Plan (LCP) supports the development of a mixed use, vibrant village center and reduced dependence on automobile transportation. The Plan includes action steps aimed at increasing the use of existing parking and creating strategic interconnects for parking and circulation. The Plan also stresses that **“roadway design should reflect year-round traffic demands, and the Town should develop other management strategies to address peak seasonal traffic flow.”**

As new development and redevelopment occurs in the Village Center, the town should consider revising the parking requirement in the zoning code to better reflect the vision outlined in the LCP (suggestions are included in the final chapter of this report).

In an effort to be equitable, the Town extended the recent zoning changes beyond the Village Center district and is planning to provide sewer beyond the Village Center as well. This decision could undermine the LCP goal of establishing a vibrant village core and creating distinct nodes along Route 6A of commercial activity with residential, and residentially based businesses, in between.

Existing Conditions

PARKING ASSESSMENT

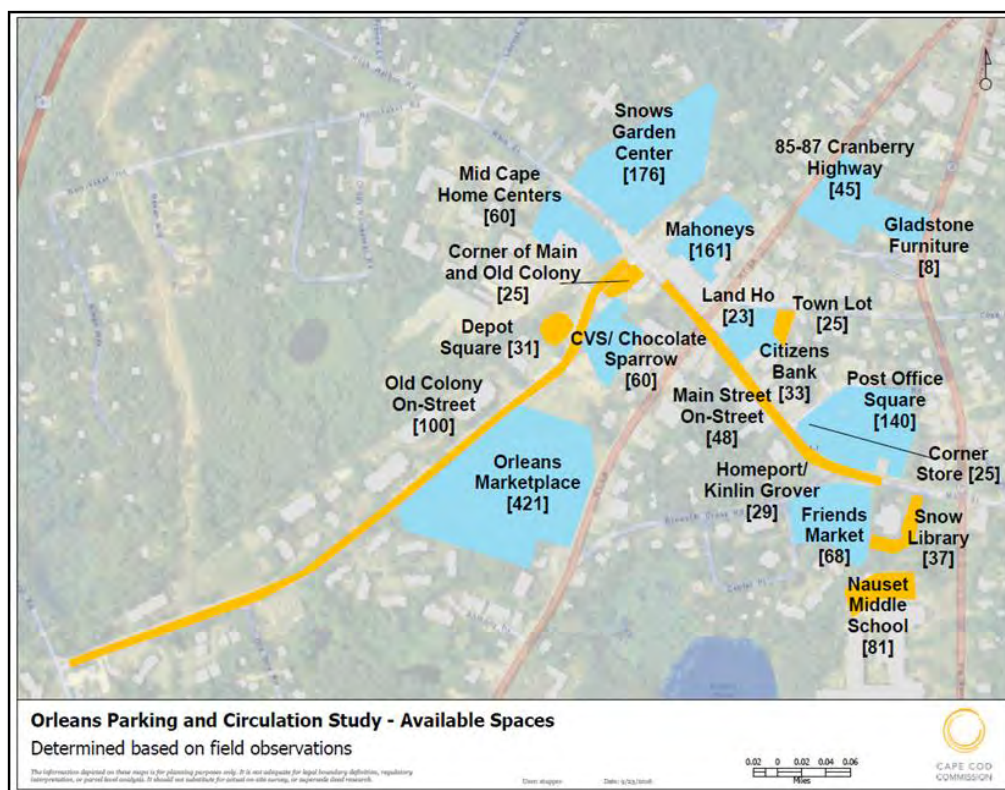
As presented in the scope of work, Commission staff evaluated parking availability and usage within the study area; the area of the Village Center roughly within a half mile of intersection of Route 6A and Main Street.

PARKING SUPPLY

Research Question: What is the total available parking spaces in the Village Center, both on-street and off-street? How much is public? How much is private?

There are over 1,500 parking spaces within the Village Center study area.

FIGURE 1: VILLAGE CENTER PARKING MAP





The vast majority of these parking spaces (78%) are located in private lots. On-street parking is only 9% of the total with 100 spaces along Old Colony Way and 48 spaces along Main Street. The largest, centrally located, off-street parking lot is the 161 **space private lot behind Mahoney's Restaurant and the old Watson's complex**. The Orleans Marketplace has the largest parking lot with 421 spaces, providing over ¼ of the spaces in the Village Center.

TABLE 2: VILLAGE CENTER PARKING INVENTORY

Village Center Parking Inventory		
Public Parking	347	22%
Main Street On-street Parking	48	3%
Old Colony Way On-street Parking	100	6%
Depot Square Parking Lot	31	2%
Old Colony and Main Street Corner Parking Lot	25	2%
Town Lot on Cove Road	25	2%
Library Parking Lot	37	2%
Nauset Regional Middle School Parking Lot	81	5%
Private Parking	1,249	78%
Snow's Parking Lot	176	11%
Mid-Cape Parking Lot	60	4%
Orleans Marketplace Parking Lot	421	26%
CVS/Chocolate Sparrow Parking Lot	60	4%
Mahoney's et al Parking Lot	161	10%
Cranberry Highway/Sunbirds Parking Lot	45	3%
Land Ho Restaurant Parking Lot	23	1%
Citizen's Bank Parking Lot	33	2%
Corner Store Parking Lot	25	2%
Post Office Square Parking Lot	140	9%
Friends Market Parking Lot	68	4%
Homeport/Kinlin Grover Parking Lot	29	2%
Gladstone Furniture Parking Lot	8	1%
TOTAL	1,596	100%

PARKING DEMAND / OCCUPANCY

Research Question: What is the current level of parking use by location at different times of day in both the spring and the summer peak hours?

Working from the parking inventory, Commission staff conducted parking occupancy counts, determining the percentage of spaces occupied, in May and in July of 2016. The counts were conducted during the midday peak period (12:00-2:00pm) and the evening peak period (5:00-7:00pm) on the following dates:

May 19th (Thursday),
May 21st (Saturday),
July 26th (Tuesday),
July 28th (Thursday), and
July 30th (Saturday).

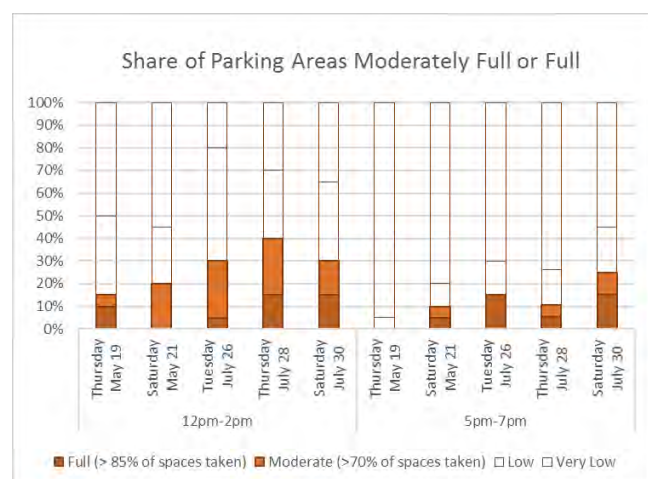
The parking counts indicate that there is sufficient parking available within the study area regardless of the season, day of the week or time of day. Of all the parking spaces available, less than 70% were in use across the various count periods. The highest occupancy rate, with 63% of all spaces occupied, was at midday on a Thursday in July.

TABLE 3: PARKING OCCUPANCY SUMMARY – MAY AND JULY 2016

	Midday (12-2 PM)			Evening (5-7 PM)		
	Tuesday	Thursday	Saturday	Tuesday	Thursday	Saturday
May	-	51%	47%	-	25%	27%
July	60%	63%	58%	41%	35%	45%

Parking areas are considered full when 85% or more of the spaces are occupied. A well utilized lot is generally between 70% and 85% occupied. A maximum of three lots in the Village were ever found to be full at the same time and this was only in July. On average, 56% of the parking areas were less than half full and over 80% were less than 75% full.

FIGURE 2 – HOW OFTEN ARE THE LOTS FULL OR NEAR FULL?





As is often case in downtowns however, overall parking availability is only half the story. The location of available parking relative to popular destinations is equally important. This seemed to be an issue at only two locations - midday at the Hot Chocolate Sparrow and at Land Ho! during the evening. In both cases, there was plenty of parking available within a relatively short walking distance, including on-street parking close to both establishments.

The following maps show the peak season parking occupancy levels (percent of spaces full) throughout the study area on Thursday, July 28th between 12:00 and 2:00 pm and between 5:00 and 7:00 pm. Maps and the data for each location at every collection period are provided in Appendix 4.

FIGURE 3: PARKING OCCUPANCY, THURSDAY, JULY 28TH 12:00- 2:00 PM

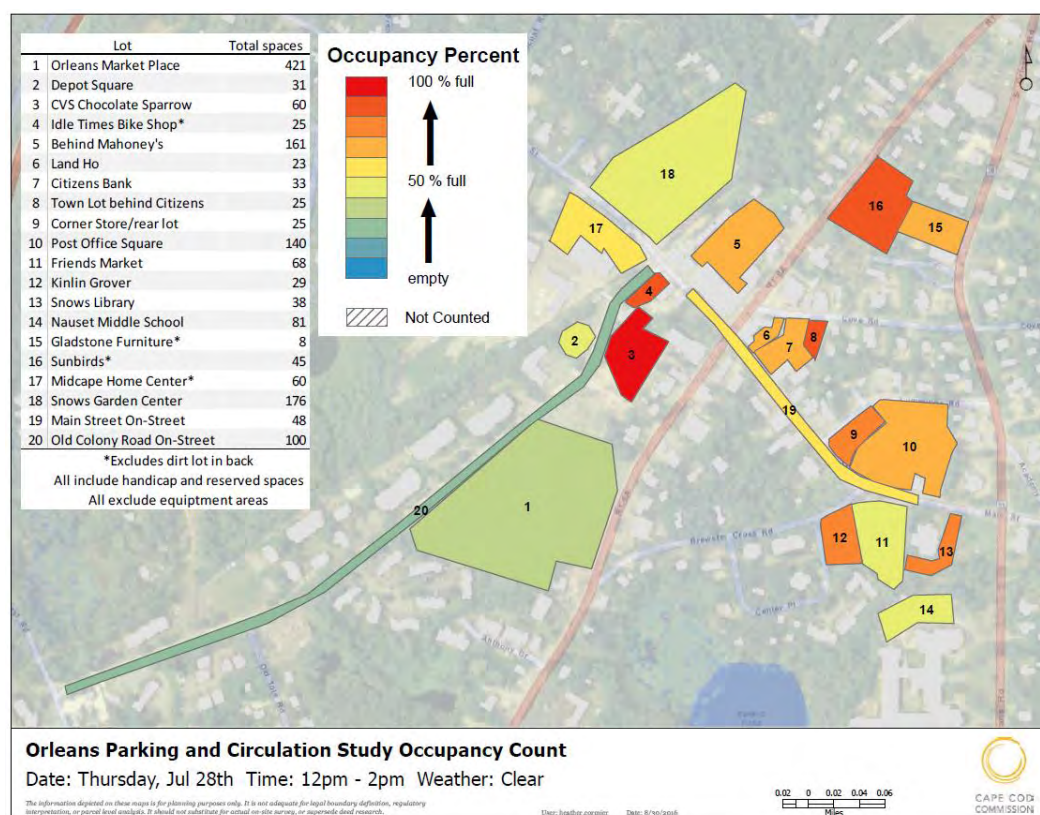
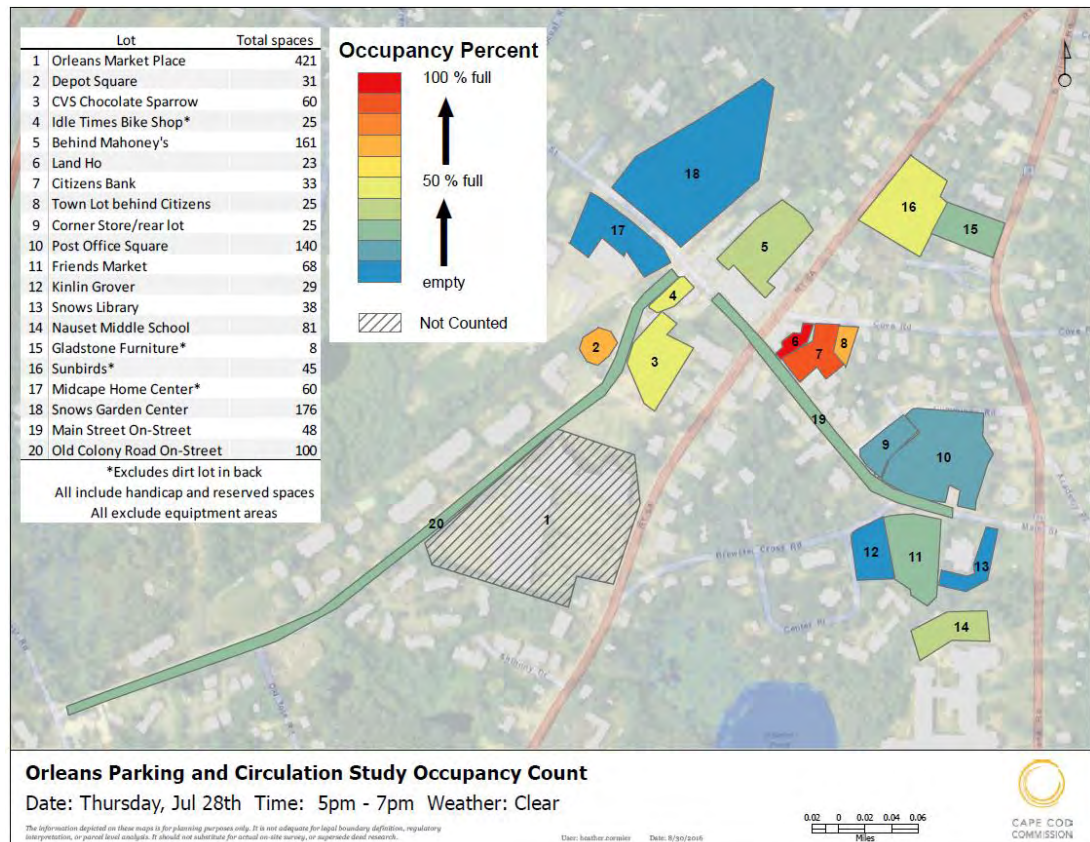


FIGURE 4: PARKING OCCUPANCY, THURSDAY, JULY 28TH 5:00- 7:00 PM





PARKING REGULATIONS

Under the scope of work for this project, the Town asked the Commission to determine if the parking requirements currently in place were appropriate and effective in providing sufficient but not excessive parking. This section outlines the requirements and then addresses the research questions pertinent to this issue.

Parking Requirements

Orleans has minimum off-street parking requirements that are the same across all zoning districts (§164-34). Buildings with the same uses in existence as of 1981 are not subject to the on-site requirements so long as they are not changed or enlarged to create additional parking needs. The requirements are determined by the use type as per the following table.

TABLE 4: VILLAGE CENTER PARKING REQUIREMENTS

Land Use	Minimum Parking Required
Mixed use* - One bedroom units	1 space/unit
Mixed use* - 2 or more bedroom units	2 spaces/unit
Apartments - One bedroom units	1.5 spaces/unit
Apartments - 2 or 3 bedroom units	2 spaces/unit
Apartments - Visitor parking	1 space/3 units
Office	1 space/300 feet GFA
Retail	1 space/250 feet GFA
Restaurant - customer parking	1 space/4 seats
Restaurant - employee parking	1 space/2 employees on largest shift
Hotel/Motel	1 space/guest room
Place of Assembly – without seats	1 space/300 SF
Place of Assembly – with seats	1 space/4 seats

*In addition to the commercial parking required

Additions or changes in use that result in an increase in required on-site spaces of six spaces or less is not required to provide them. If an increase of six or more



spaces is needed, all of the spaces must be provided. Special permit authorization is required to obtain a reduction in the required number of spaces.

Location of on-site Parking

On-site parking is currently permitted in front of, behind, and to the side of the building. It is permitted in the setbacks except for the side setbacks. There is no requirement that the parking be setback from the building, but it must be 10 feet from the roadway. Off-site parking is permitted but must be within 500 feet of the building or lot line.

Alternatives for Meeting on-site Parking Requirements

The zoning bylaw provides for two alternative means of meeting the on-site parking requirements:

1. Shared on-site Parking
2. “Fee in-lieu of” on-site Parking

The shared parking provision allows adjacent businesses to share parking spaces; it does not, however, automatically allow for a reduction in the number of spaces required. The minimum number required must equal the combined minimum requirement for each business based on their use. While, requiring the minimum for each use ensures an adequate supply of parking, this may not provide sufficient incentive for developers to opt for shared parking. Recent zoning change do allow the building inspector to grant a 20% reduction for shared parking (previously only the ZBA could grant reductions through special permit) where it is shown that shared parking will still meet the needs of different users without conflict.

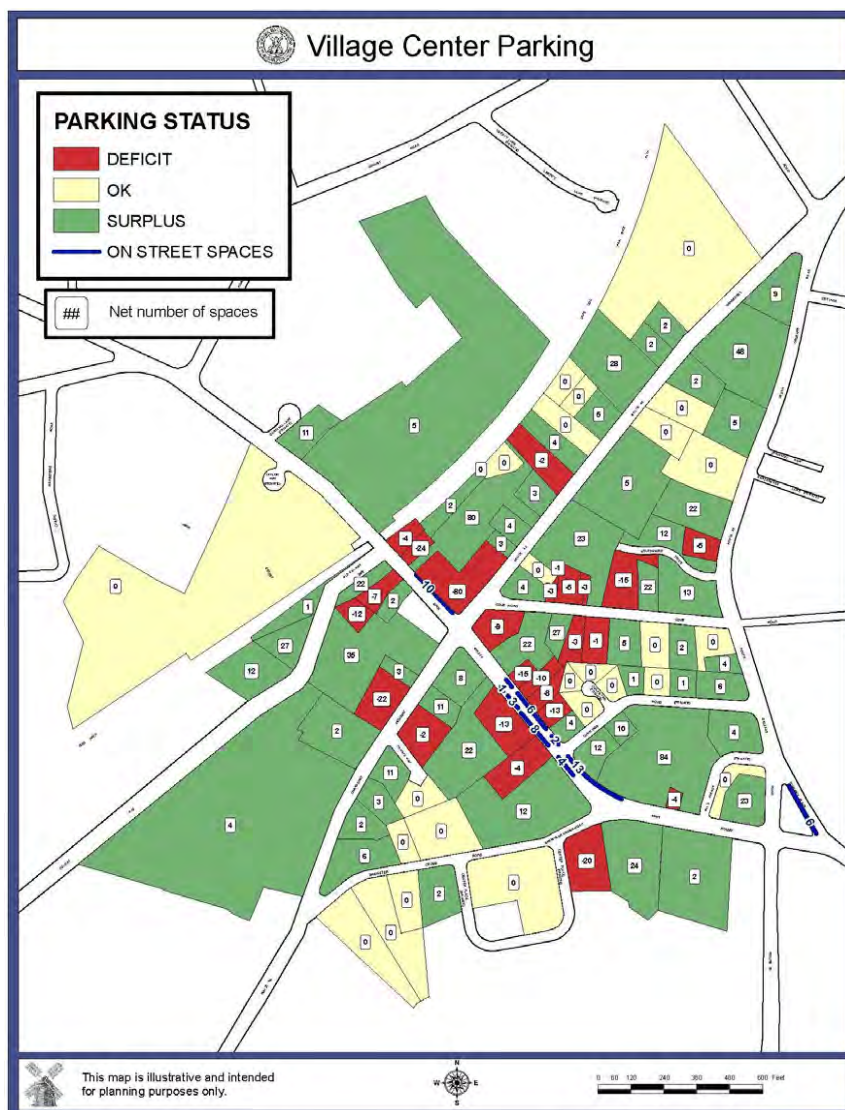
The “**fee in lieu of**” provision (Section §164-34 A (4)) allows an applicant/use in the Village Center zoning district to satisfy all or part of the required on-site parking by paying an annual access fee (\$500, indexed to the US Cost of Living Index) per space as an option to meeting the minimum on-site requirement. This option is only available if the town has appropriated and authorized buying or creating off-street parking and the cost of that is greater than the amount to be collected in lieu of parking. Municipal finance laws limit the circumstances in which receipts may be dedicated for special accounts. In lieu fee options provide flexibility for developers to meet on-site parking requirements and provide a financing mechanism for a town construct public parking.



Research Question: How many businesses have the amount of parking required by the zoning by-law? How many depend entirely on public parking?

An overall analysis conducted by the Town of parking in the Village Center indicates that a clear majority (78%) of properties within the Village Center provide excess parking above that required in zoning or meet the zoning requirements. Only twenty-two properties do not provide the required parking on the same lot – most of these are historic properties that reflect the community character and building design desired by the Town as articulated in the LCP.

FIGURE 5: VILLAGE CENTER PARKING SPACES RELATIVE TO REQUIRED IN ZONING



Research Question: Does the zoning by-law require more parking than necessary? Are the incentives for shared parking and in-lieu of parking payments sufficient? Are there alternative best practices that should be considered in revising the parking regulations?

The current parking requirements, had they been in place when the existing development was built, would have increased parking by 41% adding over 600 more parking spaces that exist today.

Given that current parking is seldom used to capacity, the zoning does seem to require more parking than is necessary in aggregate. Furthermore, as shown above, many sites exceed current parking requirements. Many communities faced with this situation have changed minimum parking requirements to maximum parking limits.

TABLE 5: VILLAGE CENTER ESTIMATED PARKING UNDER ZONING

Minimum Parking Estimate in Village Center Zoning District				
Land Use	Units/SF	Units	Minimum Req. Spaces by Use	Est. total Min. Parking Required
Number of Existing Residential Units:	55			
SF Homes	7	homes	2	14
Apartments	7	units	2.33	16
Mixed Use Residential Units	41	units	2	82
Total SF of Existing Commercial Uses:	477,489			
Retail	412,028	SF	.004	1,648
Restaurant - Customers*	668	seats	.25	167
Restaurant – Employees**	91	staff	.5	46
Office/Bank	33,424	SF	.00333	111
Lodging***	43	rooms	1	43
Places of Assembly	37,605	SF	.00333	125



Minimum Parking Estimate in Village Center Zoning District				
Land Use	Units/SF	Units	Minimum Req. Spaces by Use	Est. total Min. Parking Required
Total estimate of parking required by zoning for existing uses				2,252
Existing parking (in inventory)				1,596

Source: AECOM Build-out Data

* Total SF = 16,712; dining room is 60% of total SF; 15 SF per person = estimated 668 seats;

**Employees estimate based on four-tops with one waitperson per 3 tables = 56 waiters plus 35 kitchen and other staff for a total of 91 per shift maximum

***Total SF = 14,325; used Average room size = 325 SF to determine rooms

It is somewhat difficult to assess the effectiveness of incentives for businesses to share parking given the low turnover of properties in the study area. There are a number of lots that are effectively shared and have been for years; these include the two busiest parking areas – the CVS/Chocolate Sparrow lot during the day and, in the evening, the public lot off Cove Road with the lots behind the bank and Land Ho!.

SUMMARY - PARKING

The Orleans Village Center has enough parking to accommodate current levels of business activity throughout the day and evening. Only two lots reach capacity during the summer peak - the parking lot behind the Hot Chocolate Sparrow/CVS during the day and, in the evenings, the lots behind Land Ho!

While most parking is in private hands, it often functions like public parking, serving multiple businesses and allowing people to walk between stores rather than drive. Should the village get busier however, the owners of these parking areas may seek to restrict this informal sharing. This could negatively impact parking availability, congestion, and walkability.

Data suggests that zoning requirements may be excessive and there is already more parking on some properties than necessary.

CIRCULATION ASSESSMENT

Research Question: How well are intersections in the Village Center working for cars, bikes, and pedestrians in terms of safety and time delay at intersections (level of service)? How do they perform at different times of day in both the spring and summer?

Commission staff compiled existing traffic volume data and crash data for all major roadways and intersection within the study area. To supplement the available data, staff collected the following data, primarily during the last week of July 2016:

- 12 Roadway counts (24 hours per day – 6 days in duration)
- 5 Intersection peak period counts (4-5:30 PM)
- 12-Hour Cape Cod Rail Trail count (7/5/16 – 861 non-motorist)

SAFETY

Crash data was compiled from the Massachusetts Registry of Motor records for the most recent five years on record, 2010-2014. This data includes all crashes reported on roadways within the study area. It should be noted that only crashes that result in death, injury, or damage that exceeds \$1,000 are required to be reported. Additional, unreported crashes likely occurred within the study area that cannot be tracked. Often crashes involving a pedestrian or bicyclist when injuries do not require hospitalization are not reported.

TABLE 6: REPORTED CRASHES: 2010-2014

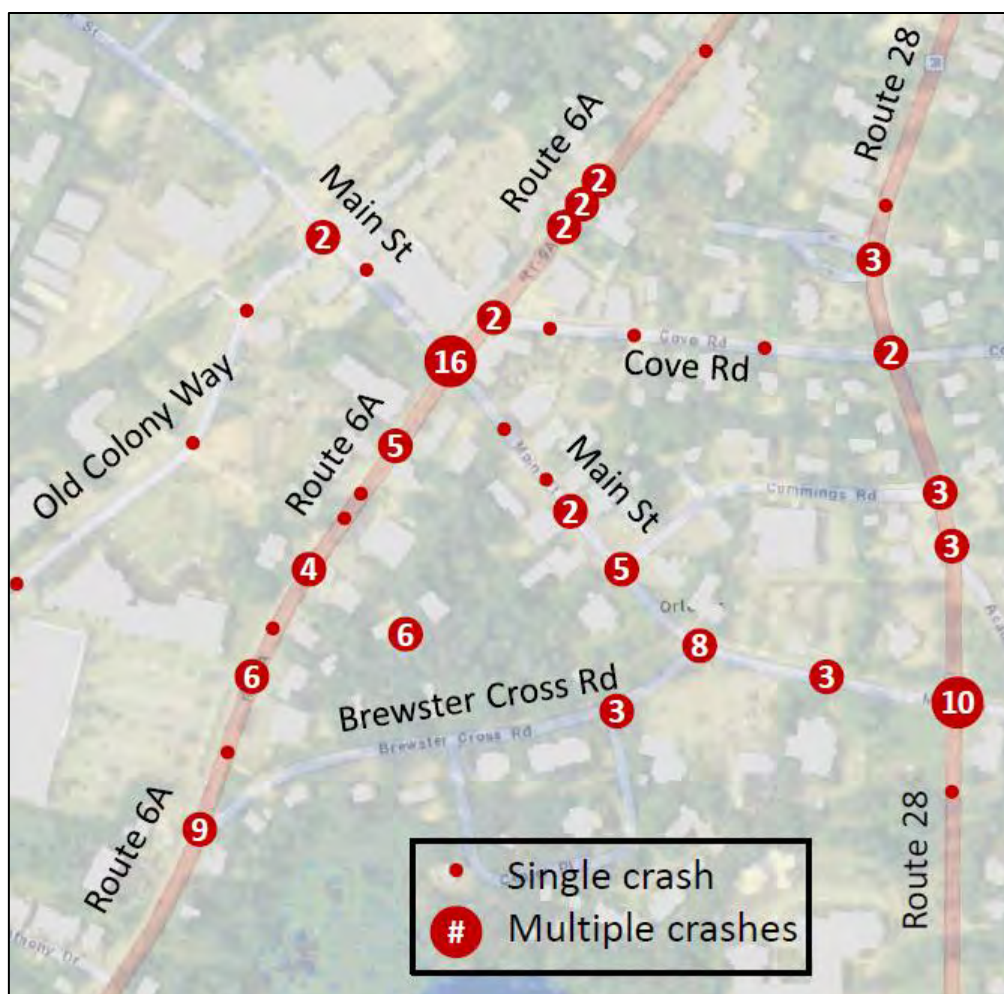
2010-2014 Reported Crashes within the Orleans Village Center		
Total Crashes	114	100%
Route 6A	53	47%
Route 28	23	20%
Main Street (not including intersections with numbered routes)	23	20%
Other (not including intersections with numbered routes)	15	13%
Crashes involving pedestrians or bicycles	9	8%
Crashes at Road Intersections	58	51%
Main Street at Route 6A	16	14%



2010-2014 Reported Crashes within the Orleans Village Center		
Main Street at Route 28	10	9%
Route 6A at Brewster Cross Road	9	8%
Main Street at Brewster Cross Road	8	7%
Main Street at Cummins Road	5	4%
Route 28 at Cummins Road	3	3%
Route 28 at Academy Place	3	3%
Route 6A at Cove Road	2	2%
Route 28 at Cove Road	2	2%

Source: Massachusetts Registry of Motor Vehicles

FIGURE 6: TOTAL NUMBER OF CRASHES (2010-2014)



As shown in the next figure, the two locations with the highest number of vehicle crashes are the intersection of Route 6A at Main Street and Route 28 at Main Street. Both intersections are currently being rebuilt by the Massachusetts Department of Transportation, in part, to address some safety deficiencies with the current designs. Both ends of Brewster Cross Road have also been the site of numerous reported accidents, more accidents have occurred at these locations combined than at the intersection of Route 6A and Main Street.

The rest of the crashes in the area are clustered at various intersection and driveways throughout the study area. This crash pattern is similar to other downtown areas on Cape Cod. Strategies to reduce these types of crashes include improved driveway design and improved access management, particularly reducing the size and number of curbs cut where possible.

FIGURE 7: CRASHES INVOLVING A PEDESTRIAN OR BICYCLIST (2010-2014)



There were relatively few reported crashes involving bicyclists and pedestrians; nine crashes were reported between 2010 and 2014 representing 8% of all crashes reported. Two crashes occurred at near the Cape Cod Rail Trail crossing at

Main Street where it intersects with Old Colony Way. Two crashes were also reported near the Staples Plaza curb cut and the remainder at different locations along Route 6A, Main Street, and Route 28.



TRAFFIC VOLUMES

Traffic volumes in the Orleans Village Center vary by season and time of day, but on an annual basis, automotive volumes have not changed significantly since the early 1990s.

The automotive traffic count data collected on study area roadways is summarized in the following table. The highest volumes were observed on Route 6A and Route 28. Portions of Main Street also accommodate over 10,000 vehicles on an average July weekday. The following table presents the average number of vehicle travelling on roadways in the Orleans Village Center during an average summer weekday.

TABLE 7: JULY 2016 WEEKDAY AVERAGE AUTOMOTIVE TRAFFIC VOLUME SUMMARY

Location	Daily Volume (24-Hours)	PM Peak Hour Volume (4-5 PM)
Route 6A West of Main Street East of Cove Road	14,000 13,600	1,050 990
Route 28 south of Main Street	11,700	920
Main St North of Route 6A South of Route 6A North (West) of Route 28	9,700 10,000 11,600	730 730 870
Old Colony west of Main Street	6,200	460
Cove Road west of Route 28	2,300	180
Brewster Cross east of Route 6A	2,100	150

The three graphs below show traffic trends across time of day, season, and year.

1. Traffic in the Village Center tends to peak just after mid-day according to the data collected. However, the peak is not significantly higher than the average volume throughout the day.
2. Seasonally, traffic volumes are higher than average (+13%) in the summer months and lower than average (-15%) in January and February.
3. Since 1990, traffic volumes at the Route 28 and Main Street have remained within a 10% range annually.



FIGURE 8: AUTOMOTIVE TRAFFIC VOLUME – VEHICLES BY TIME OF DAY
(ROUTE 28 SOUTH OF MAIN STREET, ORLEANS – THURSDAY, JULY 28, 2016)

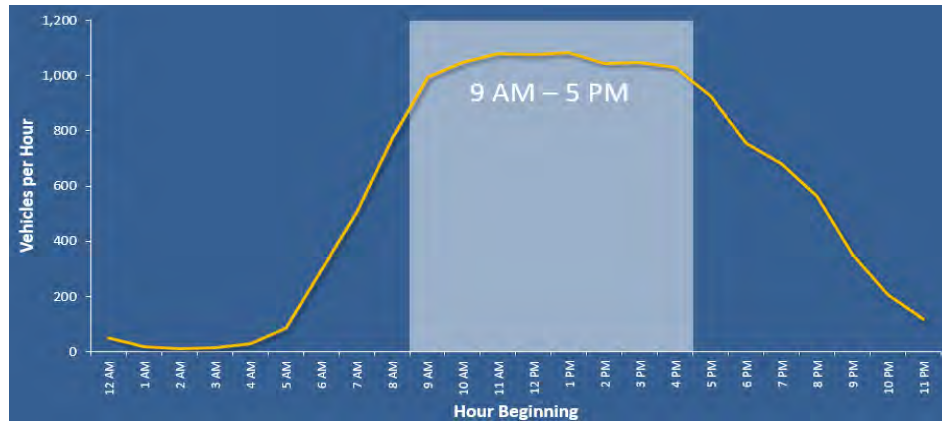


FIGURE 9: SEASONAL AUTOMOTIVE TRAFFIC TRENDS
(ROUTE 137 AT ROUTE 39, HARWICH – 2014/2015)

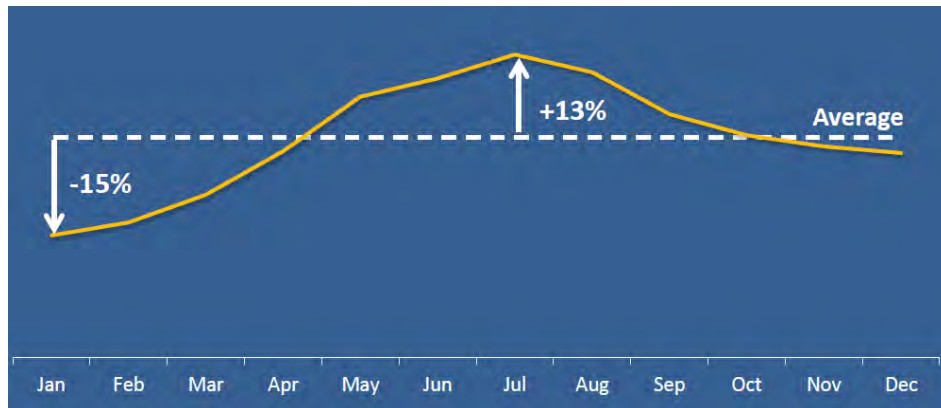
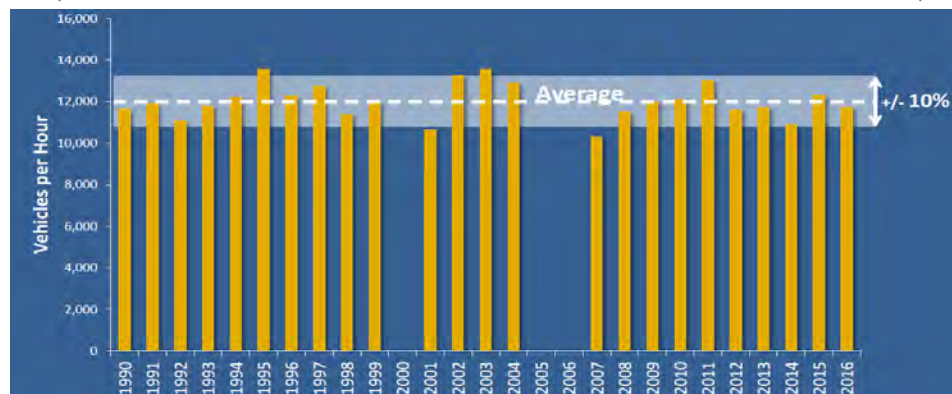


FIGURE 10: HISTORICAL AUTOMOTIVE TRAFFIC TRENDS
(ROUTE 28 SOUTH OF MAIN STREET, ORLEANS - JULY AVERAGE DAILY TRAFFIC)





INTERSECTION OPERATIONS

A capacity analysis of study area intersections was conducted based on methodology in the 2010 Highway Capacity Manual, published by the Transportation Research Board. The methodology uses inputs such as the traffic volumes for the various turning movements, intersection geometry, and traffic control parameters such as signal timing and phasing.

The busiest intersections for vehicles are where Main Street intersects with the two state roads serving Orleans – Route 6A and Route 28. However, many vehicles were also making turns between Route 6A and Brewster Cross Road or Route 6A and Cove Road.

In terms of pedestrians, the busiest intersection is the one at the center of town where Route 6A and Main Street cross. The intersection of Main Street and Old Colony Way, proximate to the rail trail, is also heavily used by both pedestrians and bicycles. Interestingly there are a number of bicycles using the Route 28 and Main Street intersection as well as Brewster Cross and Main Street indicating that they do move through town as well as along the Rail Trail.

TABLE 8: INTERSECTION VOLUME SUMMARY
ALL MODES - JULY 2016 WEEKDAY 4-5 PM

Location	Vehicles	Pedestrians	Bicyclists
Route 6A at Main Street (signal)	1,803	112	9
Route 28 at Main Street (signal, July 2011 data)	1,859	13	37
Route 6A at Brewster Cross Road	1,225	9	11
Route 6A at Cove Road	1,122	4	8
Main Street at Brewster Cross Road	824	40	24
Main Street at Old Colony Way (including Cape Cod Rail Trail crossing)	978	67	81

The vehicle capacity analysis reports average delay, in seconds, and level of service (LOS). LOS is presented as a letter-grade, from A to F, based on average vehicle delay. The grade of A represents uncongested conditions with very little delay. LOS C or D indicates that the intersection is busy but still considered acceptable. LOS E or F indicates that an intersection is congested, and delays may be considered long. However, in downtown areas, it is not uncommon for intersections to operate to LOS E or F and still be both well-functioning and safe. Efficient vehicle accommodation must be balanced with safe and convenient accommodation of pedestrians and bicyclists.

The following tables provide the vehicle the LOS grades for the major intersections within the study area as well as the level of pedestrian accommodation; first for intersections with traffic signals and then for those without signals.

TABLE 9: EXISTING CONDITIONS
SIGNALIZED INTERSECTION CAPACITY ANALYSIS - JULY EVENING PEAK HOUR

2017 Existing Conditions			
Location	Level of Service ¹	Delay ²	Pedestrian/Bicyclist Accommodation
Route 6A at Main Street	C	27.9	Crosswalks with push button-activated pedestrian signal
Route 28 at Main Street	C	31.7	Crosswalks with push button-activated pedestrian signal

¹ Based on 2010 Highway Capacity Manual methodology

² Average delay in seconds per vehicle; based on 2010 Highway Capacity Manual methodology

TABLE 10: EXISTING CONDITIONS
UN-SIGNALIZED INTERSECTION CAPACITY ANALYSIS - JULY EVENING PEAK HOUR

2017 Existing Conditions			
Location	Level of Service ¹	Delay ²	Pedestrian/Bicyclist Accommodation
Route 6A at Brewster Cross Road			
Route 6A Eastbound	A	8.8	None
Route 6A Westbound	A	9.0	
Brewster Cross Road Northbound ³	C	22.6	



2017 Existing Conditions			
Location	Level of Service ¹	Delay ²	Pedestrian/Bicyclist Accommodation
Route 6A at Cove Road			
Route 6A Eastbound	A ⁴	0.0	Crosswalk at Main Street Signal
Route 6A Westbound	A	9.0	
Cove Road Northbound	D	27.2	Crosswalk
Main Street at Brewster Cross			
Main Street Northbound	A	8.0	Crosswalk south of the intersection
Main Street Southbound	A ⁴	0.0	
Brewster Cross Road Eastbound	B	12.2	Crosswalk
Main Street at Old Colony Way and Driveway			
Main Street Northbound	A	8.7	Crosswalk
Main Street Southbound	A	7.8	Crosswalk (Cape Cod Rail Trail)
Old Colony Way Eastbound	C	20.8	Crosswalk

¹ Based on 2010 Highway Capacity Manual methodology

² Average delay in seconds per vehicle; based on 2010 Highway Capacity Manual methodology

³ No left turns allowed

⁴ Free movement

SUMMARY - CIRCULATION

The circulation system in the Orleans Village Center is, for the most part, working well as a town center. The traffic patterns and congestion levels are appropriate for the area and have remained consistent over time. The intersection upgrades on Main Street at Route 6A and at Route 28 should further improve safety and efficiency.

Growth Impact Assessment

Research Question: How will future development affect parking demand and intersection performance in the Village Center?

Zoning amendments alone do not create transportation impacts. As the zoning amendment increased the potential for residential development, it is important to understand the relative impact of residential development compared to other potential types of development.

Residential uses are some of the lowest traffic generators, having significantly less impact on traffic than most commercial uses. For example, the trips generated by a 5,000 square-foot building vary by use:

TABLE 11: TRIPS GENERATED BY 5,000 SF BY USE

Use	Expected Trip Generation (trips/day)
Retail	200
Restaurant	600
Residential	25

The nature and scale of the impacts will ultimately depend on how much additional development occurs as a result of the zoning change.

To analyze potential transportation impacts, zoning provisions must be tested based on a consistent set of assumptions. The assumptions used here are:

1. Scenarios will estimate traffic volumes 20 years from today
2. Underlying traffic volumes will increase 1% percent per year

The 1% annual growth a conservative (high) assumption based on historic traffic volume trends. This one percent annual traffic growth assumption would cover the typical development activity the Town has seen under existing zoning and well as the impact of development in nearby towns.

For this analysis, three different scenarios were considered and compared to existing conditions.



- The “2037 No Build” scenario includes the one percent annual traffic growth and can be considered a baseline as if no new zoning were enacted.
- The “2037 Build – Scenario A” adds 200 new residential units to the no build scenario located within the core of the Village center, within approximately ½ mile of the Route 6A and Main Street intersection.
- The “2037 Build – Scenario B” adds 1,000 new residential units to the no build scenario spread throughout the area subject to the recent zoning change.

The transportation analysis scenarios are summarized in the following table and illustrated on a map on the following page. On the maps, unit locations are illustrative and do not represent the exact location of existing developments or development proposals.

TABLE 12: TRANSPORTATION ANALYSIS SCENARIOS

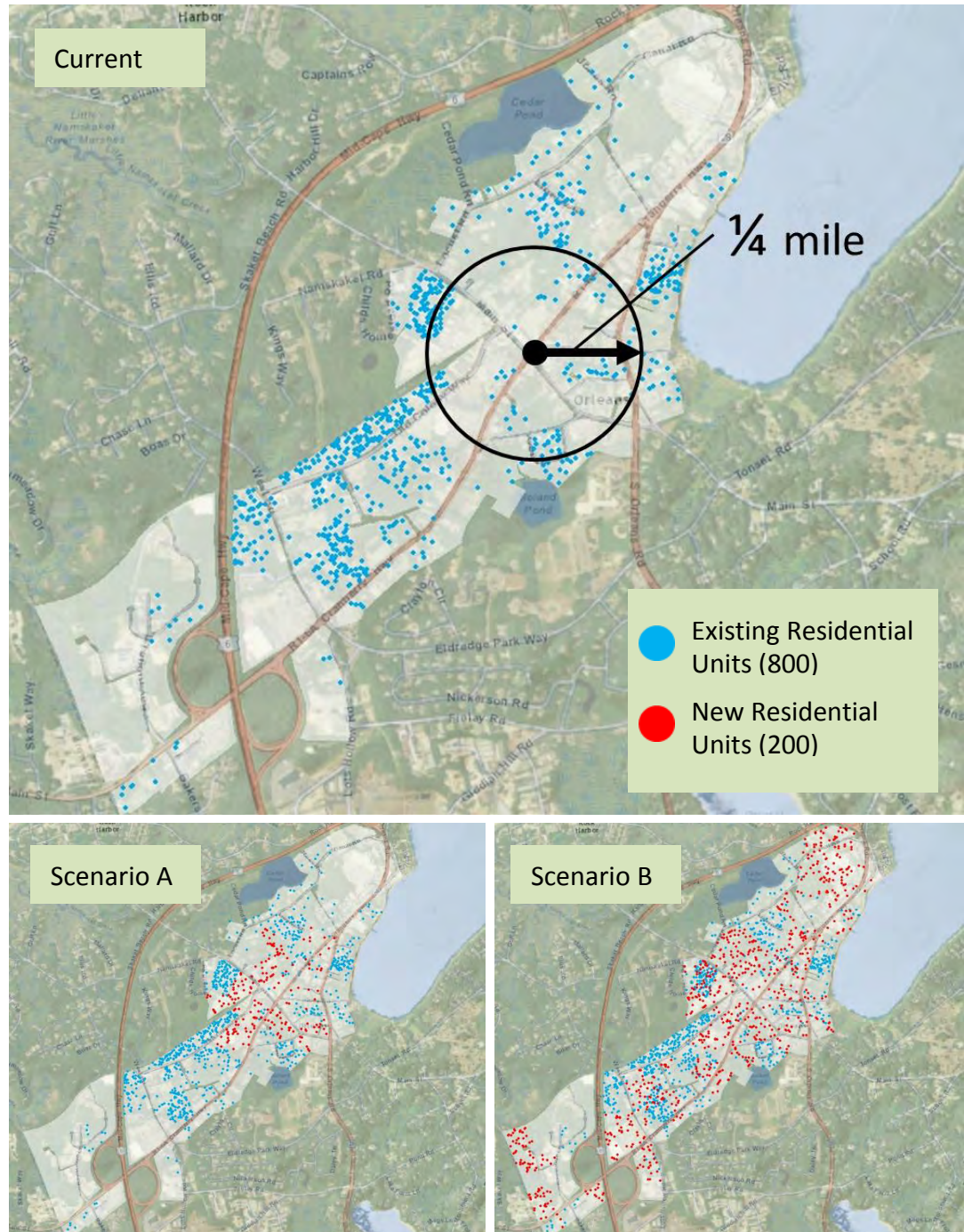
Scenarios	Annual Background Traffic Growth	Additional Residential Development ¹
2017 Existing	NA	NA
2037 No Build (Baseline)	1%	NA
2037 Build – Scenario A	1%	200 new units, located in the core of the Village Center
2037 Build – Scenario B	1%	1,000 new units, located across the area subject to the recent zoning change

¹ Distribution of new units is based on potential units allowed under new zoning

The potential trip generation from the additional residential units was estimated based on data in the *Institute of Transportation Engineering Trip Generation Manual, 9th Edition* and the new trips distributed onto the network based on anticipated travel patterns. Location-based adjustments were made to account for the portion of the trips anticipated to be made as a pedestrian based on walkability of the area.



FIGURE 11: TRANSPORTATION ANALYSIS SCENARIOS





DEVELOPMENT EFFECTS ON PARKING DEMAND

New residential development under either growth scenario will not adversely affect parking in the Village Center, given that:

- excess parking capacity already exists;
- residential and most commercial uses need parking at different times of day; and
- On-site parking requirements for new residential units will easily meet any new demand.

DEVELOPMENT EFFECTS ON INTERSECTION PERFORMANCE

Building on the intersection analysis presented in the Circulation Assessment section of the report, intersection performance was assessed against future No-Build and Build Scenarios. Comparing the No-Build and Build Scenarios demonstrates the expected impact on the intersections of additional trips resulting from residential development.

If developed, the new residential units would have a negligible impact on the traffic signals within the study area as shown in the following table. Should the specific location of development impact the operations of a traffic signal, traffic signal timing can typically be adjusted to lessen any impact.

TABLE 13: SIGNALIZED INTERSECTION CAPACITY - JULY EVENING PEAK HOUR

Signalized Locations	Level of Service, Delay in Seconds ¹			
	2017 Existing	2037 No Build ²	2037 Build Scenario A ³	2037 Build Scenario B ⁴
Route 6A at Main Street	C 27.9	C 28.3	C 29.5	C 32.3
Route 28 at Main Street	C 31.7	D 36.7	D 37.2	D 38.3

¹ Average delay per vehicle; based on 2010 Highway Capacity Manual methodology

² No Build assumes 1% annual traffic growth

³ No Build 1% traffic growth plus 200 new housing units in Village Center

⁴ No Build 1% traffic growth plus 1,000 new housing units spread throughout the area covered by the zoning change



Similarly, the development scenarios indicate only minor impacts on the un-signalized intersections within the study area as show in the following table. None of the impacts identified are likely to necessitate major intersection upgrades.

TABLE 14: NON-SIGNALIZED INTERSECTION CAPACITY - JULY EVENING PEAK HOUR

Un-signalized Locations	Level of Service, Delay in Seconds ¹			
	2017 Existing	2037 No Build ²	2017 Build Scenario A ³	2017 Build Scenario B ⁴
Route 6A at Brewster Cross Road				
Route 6A Eastbound	A 8.8	A 9.0	A 9.0	A 9.2
Route 6A Westbound	A 9.0	A 9.3	A 9.4	A 9.7
Brewster Cross Road Northbound ⁵	C 22.6	D 28.0	D 30.7	E 37.1
Route 6A at Cove Road				
Route 6A Eastbound	A ⁶ 0.0	A ⁶ 0.0	A ⁶ 0.0	A ⁶ 0.0
Route 6A Westbound	A 9.0	A 9.3	A 9.3	A 9.4
Cove Road Northbound	D 27.2	E 37.9	E 39.4	E 43.1
Main Street at Brewster Cross Road				
Main Street Northbound	A 8.0	A 8.3	A 8.3	A 8.3
Main Street Southbound	A ⁶ 0.0	A ⁶ 0.0	A ⁶ 0.0	A ⁶ 0.0
Brewster Cross Road Eastbound	B 12.2	B 14.8	B 14.9	C 15.2
Main Street at Old Colony Way and Driveway				
Main Street Northbound	A 8.7	A 8.9	A 9.0	A 9.2
Main Street Southbound	A 7.8	A 7.9	A 8.0	A 8.1
Old Colony Way Eastbound	C 20.8	D 27.7	D 30.8	E 37.2

¹ Average delay per vehicle; based on 2010 Highway Capacity Manual methodology



- 2 No Build assumes 1% annual traffic growth
- 3 No Build 1% traffic growth plus 200 new housing units in Village Center
- 4 No Build 1% traffic growth plus 1,000 new housing units spread throughout the area covered by the zoning change
- 5 No left turns allowed
- 6 Free movement

Finally, the simulation shows negligible intersection delay increases on Route 6A and Main Street approaches as a result of increased residential development. Drivers approaching the center from the minor streets may face a slight increase in delays when turning left or going straight. These delays will likely be less than what is reported in the tables as estimates of delay at un-signalized intersections, as these tend to be conservatively high. Overall, both signalized and un-signalized intersections are anticipated to continue functioning well even with additional residential trips as a result of housing units being added to the village core.

Nevertheless, depending on location and size, large residential developments could cause larger localized impacts. Such impacts would have to be address during the review of such a development. The impacts of such developments can be minimized by:

- Minimizing curb cuts;
- Good driveway and site design (small block);
- Shared parking and infrastructure; and
- Safe and convenient pedestrian, bicyclist, and transit user accommodation.

SUMMARY – FUTURE IMPACTS

In terms of transportation infrastructure, the Village Center is well positioned to handle additional residential development.

Both signalized intersections currently operate at an acceptable level of service and, with the upgrades underway, the signals will be up to current design standards and capable of handling additional traffic from the potential residential development. Localized impacts may be noticed very close to new developments of substantial scale, but, overall, the transportation network should continue to function well.

Summary of Findings & Next Steps

SUMMARY OF FINDINGS

The parking and circulation system in downtown Orleans is functioning effectively and can accommodate further growth, particularly residential growth in the village core. The system experiences intermittent congestion and full parking lots at peak summer season but there are no systemic impediments to circulation, parking, and related economic and social activity in the village center.

There is no need to add additional parking but use of existing lots could be improved with better signage, layout, and pedestrian connections to store fronts. Opportunities exist for cooperative management of parking lots and the introduction of low impact design (LID) storm water management infrastructure.

The circulation system, with the improvements underway and those under consideration for Brewster Cross, will improve safety and move traffic more efficiently despite seasonal congestion. The system could be further improved by breaking up large blocks with internal roads and alleys, adding signage for cars and pedestrians, and adding safety provisions for cyclists and pedestrians.

With these tweaks, the system can easily manage increased residential development, even and probably especially if the housing is highly concentrated in the village core. A re-distribution of existing commercial activity into the core would benefit the overall vibrancy of the center as well, recognizing that new commercial space is not currently called for according to local and regional market studies. Any near-term growth or shifts should be accommodated with better provisions for non-auto movement within the village center.

RECOMMENDED NEXT STEPS

The following is a limited set of recommended next steps that, given the data, staff feels will have the most immediate or significant impact on an already well-functioning parking and circulation system in the Village Center. Many of them mirror recommendations found in previous studies that have not yet been implemented. Where possible, conceptual plans and conceptual planning maps have been included.



PARKING

1. Improve Design and Signage of Key Lots – Concept Plans

Parking lot design and directional signage to under-used lots can go a long way to improving perceived and real parking congestion as well as safety.

Commission staff prepared conceptual plans at two key locations within the village center to illustrate how existing parking lots could be reconfigured to enhance both pedestrian and vehicular circulation while maintaining adequate parking to meet demand.

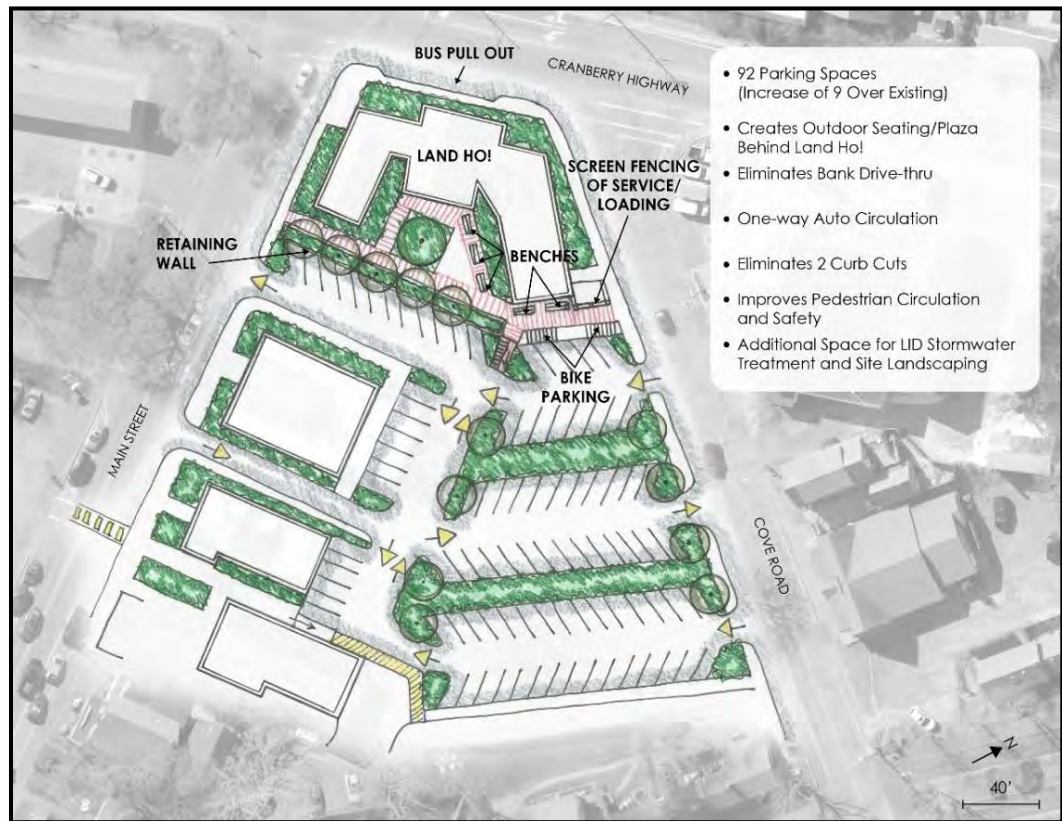
The first location, located at the intersections of Main Street, Cove Road, and Route 6A, consists of three parking lots, one municipal and two private, located behind the Land Ho! restaurant and the Town visitor center. Two alternatives were developed for this site, one with two-way circulation and 90-degree parking, and a second with one-way circulation and angle parking. Both concepts eliminate an existing bank drive-through and reduce the lane around the bank building to one-way-in and one-way out.





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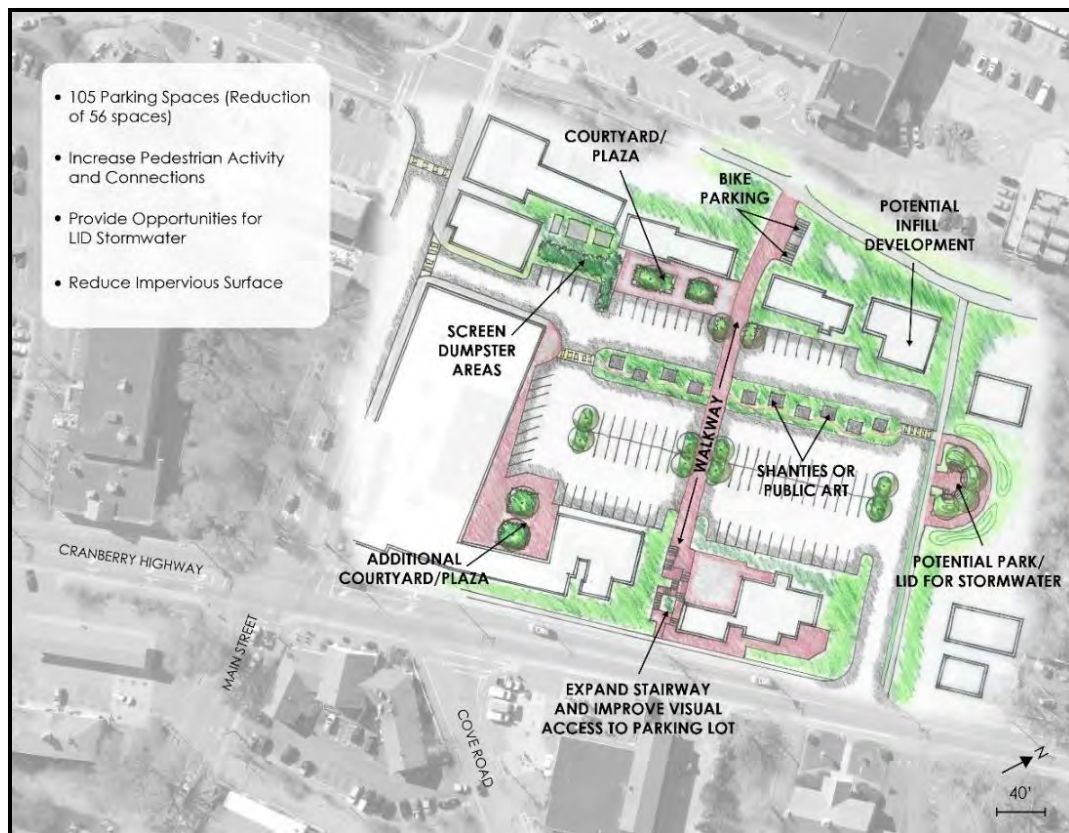
The 90-degree parking lot concept results in a total of 98 parking spaces, an increase of 15 spaces, and aligns vehicular travel through the parking lot to make it more uniform across the site, resulting in less driver confusion and increased safety for both drivers and pedestrians by connecting the welcome center pedestrian path to the recently improved Cove Road connection. This concept also features a redesign of the back of Land Ho!, creating an outdoor seating/plaza area with benches and landscaping.



The second concept for this site utilizes one-way circulation and angle parking, resulting in a modest increase of 9 additional parking spaces. This alternative also aligns vehicular travel through the parking lot to make it more uniform across the site with the same improvements to the back of Land Ho. The one-way circulation pattern frees up additional space within the parking lot for additional landscaped area and potential Low-Impact Development stormwater improvements.



The second key location within the village center that staff identified is located at the intersection of Route 6A and Main Street. The parking inventory completed by Commission staff indicated that this parking lot is underutilized. This concept plan focuses on improving pedestrian connections to and through the parking lot to the nearby rail trail, with potential programming such as shanties or public art to reduce excess pavement and create additional activity. The parking area could benefit from additional landscaping that could provide opportunities for Low Impact Design stormwater improvements.



2. Business Improvement District

As in the Route 6A Corridor RESET Project, we strongly recommend the Town investigate and seriously consider establishing a Business Improvement District (BID) representing the Village Center core. By creating a BID, the Town would be able to leverage existing public and private resources to accomplish many of the other recommendations in this report as well as the recommendations contained in the Route 6A RESET report and the Orleans Downtown Streetscape Plan. The BID staff would have the time and ability to apply for and manage grants,



coordinate Village events, garner volunteer support, and meet regularly with businesses. The BID would support, at a minimum, an Executive Director dedicated to creating a vibrant center with the active support of businesses in the Village Center.

A Business Improvement District is special taxing district enabled through state legislation (MGL 400) and organized as a not-for-profit corporation to supplement municipal services in a commercial district. They serve a defined area in which businesses agree to pay an annual special assessment to fund the **organization and projects within the district's boundaries.**

To be approved, a BID must have the support of 60% of the real property owners who represent 51% or more of the assessed real property valuation in the district to be designated. Once approved, a BID organization may focus on a range of activities including public safety, streetscape improvements, business assistance, and/or public policy.

Because BID members pay this special assessment, the organization has an ongoing, stable revenue stream for the District, unlike other redevelopment entities in Massachusetts. In addition to this guaranteed revenue, a BID may receive grants, donations, and gifts to support their initiatives if they are incorporated as a 501C3 non-profit organization.

The [Hyannis Main Street Business Improvement District](#) was established in 1999 to promote and stimulate a renaissance of Main Street, Hyannis. The goal is to promote community and economic development on Main Street, making the Hyannis district as a desirable place to live, work, invest, and visit. The BID is a 501c6 non-profit organization serving the businesses and organizations fronting Main Street.

The BID was established to improve the commercial appeal of downtown Hyannis. Some of the accomplishments of the BID include bringing a police station to Main Street, collaborating with homeless social programs, lobbying for continued road improvements in the areas surrounding Main Street, and leveraging funding for new street lights. The BID also created a WIFI network along Main Street, improved the signs and banners along Main Street, and oversees maintenance and beautification projects that include graffiti removal, power-washing sidewalks, and providing supplemental trash and snow removal.

The BID works closely with local businesses and the Town to advocate for continued improvement along Main Street, working with the Arts & Culture District, launching a summer shuttle service, and supporting the Mid-Cape



Farmers' Market. The BID director meets with the Town Manager each month and works closely with the leadership of the Hyannis Chamber, advocating for the needs of main street businesses and coordinating specific events. The BID often seeks funding for joint projects between the Town, Chamber, and others serving the downtown.

Recent projects include working with the developer of a large housing project off the east end of Main Street to shift the focus from seasonal to workforce housing. In the same area of Main Street, the BID is working to obtain funding for intersection improvements to create more of a gateway to Main Street and encourage in-fill around the Regional Transportation Center.

3. Update parking regulations

Revising the parking requirements in the zoning code could provide for more efficient and economical use of land and improve distribution of parking in the Village Center, particularly as new development and redevelopment occurs. The recommendations below are based in part **on strategies provided in the state's Smart Growth/Smart Energy Toolkit** produced by the Executive Office of Environmental Affairs.¹

Reduce Parking Requirements in the Village Center: Best practices for parking management discourage using minimum parking standards, in part because they often result in an over-supply of parking, encouraging inefficient use of land, particularly in downtowns/village center areas, where density and high building coverage is desired, and add to sprawl. Reducing existing parking requirements **is a critical step toward advancing "smart" land use practices.**

Alternatives for the Town to consider include:

- Maximum Standards: The minimum requirements in most zoning bylaws today are designed for the maximum amount of parking that a use could ever need and create a vast oversupply of parking spaces. Best practices in parking management promote adopting maximum parking standards rather than minimum requirements. A simple method for Orleans to

¹ http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-bylaws.html. See Smart Parking Model Bylaw. The site also provides case studies.

establish maximum standards would be to change the existing minimum requirements into maximum limits.

- Flexible Standards: The property/business owner determines the number of spaces needed with the input of staff through the Site Plan Review process
- No Parking Standards: Many towns and cities across the country have eliminated parking standards without adverse consequences.

If the town is uncomfortable with eliminating minimum standards entirely, it could provide both a maximum and minimum amount per use. This allows a range of acceptable parking requirements and flexibility for a developer. Depending on the use, the minimum requirement could be 25%-80% of the **maximum**. For example, the state's smart parking model bylaw suggests the following requirements for office and retail (calculations are based on 1,000 sf GFA)²:

Land Use	Maximum	Minimum
Retail	3	2
General Office	4	2

Encourage Shared Parking: The town could offer additional incentives for developers to share parking, such as allowing greater building coverage or flexibility in other dimensional standards in exchange for sharing parking. This may be less important in a downtown area such as the Village Center, where the scarcity and cost of land alone provides an economic incentive to share parking, but could be very influential in other zoning districts.

To help encourage shared parking, the town might consider adding a new section to the bylaw that sets forth guidance on shared parking and promotes it as a **preferred option**. The current provision to allow parking reduction for “special circumstances” is somewhat hidden in the by-law. The town might want to promote shared parking by allowing a certain automatic reduction for uses on the same or adjacent sites that have different peak hours of use, e.g. a bank and a

² See Smart Growth/Smart Energy Toolkit produced by the Executive Office of Environmental Affairs. Smart Parking Model by available at: http://www.mass.gov/envir/smart_growth_toolkit/bylaws/SP-Bylaw.pdf



restaurant, or an office and apartments. This could also benefit those who share customers, e.g. a package store and a food market. During the review process, a developer would be asked to demonstrate that the two uses have different peak demands or that all parking needs can be met by the total on site. A contractual agreement between the two businesses should be required as well.

Revise “Fee in lieu of” Provision: To make the fee in lieu an attractive option, it must save money for the developer; however, the fee needs to be high enough for the municipality to be able to use the funds to construct parking (or associated amenities). If the fee is less than the cost of providing parking on site, that provides an incentive to choose that option. Alternatively, the payment can be set higher than the cost to build parking if incentives are included to allow the property to be developed more intensively that would be possible under zoning and with the provision of on-site parking.

Typically, municipalities set fees in-lieu provisions by calculating a flat fee for parking spaces not provided on-site or by square foot of building area; or by establishing development-specific fees on a case by case basis. The fees can be imposed as a property tax surcharge or at the time of development permitting. A review of fee in lieu parking provisions in Massachusetts shows a considerable range in fees, including a one-time fee of \$2000 per space in Northampton, to an annual fee of \$50-\$100 in Oak Bluffs.³

Increase trip reduction factors: Reducing demand for parking is cheaper than increasing parking supply. Providing more bicycle and pedestrian infrastructure makes it easier for people to bike and walk to shops and services and helps reduce parking demand. The Cape Cod Rail Trail provides a convenient connection and popular travel route for bicyclists to the village center. Improving bicycle accommodations from the rail trail to Bakers Field/Route 6A area and to east Orleans may encourage more bicycle travel downtown. Other measures to ease parking demand include wayfinding signage that directs visitors to available parking areas they might not be aware of, as well as providing passes or other incentives to take transit (i.e. the Flex).

³ These examples and other guidance on fee in lieu provisions, including a list of resources, can be found in *Fees In Lieu of Parking Spaces*, Metropolitan Area Planning Council, 2006 <https://www.mapc.org/resource-library/fees-in-lieu-of-parking-spaces>.

Municipal parking: Over the long-term, the Town can enhance parking supply by providing municipal spaces through land acquisition or by leasing existing spaces from a private owner. Providing **centralized parking encourages “one stop”** parking so that people park once and walk to several destinations rather than driving to each in a separate trip. As in the Route 6A RESET Report, a good first step is to develop a long-term parking plan that includes potential acquisitions.

CIRCULATION

1. Intersection Improvements

Brewster Cross Intersections: The Orleans Village Center Streetscape Plan included a suggested re-design for the Brewster Cross – Main Street intersection. This served as the basis for an engineered plan for the intersection prepared for the Town by Stantec in August 2016. Implementing this plan is recommended and should improve pedestrian safety and comfort while facilitating vehicle circulation in this area.

The Town should also consider improvements to the other end Brewster Cross Road where it intersect with Route 6A. Improvements here should account for the



future redevelopment of the commercial “Staples” plaza opposite the intersection and the possible creation of a formal connection here through to Colonial Way.

In the short term, the following concept plan to close off the intersection to traffic onto Route 6A from Brewster Cross would improve safety. In the long-term, the

intersection could be aligned with a cross connection between Route 6A and Colonial Way that would be properly engineered to allow full use by traffic from all directions.



Old Colony Way/Bike Path Intersection: There are numerous potential conflicts that motorists, cyclists, and pedestrians face when traversing this area. Motorists traveling eastward on Main Street must first safely cross the Cape Cod Rail Trail's crosswalk, avoid conflicts with motorists turning into and out of Old Colony Way, and then a second crosswalk on Main Street. Westbound drivers have a similar set of conflicts. Motorists from Old Colony Way must await safe gaps in Main Street traffic and – for those turning left – may be required to immediately stop



at the rail trail crossing. The complications of having left-turning movements and closely spaced conflict areas can in some cases cause cars in opposing directions to block each other's path of travel (i.e., "gridlock").

Many rail trail users (mostly cyclists and

pedestrians) are making through-trips across Main Street and many more are traveling to/from destinations throughout the Main Street area. Once on Old Colony Way, there are no "official" road connections to Route 6A other than the Main Street intersection on the east and a western intersection more than a half of a mile away at West Road. There are several "unofficial" connections, using driveways/alleys and traversing parking lots, that provide access between Old Colony Way and Route 6A.

To improve safety and comfort for all users in the area, the following strategies are offered for consideration. Each strategy would have benefits and challenges to implement, in some cases strategies could be combined. In all cases, signage should also be employed to improve safety and help users navigate the intersection.

Option 1 – Police Officer Control: This option involves providing an officer to guide the travel movements of motorists, pedestrians, and cyclists as they travel through the area. Deployment could be limited to busy travel days (e.g., nicer weather) when larger numbers of the user types would be traveling

in the area. This alternative is essentially a “no-build” option, requiring no physical changes, but it would still require the expense of annual staffing.

Option 2 – Relocation of Old Colony Way: Under Option 2, the eastern end of Old Colony Way would be relocated approximately 60 feet to the south of its current intersection with Main Street, moving it farther away from the Rail Trail. This would require the elimination of the existing public parking lot located on the southwest quadrant of the intersection. The goal of this option would be to increase separation of the Old Colony Way intersection from the Cape Cod Rail Trail crossing.

Option 3 – Create Alternative Connections: Mirroring the recommendation below to improve circulation by creating new connections, this option focuses on creating a formal connector road between Old Colony Way and Route 6A that could serve as an alternative route to Main Street. In combination with this, the Town could consider eliminating the current intersection between Old Colony and Main Street, if after a testing period, the new connector road does not reduce traffic at the existing intersection.

Option 4 – Bicycle/Pedestrian Bridge over Main Street: The construction of a new Cape Cod Rail Trail bridge over Main Street would eliminate conflicts between motorists and trail users currently crossing at street level. Alternative ground level connections would need to be fashioned to attract rail users to the Village Center and allow access from the center to the trail. The connector paths should allow access on both sides of Main Street and connect to the public parking area at Depot Square.

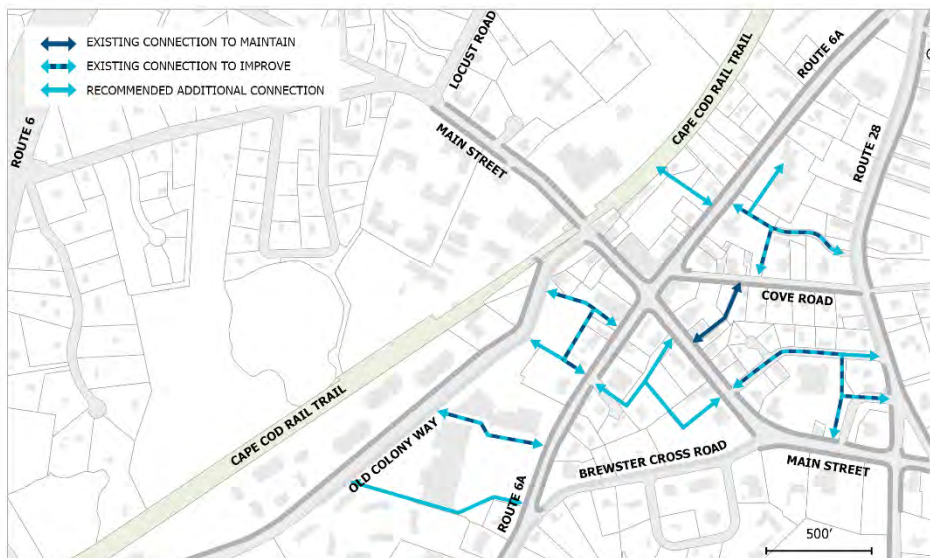
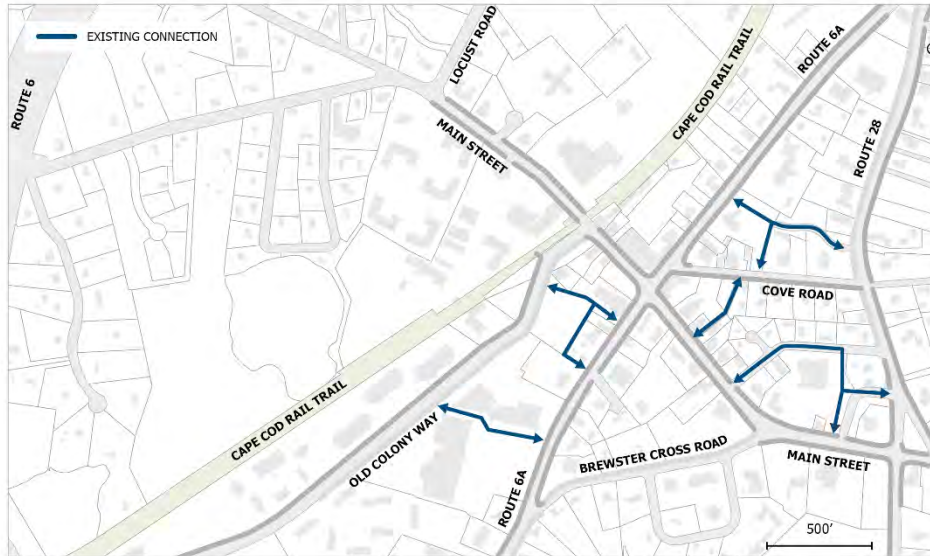
2. Create New Connections, Complete Sidewalks and Crosswalks

Promoting safe and convenient bicycle and pedestrian accommodations with the Village Center requires a network analysis that extends beyond the intersections. Connections to and between destinations will allow residents and visitors the ability experience the Village Center by parking just once or eliminating the vehicle trip all together.

There are a number of opportunities to create new connections between the major streets serving the Orleans Village Center. In some cases, the need is for improved pedestrian or bike connections while at other locations, full automobile connections would provide the greatest benefit. The following map illustrates existing and potential new interconnections within the Village core. (Full size maps are provided in Appendix 6.)



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Connections

Existing Conditions and Recommended Improvements

The information depicted on these maps is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis. It should not substitute for actual on-site survey, or supersede deed research.



These new connections could relieve congestion during peak periods at key existing intersections as well as build on the village character currently found on the two blocks of Main Street on either side of the intersection with Route 6A.

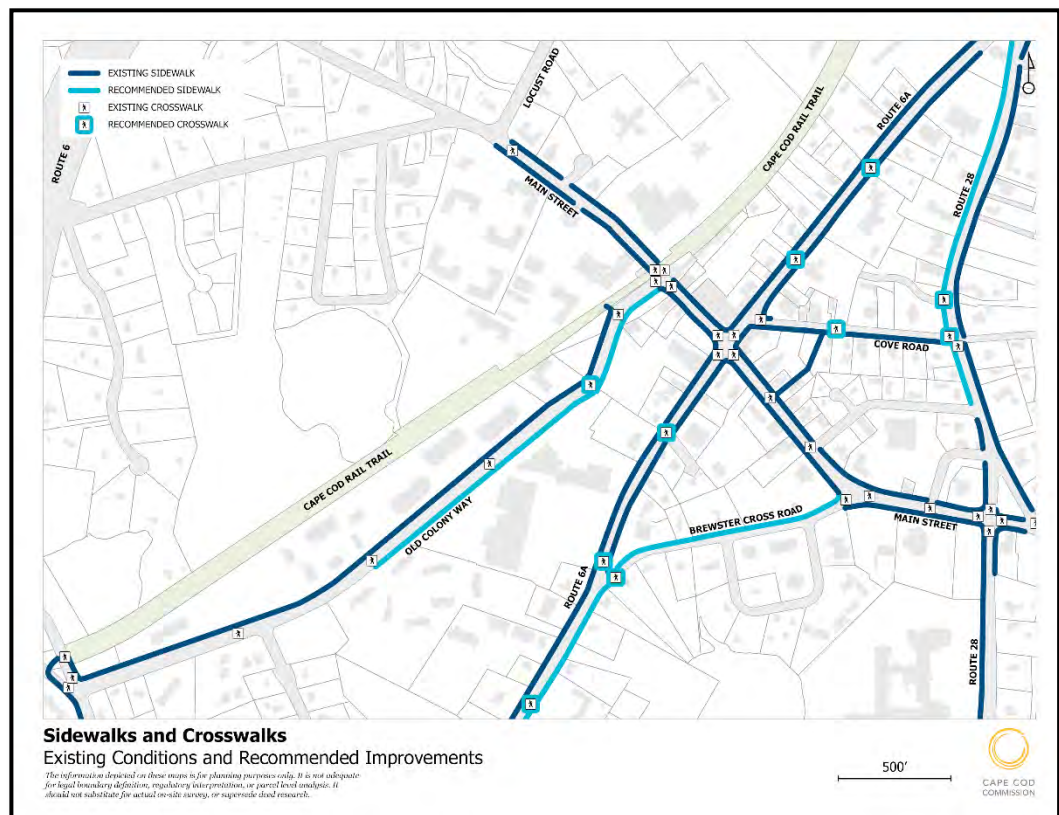
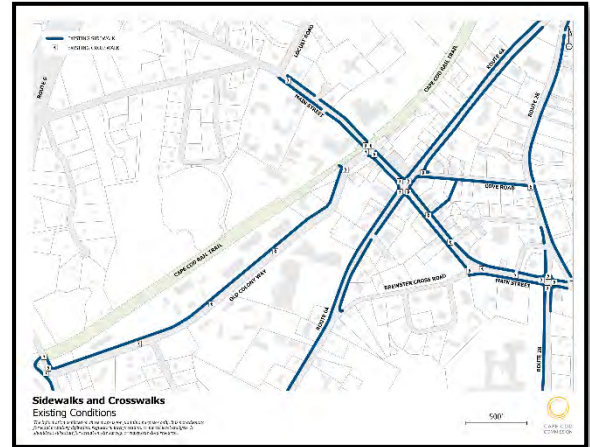


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The general rule of thumb for block sizes in a village center is 400 feet per side or less. The connections suggested here take into account this rule as much as possible while also taking advantage of existing driveways and roadways. Wherever possible, connections formalize existing ways and create safe four-way intersections.

Pedestrian circulation and safety would also be improved by establishing these new connections and completing the sidewalk and cross walk network. There are three gaps in the current sidewalk network:

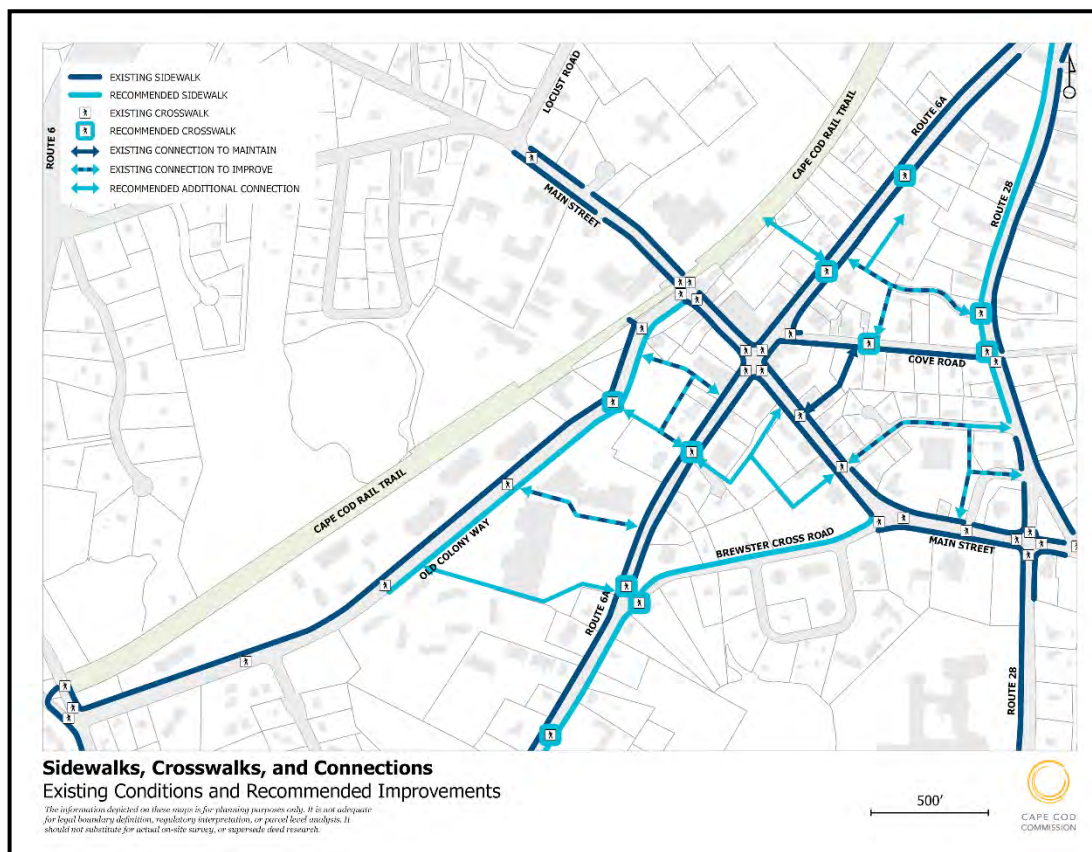
1. The south side of Old Colony Way,
2. Brewster Cross Road, and
3. The west side of Route 28 north of Main Street





The cross walk network is strong along Main Street and Old Colony Way but less strong along Route 28 and Route 6A. The following maps show the existing network and possible future improvements.

Together these new connections and completed sidewalk network with cross walks would create more in-fill opportunities that would allow more people to live within the Village Center. The complete network would enhance the character of the village core, creating the kinds of intriguing spaces typical of historic villages on Cape Cod. The network would also easing the traffic burden on the existing thoroughfares, improve pedestrian safety, and open up new potential bikeways across town from Rock Harbor to Nauset Beach.



3. Incrementally Redesign and Eliminate Curb Cuts

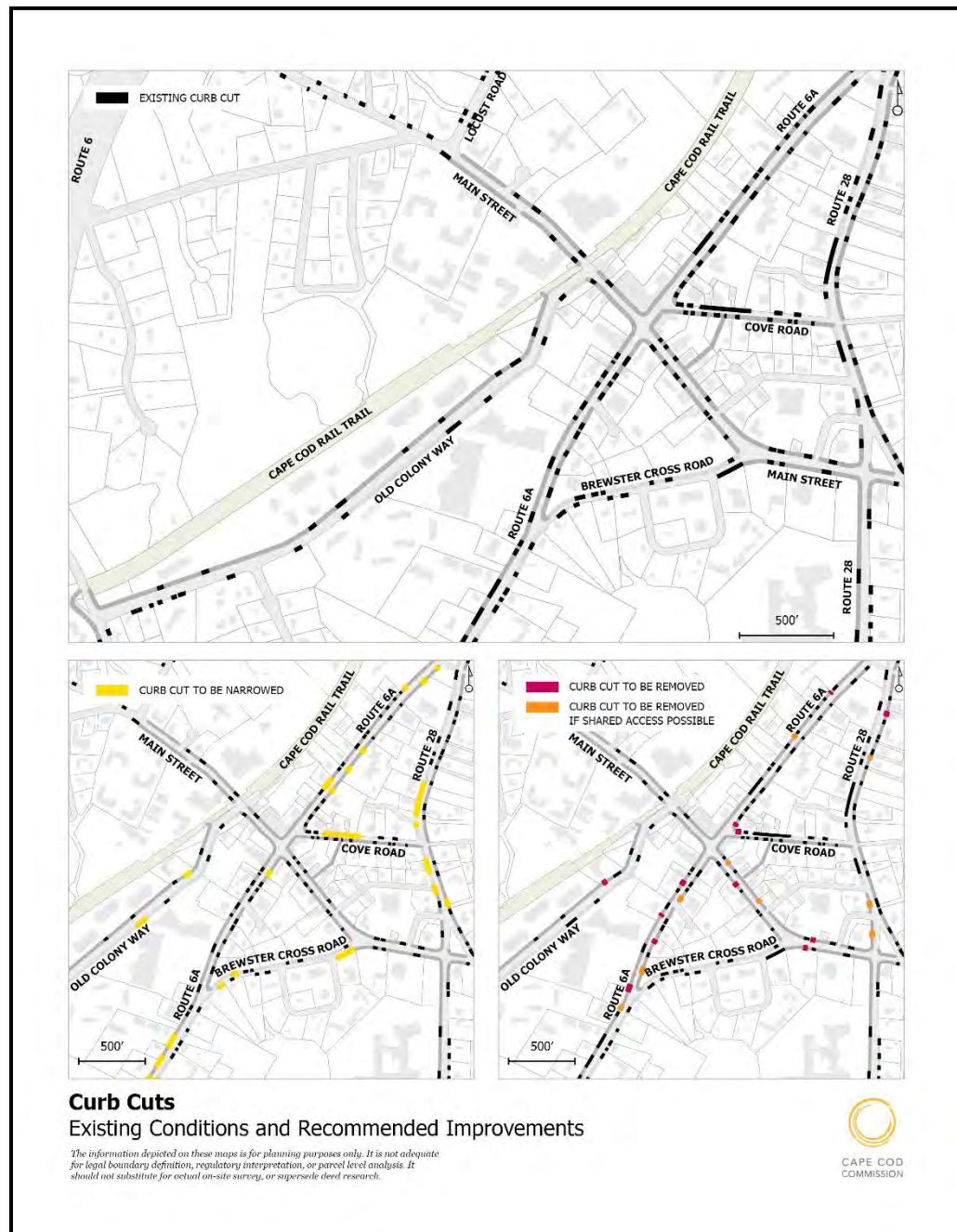
The operations of the roadway network for both motorists and non-motorists is impacted by the number and size of curb cut. The number of curb cuts on a roadway has a direct correlation to the number of crashes experienced on that roadway. Curb cuts also present conflict points with pedestrians and bicyclists



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using the roadway. The number of curb cuts accessing a property should be minimized to the greatest extent possible given site constraints.

There are a number of opportunities for redesigning or eliminating existing curb cuts under current conditions and even more as new interconnections are made





over time. The maps identify the existing curb cuts within the study area as well as highlight those that could be investigated for potential improvements. This analysis was done at the planning level; individual site constraints will need to be considered when evaluating potential curb cut modifications.

Excessively wide curb cuts present a hazard to pedestrians and can cause additional conflicts for motorists. Curbs cuts that appear excessively wide given their function are presented on the map. Curb cut redesign should be considered whenever a property is redeveloped. These opportunities are shown in yellow on the map above and would improve the safety of over twenty curb cuts.

There are also a number of curb cuts that could be eliminated today – these are shown in red on the map above. These could be removed without any significant site changes given alternate access points that currently exist. Others would require an agreement between property owners for shared access to allow a curb cut to be removed – these are denoted in orange. Future connections between parcels and between roads would also provide an opportunity to reduce curb cuts and improve circulation for motorists and non-motorists.

Appendices

APPENDIX 1 - SCOPE OF WORK – TASKS & PROJECT TEAM

Task 1 – Background

Commission staff will review existing planning documents prepared by the town including the Local Comprehensive Plan, the 2004 Parking and Circulation Study, the Village Center Streetscape Plan, the 6A RESET project Final Report, the two Market Studies completed by FinePoint Associates, and any other studies that the Town identifies as beneficial. The zoning by-law, other parking or road configuration standards, and data provided by the Town will also be reviewed by staff. Staff will identify data gaps that need to be addressed under Task 2: Data Collection.

Task 2 – Data Collection and Inventory

Commission staff will visit the study area to evaluate and photograph existing conditions. Data collection will be done in the spring and during the summer peak.

1. Parking Data & Inventory:

Commission staff will inventory private and public parking facilities in downtown Orleans. The inventory will include parking lots and on-street parking. Variables collected will include location, number of spaces, ownership, pricing, and utilization. The occupancy rate of each parking area will be measured by counting the number of available spaces at various times of the day during early spring and the summer peak. To the extent possible, the origin of different users will be sampled using license plates. The locations to be studied are:

1. Main Street on street parking (Old Colony to Route 28)
2. Old Colony Way on street parking
3. The Depot Square parking lot (off Old Colony Way)
4. The parking lot at the corner of Old Colony and Main Street
5. The CVS/Chocolate Sparrow parking lot



6. The parking lot at the Orleans Marketplace
7. **The parking lot behind Mahoney's**
8. The parking lots on Cove Road, behind banks on Main Street
9. The parking lot adjacent to Land Ho restaurant
10. Post Office Square parking lot
11. Friends Market parking lot
12. Library parking lot
13. Nauset Regional Middle School parking lot

1. Circulation Data:

Commission staff will compile its existing traffic counts in the study area and complete additional counts of autos, trucks, bicyclists, and pedestrians as necessary. The roadway geometry, traffic volumes, turning movement counts, and crash incidence will be collected for different intersections in the study area. The intersections to be evaluated are:

1. Main Street and Old Colony Way
2. Route 6A/Main Street*
3. Route 6A/Cove Road
4. Cove Road/Route 28
5. Route 6A Brewster Cross Road
6. Main Street and Brewster Cross Road
7. Main Street/Route 28*

* These intersections have already been re-designed to improve safety and have funding identified in the Transportation Improvement Program (TIP) and will not therefore be evaluated as intensively.

Task 3 – Existing Conditions

Based on the information reviewed in Task 1 and data collected in Task 2, Commission staff will develop an assessment of existing parking and circulation conditions within the study area. This assessment will use maps, graphs, and **tables to explain today's conditions and highlight any issues identified through the analysis.**

Task 5 – Future Development Impact Assessment

Commission staff will do an initial evaluation of how an increase in housing along with some additional commercial development will impact circulation and parking demand within the Village Center study area. The factors evaluated will include potential changes in traffic volumes, levels of service, parking utilization, and safety for vehicles, bikes, and pedestrians. Commission staff will evaluate and present the impact of up to three (3) growth scenarios provided by the Orleans Planning Board and Town Planner.

Task 4 – Options to Improve Parking & Circulation

Based on the existing conditions assessment, best management practices and input by town staff and the Planning Board, Commission staff will develop a set of options that could be implemented to help accommodate future growth and correct the issues identified. Options may include suggested revisions to parking policies, consideration of paid parking, development of new parking options, as well as signage and information technology options for parking management and programs to encourage alternative forms of transportation. For circulation, they could include changes in circulation patterns, geometric and/or traffic control improvements at select intersections, and/or options aimed at promoting non-auto transportation. Illustrations of different parking and circulation options will be developed as needed.

Project Team

- Leslie Richardson, Chief Economic Development Officer (Project Manager)
- Sharon Rooney, Chief Planner & Landscape Architect
- Martha Hevenor, Planner II, Bicycle and Pedestrian Coordinator
- Glenn Cannon, PE, Director of Technical Services
- Lev A. Malakhoff, Senior Transportation Engineer
- Steven Tupper, Technical Services Planner
- Patrick Tierney, Technical Services Planner
- Traffic Techs



APPENDIX 2 - RECOMMENDATION FROM PREVIOUS STUDIES

Parking Recommendations	Source	Status
Prohibit parking in front in all zoning districts	2015 RESET	
Encourage in-fill where parking in-front exists	2015 RESET	
Encourage shared parking by reducing the parking requirements of cooperating businesses	2015 RESET	
Change fee-in-lieu of provision to make it more appealing	2015 RESET	
Adopt maximum parking limits and eliminate current minimum parking requirements	2015 RESET	
Allow developers to propose the amount of parking they believe they need	2015 RESET	
Adopt comprehensive parking plan with demand reduction measures and a municipal parking plan	2015 RESET	
Encourage businesses cover employees transit costs and/or use designated parking areas	2015 RESET	
Strategic use of on-street parking to improve both parking and circulation/safety	2015 RESET	
Improve or add bike lanes/share the road, signs for rail trail and bike racks to reduce parking demand	2015 RESET	
Create wider sidewalks, defined crosswalks, and add benches and shade trees to encourage walking	2015 RESET	
Increase landscaping and LID to reduce runoff from parking areas (Green Streets/Green Parking)	2015 RESET	
Simplify use table (and in turn parking requirements)	2015 RESET	



Parking Recommendations	Source	Status
Delineate on-street parking better	2011 STREETSCAPE	
Redesign parking lots	2011 STREETSCAPE	
Add signage to direct cars to parking and indicate where parking is allowed	2011 STREETSCAPE	
Public-Private parking partnership	2011 STREETSCAPE	
Purchase land for parking	2011 STREETSCAPE	
Acquire the Besse Lot on Main Street, behind the Hogan Art Gallery and Honey Candles. Access-only should be provided from Main Street and full access/egress should be provided on Brewster Cross Road	2004 P&C STUDY	no action
Re-configure the parking spaces and indicate location and access to the Besse lot	2004 P&C STUDY	no action
Erect green on white parking signs to direct visitors to public parking areas	2004 P&C STUDY	no action
Investigate a public/private partnership for additional public parking. Areas to considered: Homeport restaurant front lot and the lot behind the Hole in One and Mahoney's	2004 P&C STUDY	not done

Circulation Recommendations	Source	Action to date
Reduce curb cuts	2015 RESET	
Improve way-finding signage for cars, pedestrians and bikes	2015 RESET	
Reduce waiting times for pedestrians at signaled intersections	2011 STREETSCAPE	



Circulation Recommendations	Source	Action to date
Complete pedestrian connections and sidewalk improvements	2011 STREETSCAPE	
Add bump-outs and on-street parking on wider road sections (see plan for locations)	2011 STREETSCAPE	
Add share the road markings and/or bike lanes, bike racks (see plan for locations)	2011 STREETSCAPE	
Increase shade trees, landscaping and seating, including seat walls	2011 STREETSCAPE	
Re-strip Old Colony Way	2011 STREETSCAPE	
Improve Main Street & Brewster Cross Road intersection	2011 STREETSCAPE	
Designate Cove Road one-way eastbound and add on-street parking	2004 P&C STUDY	no action
Upgrade Cove Road to reconstruct the sidewalk and add wheelchair ramps	2004 P&C STUDY	Done 2014
Create a consistent cross-walk marking pattern such as the red brick imprint at Route 6a/Main Street	2004 P&C STUDY	Use VC motif
At Brewster Cross Road/Main Street install a raised median island to 'tighten-up' the intersection	2004 P&C STUDY	considering
Restripe the Brewster Cross Road/Main Street intersection to show lanes and add 3 curbside spaces on Main Street in front of the Compass Bank	2004 P&C STUDY	Main Street design project
Create an adopt-a-landscape area program to maintain island and landscaped areas	2004 P&C STUDY	Orleans LCP?
At Route 6A/Brewster Cross Road intersection, designate Brewster Cross Road as one-way towards Main Street. The remaining section should be two-way.	2004 P&C STUDY	No left turn 2012
Upgrade signal equipment at the Main Street/Tonset Road intersection	2004 P&C STUDY	Done 2013
Monitor the parcel of land where the Fog Cutter restaurant is located; the land may be of value if the intersection is to be upgraded at some future date	2004 P&C STUDY	not needed RAB



Circulation Recommendations	Source	Action to date
Upgrade the pedestrian signal heads at Route 6A/Main Street and install signal heads at the Route 28/Main Street intersection. Countdown pedestrian signals are recommended	2004 P&C STUDY	MassDOT– Fall 2016
Alter the signal timing at Route 28/Main Street to add more green time for the northbound (southbound) approach	2004 P&C STUDY	MassDOT– Fall 2016
Create designated pedestrian walkway connections between Main Street and Cove Road via the Orleans Chamber of Commerce building and Cummings Road	2004 P&C STUDY	50% complete
Consolidate curb cuts along Main Street at Friends Market and Post Office Square	2004 P&C STUDY	Planned 2016
At Main Street/Old Colony Way install an elephant track crosswalk at the Rail Trail; place the portable pedestrian crosswalk sign at the crosswalk adjacent to Mahoney's Restaurant ; police officer control on sunny days of July and August from 10AM -4PM; and designate Snow's east driveway as in-only	2004 P&C STUDY	MassDOT– Fall 2016; officer discontinued
Re-design Route 28/Route 6A intersection	2004 P&C STUDY	Done 2015
Consider 'taking over' control of Route 6A in the village center from the State.	2004 P&C STUDY	no action

The Orleans Village Center Market Studies included related recommendations

1. Add Way-finding signage
2. Promote landscaping with pedestrian & bike paths as part of parking areas
3. **Eliminate "Missing teeth"** - breaks in street wall and large expanses of pavement - these discourage pedestrian flow
4. Consider adopting maximum setbacks
5. **Make the VC more of a place where people want to "hang out" & "walk around"**
6. Attractive, sidewalk, street furniture & streetscape improvements



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7. More bike racks throughout the VC; market the VC as bike-friendly
8. Create attractive connection/cut through between Main Street and Cove Road
9. Assess parking situation. Determine how current spots are being used
10. Determine if system that promoted employee parking in designated areas would alleviate problem
11. Reassess previous concept of developing parking lot behind Gotland Horse (approx. 100 spaces)



APPENDIX 3 - SIDE-BY-SIDE ZONING COMPARISON

Orleans Zoning - Apartments Section			
Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
VILLAGE CENTER DISTRICT - Main Street Frontage			
LOT AND DENSITY LIMITS			
Minimum Lot Size	20,000	-	Existing Zoning: If mixed use with more commercial than housing, minimum lot shall equal (3,500 sf upland per housing unit) + (building footprint) + (parking for commercial)
Housing Unit per Acre Buildable Land	6	10	with no reduction in lot area for mixed use (and no requirement for a variance for non-conformities)
VILLAGE CENTER DISTRICT			
LOT AND DENSITY LIMITS			
Minimum Lot Size	20,000	20,000	Existing Zoning: If mixed use with more commercial than housing, minimum lot shall equal (3,500 sf upland per housing unit) + (building footprint) + (parking for commercial)
Housing Unit per Acre Buildable Land	6	10	New Zoning: if mixed use, housing unit density is based on a reduced lot area calculated as follows: (total buildable lot area) - ((commercial footprint + commercial parking)/2)
Maximum Density with Incentives	6	14	New Zoning: Incentives for 1-bedroom units, affordable units, and preservation of "significant buildings"
Maximum Units per Building	12	20	
Affordable Housing Requirement	0	10%	Only applies to developments with 10 or more units



Orleans Zoning - Apartments Section			
Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
DIMENSIONAL REQUIREMENTS			
Max. Building Coverage/FAR	100% FAR	no change	
Lot Coverage	100%	no change	
Min. Frontage	100'	no change	
Front Yard Setback	15' min. or less if existing, 25' max.	no change	
Side Yard Setback	10' min., down to 0' for party walls	no change	
Rear Yard Setback	10' min., down to 0' for party walls	no change	
Max. Building Height	30'	no change	
Max. Building Height with 3rd Floor Units	30' overall, 42' to top of ridge	35' overall, 42' to top of ridge	mean height between bottom of the eave and highest point on ridge shall not exceed 35 feet
PARKING			
Fee in Lieu of Parking	allowed	no change	
RURAL BUSINESS DISTRICT			
LOT AND DENSITY LIMITS			
Minimum Lot Size	60,000	60,000	Existing Zoning: If mixed use with more commercial than housing, minimum lot shall equal (3,500 sf upland per housing unit) + (building footprint) + (parking for commercial)



Orleans Zoning - Apartments Section			
Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
Housing Unit per Acre Buildable Land	3	3	New Zoning: if mixed use, housing unit density is based on a reduced lot area calculated as follows: (total buildable lot area) - ((commercial footprint + commercial parking)/2)
Maximum Density with Incentives	3	3	
Maximum Units per Building	12	15	
Affordable Housing Requirement	0	10%	Only applies to developments with 10 or more units
DIMENSIONAL REQUIREMENTS			
Max. Building Coverage/FAR	15% or 4,000 s.f. w/special permit	no change	
Lot Coverage	75%	no change	
Min. Frontage	100'	no change	
Front Yard Setback	25'	no change	
Side Yard Setback	25'	no change	
Rear Yard Setback	25'	no change	
Max. Building Height	30'	no change	
Max. Building Height with 3rd Floor Units	30'	no change	
LIMITED BUSINESS DISTRICT			
LOT AND DENSITY LIMITS			
Minimum Lot Size	60,000	30,000	Existing Zoning: If mixed use with more commercial than housing, minimum lot shall



Orleans Zoning - Apartments Section			
Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
			equal (3,500 sf upland per housing unit) + (building footprint) + (parking for commercial)
Housing Unit per Acre Buildable Land	6	8	New Zoning: if mixed use, housing unit density is based on a reduced lot area calculated as follows: (total buildable lot area) - ((commercial footprint + commercial parking)/2)
Maximum Density with Incentives	6	12	New Zoning: Incentives for 1-bedroom units, affordable units, and preservation of "significant buildings"
Maximum Units per Building	12	15	
Affordable Housing Requirement	0	10%	Only applies to developments with 10 or more units
Max. Building Coverage/FAR	40% FAR	no change	
Lot Coverage	75%	no change	
Min. Frontage	100'	no change	
Front Yard Setback	25'	no change	
Side Yard Setback	10'	no change	
Rear Yard Setback	10'	no change	
Max. Building Height	30'	no change	
Max. Building Height with 3rd Floor Units	30'	35' overall, 42' to top of ridge	mean height between bottom of the eave and highest point on ridge shall not exceed 35 feet
GENERAL BUSINESS DISTRICT			
LOT AND DENSITY LIMITS			
Minimum Lot Size	60,000	30,000	Existing Zoning: If mixed use with more commercial than housing, minimum lot shall



Orleans Zoning - Apartments Section			
Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
			equal (3,500 sf upland per housing unit) + (building footprint) + (parking for commercial)
Housing Unit per Acre Buildable Land	6	8	New Zoning: if mixed use, housing unit density is based on a reduced lot area calculated as follows: (total buildable lot area) - ((commercial footprint + commercial parking)/2)
Maximum Density with Incentives	6	12	New Zoning: Incentives for 1 bedroom units, affordable units, and preservation of "significant buildings"
Maximum Units per Building	12	15	
Affordable Housing Requirement	0	10%	Only applies to developments with 10 or more units
DIMENSIONAL REQUIREMENTS			
Max. Building Coverage/FAR	40% FAR	no change	
Lot Coverage	75%	no change	
Min. Frontage	100'	no change	
Front Yard Setback	25'	no change	
Side Yard Setback	10'	no change	
Rear Yard Setback	10'	no change	
Max. Building Height	30'	no change	
Max. Building Height with 3rd Floor Units	30'	35' overall, 42' to top of ridge	mean height between bottom of the eave and highest point on ridge shall not exceed 35 feet
ALL ZONING DISTRICTS			



Orleans Zoning - Apartments Section

Zoning Rule	Previous Zoning	New Zoning	Notes
New Zoning provides for a Master Plan Special Permit involving proximate lots may combine lots for purposes of setbacks "and other development standards"			
PARKING			
Multifamily apartment or condominium 1 bedroom	1.5 spaces per unit (see note)	no change	
Multifamily apartment or condominium 2 or 3 bedrooms	2	no change	spaces per unit
All multifamily buildings must provide for visitor parking	1	no change	space per 3 units
Commercial and retail service establishments	1	no change	space per each 250 square feet of gross floor area
Professional and business offices, including banks, insurance and real estate	1	no change	space per each 300 square feet of gross floor area
Shared Parking Reduction	maximum 20% w/ special permit	20% by building comm, higher by special permit	

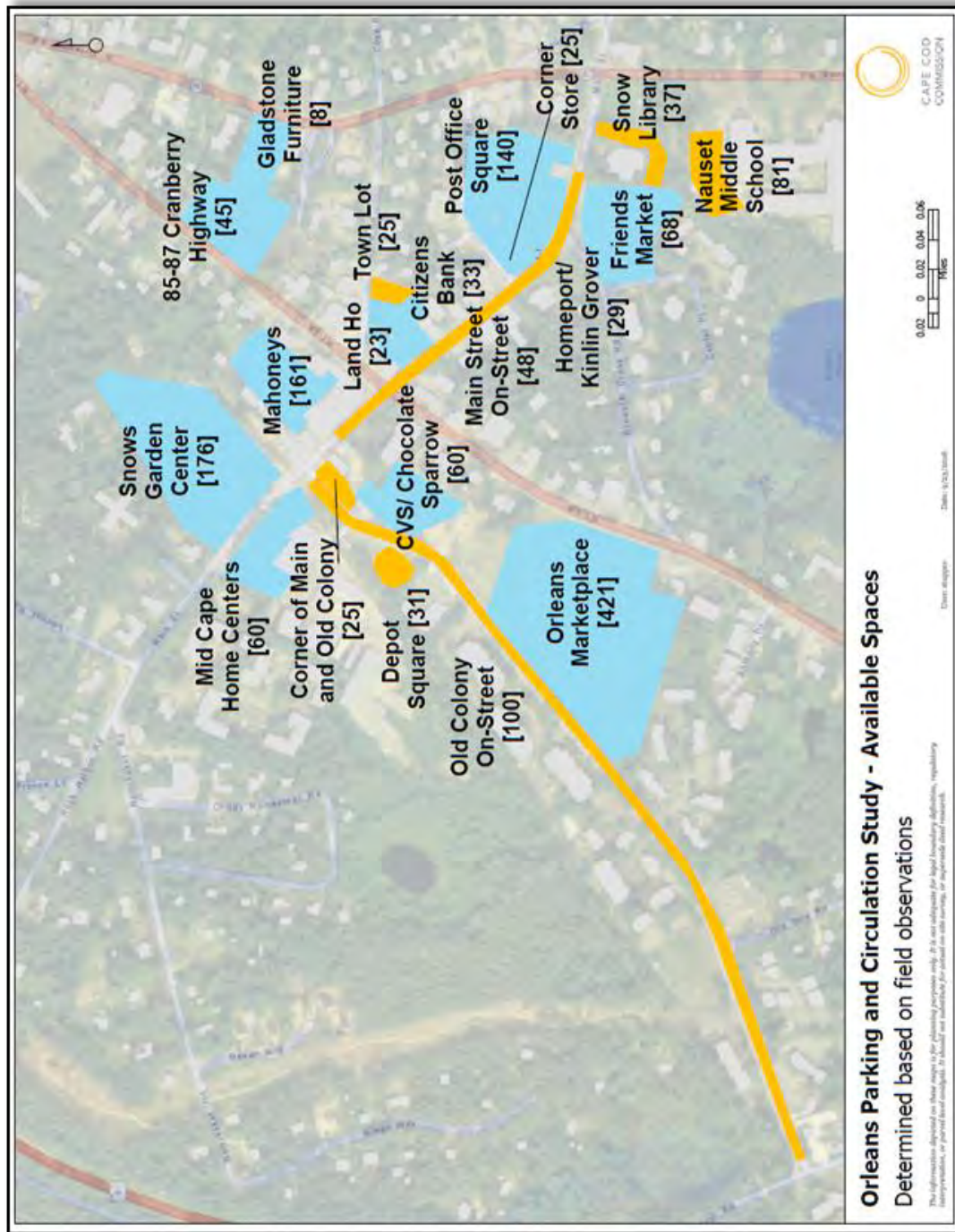


APPENDIX 4 - PARKING OCCUPANCY DATA AND MAPS

May 2016 Occupancy Count Data								
		Date	Thursday May 19	Saturday May 21	Thursday May 19	Saturday May 21		
		Time	12pm-2pm		5pm-7pm			
Lot		Effective	Spaces full	Spaces full	Spaces full	Spaces full		
1 Orleans Market Place		421	30%	29%	23%	19%		
2 Depot Square		31	23%	35%	42%	55%		
3 CVS Chocolate Sparrow		60	52%	77%	42%	30%		
4 Idle Times Bike Shop		25	32%	48%	20%	20%		
5 Behind Mahoney's		161	48%	57%	24%	27%		
6 Land Ho		23	91%	65%	65%	96%		
7 Citizens Bank		33	70%	36%	48%	76%		
8 Town Lot behind Citizens		25	68%	76%	48%	60%		
9 Corner Store/Savory		25	92%	72%	40%	28%		
10 Post Office Square		140	57%	55%	13%	9%		
11 Friends Market		68	60%	71%	37%	25%		
12 Kinlin Grover		29	45%	48%	7%	7%		
13 Snows Library		38	34%	45%	3%	21%		
14 Nauset Middle School		81	63%	0%	4%	14%		
15 Gladstone Furniture		8	63%	50%	0%	0%		
16 Sunbirds		45	44%	51%	18%	13%		
17 Midcape Home Center		60	35%	27%	7%	7%		
18 Snows Garden Center		176	38%	45%	6%	3%		
19 Main Street On-Street		48	54%	44%	27%	19%		
20 Old Colony Road On-Street		100	28%	12%	8%	9%		
August 2016 Occupancy Count Data								
		Date	Tuesday July 26	Thursday July 28	Saturday July 30	Tuesday July 26	Thursday July 28	Saturday July 30
		Time	12pm-2pm			5pm-7pm		
Lot		Total spaces	Spaces full	Spaces full	Spaces full	Spaces full	Spaces full	Spaces full
1 Orleans Marketplace		421	41%	35%	33%	29%	not counted	24%
2 Depot Square		31	58%	45%	71%	87%	61%	23%
3 CVS/ Chocolate Sparrow		60	82%	98%	135%	58%	50%	70%
4 Corner of Main and Old Colony		25	68%	88%	88%	24%	48%	76%
5 Mahoneys		161	71%	63%	57%	38%	39%	51%
6 Land Ho		23	74%	70%	91%	104%	96%	96%
7 Citizens Bank		33	85%	61%	70%	58%	82%	88%
8 Town Lot Behind Citizens		25	80%	84%	56%	48%	64%	92%
9 Corner Store		25	44%	76%	52%	32%	16%	52%
10 Post Office Square		140	63%	64%	66%	23%	15%	31%
11 Friends Market		68	63%	43%	68%	41%	21%	46%
12 Homeport/Kinlin Grover		29	52%	76%	66%	17%	7%	28%
13 Snow's Library		38	74%	74%	84%	116%	0%	11%
14 Nauset Middle School		81	54%	47%	20%	17%	31%	16%
15 Gladstone Furniture		8	50%	63%	25%	0%	25%	13%
16 Sunbirds		45	31%	89%	53%	53%	44%	38%
17 Mid Cape Home Center		60	53%	52%	42%	13%	5%	50%
18 Snows Garden Center		176	58%	43%	35%	16%	9%	7%
19 Main Street On-Street		48	65%	54%	29%	19%	23%	65%
20 Old Colony On-Street		100	38%	30%	13%	17%	21%	18%

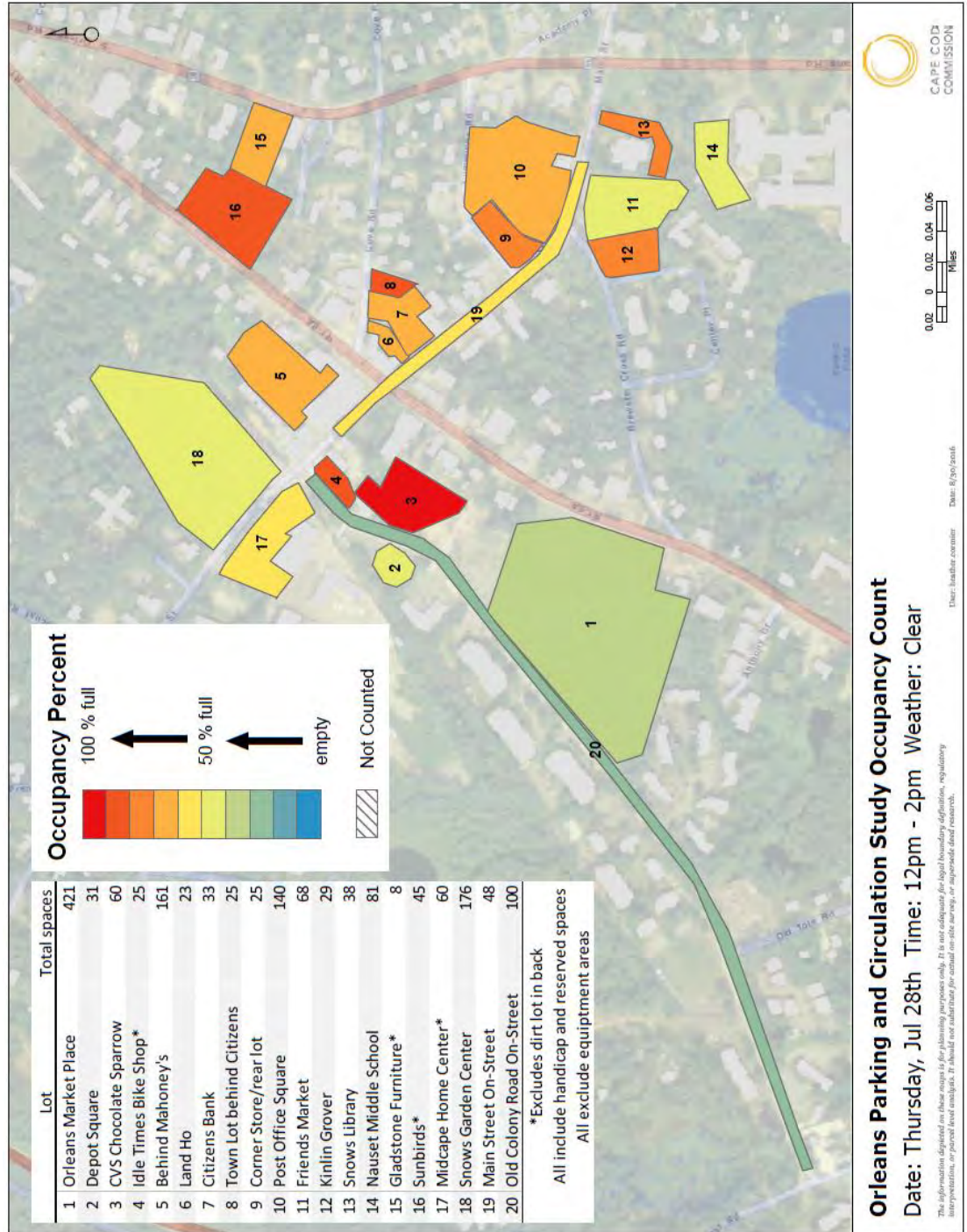


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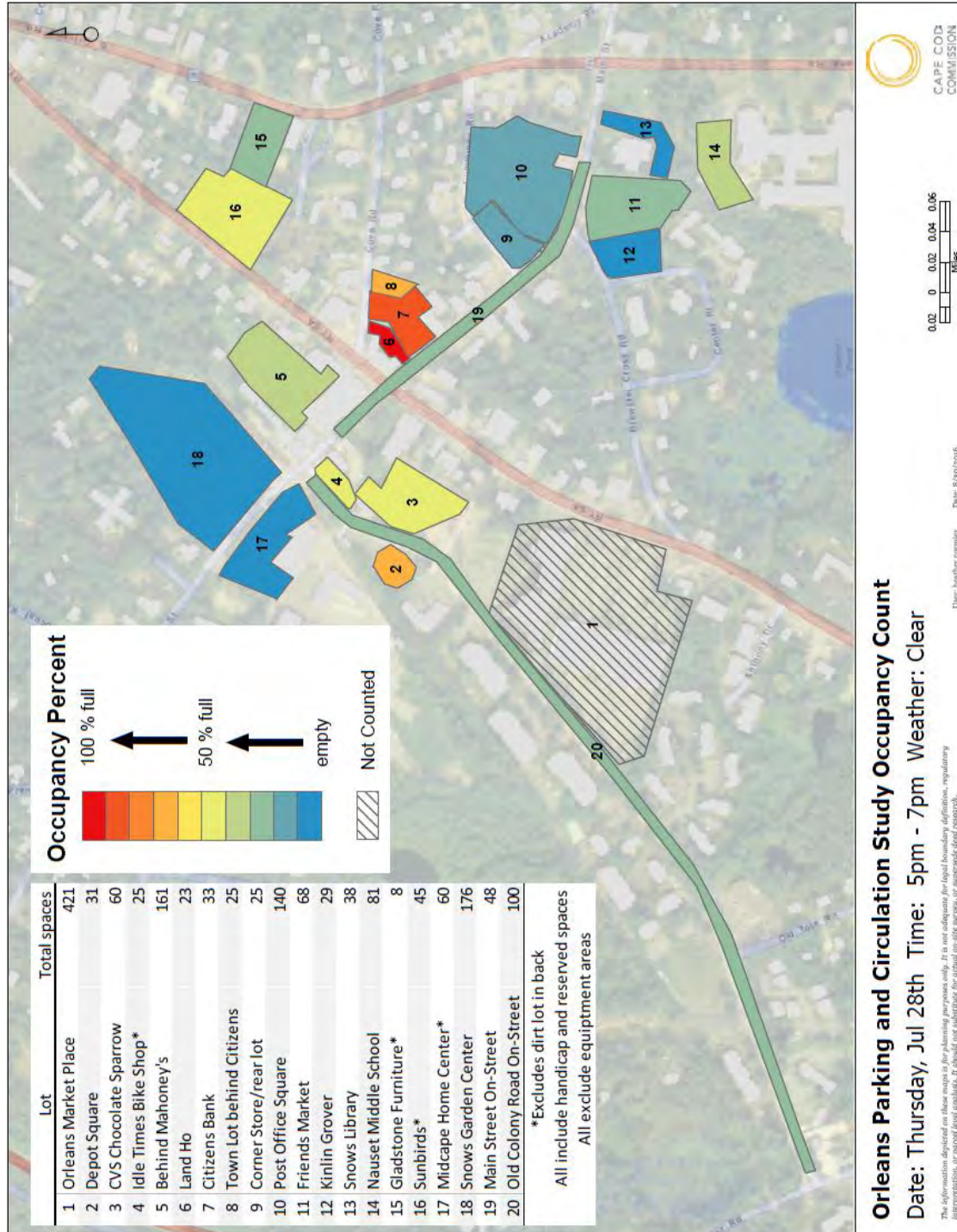


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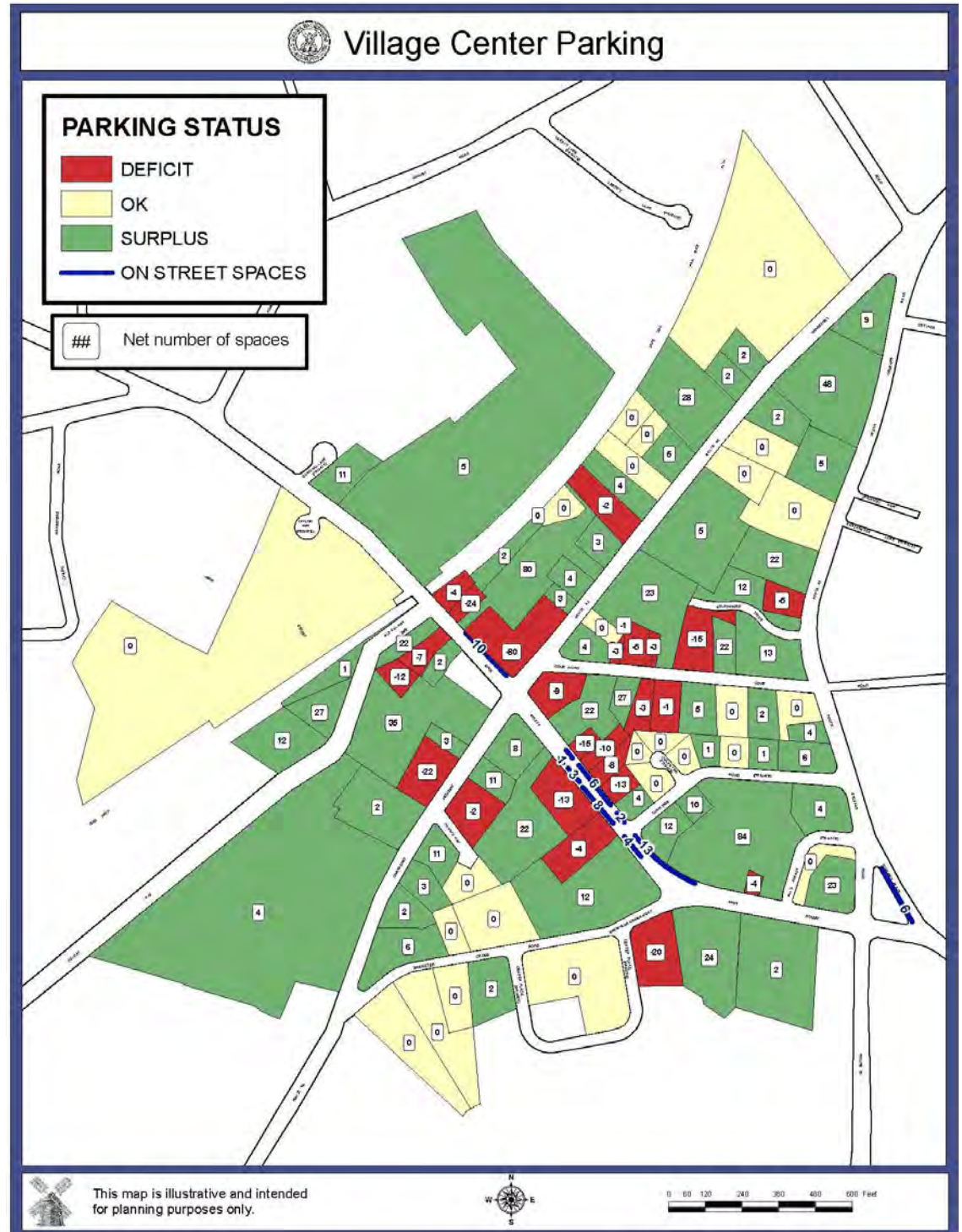


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APPENDIX 5 – EXAMPLES OF COOPERATIVE PARKING AGREEMENTS

SAMPLE SHARED PARKING AGREEMENTS

Shared parking agreements can be made between two or more private parties or between a public entity and one or more private parties. The parties can agree on a shared easement or a shared lease arrangement with detailed provisions on costs and benefits, including maintenance.

Two samples are included here, the first from the City of Portland Oregon and the second from the County of Brazos, Texas.

City of Portland, OR - Sample Shared Use Agreement

This Shared Use Agreement for Parking Facilities, entered into this ____ day of _____, _____, between _____, hereinafter called lessor and _____, hereinafter called lessee.

In consideration of the covenants herein, lessor agrees to share with lessee certain parking facilities, as is situated in the City of _____, County of _____ and State of _____, hereinafter called the facilities, described as:

[Include legal description of location and spaces to be shared here, and as shown on attachment 1.]

The facilities shall be shared commencing with the ____ day of _____, _____, and ending at 11:59 PM on the ____ day of _____, _____, for *[insert negotiated compensation figures, as appropriate]*. The lessee agrees to pay at *[insert payment address]* to lessor by the ____ day of each month *[or other payment arrangements]*.

Lessor hereby represents that it holds legal title to the facilities.

The parties agree:



1. USE OF FACILITIES

This section should describe the nature of the shared use (exclusive, joint sections, time(s) and day(s) of week of usage.

-SAMPLE CLAUSE- [Lessee shall have exclusive use of the facilities. The use shall only be between the hours of 5:30 PM Friday through 5:30 AM Monday and between the hours of 5:30 PM and 5:30 AM Monday through Thursday.]

2. MAINTENANCE

This section should describe responsibility for aspects of maintenance of the facilities. This could include cleaning, striping, seal coating, asphalt repair and more.

-SAMPLE CLAUSE- [Lessor shall provide, as reasonably necessary asphalt repair work. Lessee and Lessor agree to share striping, seal coating and lot sweeping at a 50%/50% split based upon mutually accepted maintenance contracts with outside vendors. Lessor shall maintain lot and landscaping at or above the current condition, at no additional cost to the lessee.]

3. UTILITIES and TAXES

This section should describe responsibility for utilities and taxes. This could include electrical, water, sewage, and more.

-SAMPLE CLAUSE- [Lessor shall pay all taxes and utilities associated with the facilities, including maintenance of existing facility lighting as directed by standard safety practices.]

4. SIGNAGE

This section should describe signage allowances and restrictions.

-SAMPLE CLAUSE- [Lessee may provide signage, meeting with the written approval of lessor, designating usage allowances.]

5. ENFORCEMENT

This section should describe any facility usage enforcement methods.



-SAMPLE CLAUSE- *[Lessee may provide a surveillance officer(s) for parking safety and usage only for the period of its exclusive use. Lessee and lessor reserve the right to tow, at **owner's** expense, vehicles improperly parked or abandoned. All towing shall be with the approval of the lessor.]*

6. COOPERATION

This section should describe communication relationship.

-SAMPLE CLAUSE- *[Lessor and lessee agree to cooperate to the best of their abilities to mutually use the facilities without disrupting the other party. The parties agree to meet on occasion to work out any problems that may arise to the shared use.]*

7. INSURANCE

This section should describe insurance requirements for the facilities.

-SAMPLE CLAUSE- *[At their own expense, lessor and lessee agree to maintain liability insurance for the facilities as is standard for their own business usage.]*

8. INDEMNIFICATION

This section should describe indemnification as applicable and negotiated. This is a very technical section and legal counsel should be consulted for appropriate language to each and every agreement

-NO SAMPLE CLAUSE PROVIDED-

9. TERMINATION

This section should describe how to or if this agreement can be terminated and post termination responsibilities.

-SAMPLE CLAUSE- *[If lessor transfers ownership, or if part of all of the facilities are condemned, or access to the facilities is changed or limited, lessee may, in its sole discretion terminate this agreement without further liability by giving Lessor not less than 60 days prior written notice. Upon termination of this agreement, Lessee agrees to remove all signage and repair damage due to excessive use or abuse. Lessor agrees to give lessee the right of first refusal on subsequent renewal of this agreement.]*



10. SUPPLEMENTAL COVENANTS

This section should contain any additional covenants, rights, responsibilities and/or agreements.

- NO SAMPLE CLAUSE PROVIDED-

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date Set forth at the outset hereof.

[Signature and notarization as appropriate to a legal document and as appropriate to recording process negotiated between parties.]

State of Texas County of Brazos - Shared Parking Agreement

A Shared Parking Agreement may be revoked by the parties to the agreement only if off-street parking is provided pursuant to Section 7.2 Off-Street Parking Standards, or if an Alternative Parking Plan is approved by the Administrator.

THE STATE OF TEXAS COUNTY OF BRAZOS THIS PARKING AGREEMENT is made and entered into as of the *(date)* by and between and *(property I)* and *(property II)*

WHEREAS, (name of property owner I) is the owner of (legal description, Vol., Page) located at (address) within the City of College Station, Brazos County, (address) Texas (herein after referred to as " ");

WHEREAS (name property owner II) is the owner of (legal description, Vol., Page) located at (address) within the City of College Station, Brazos County, Texas (herein after referred to as " ");

WHEREAS in order to be used as (list proposed use), (property I) requires additional off street parking to comply with the parking requirement set forth by the City of College Station Unified Development Code;

NOW, THEREFORE, in consideration of the mutual covenant and agreements set forth herein, the sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

1. Easement Purpose. (by applicant)
2. Grant of Easement.



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- a.
- b.
- c.
- d. The easement is nonexclusive and irrevocable, but only for so long as (property I) is used for the purposes of (use of property I)
- e. This Easement shall remain in full force and effect for so long as the (property I) is used for the purposes of (use of property I). At such time that (property I) is no longer used for purposes of (use of property I) the Easement shall become null and void by its own terms, and (property II) shall not be required to file any release, termination or other document to evidence the termination of this Easement.

MAINTENANCE & LIABILITY: by applicants

No Portion of the drives or parking areas on the (property I) or the (property II) shall be used for any purpose other than authorized by this instrument and no fence, barricade or improvement shall be constructed by either party that would prohibit the use of the (property I) or the (property II) for the Easement purpose.

It is mutually agreed that the intention of the parties is that this Agreement is for the private benefit of the parties and their respective successors and assigns and shall be strictly limited to and for the purposes herein expressed.

The rights and obligations contained in this Agreement and the terms and condition hereof shall be deemed to be covenants running with the land and binding upon the parties and their respective successors and assigns.

(signatures of both parties)

STATE OF TEXAS COUNTY OF BRAZOS This instrument was acknowledged before me on (date) by (property owner) Notary Public, State of Texas

STATE OF TEXAS COUNTY OF BRAZOS This instrument was acknowledged before me on (date) by (property owner) Notary Public, State of Texas

REVOVATION: Failure to comply with the shared parking provisions of Section 7.2.K Alternative Parking Plans, shall constitute a violation of the Unified Development Ordinance and shall specifically be cause for revocation of a Certificate of Occupancy or Building Permit.

PROVIDE ATTACHMENTS: Shared Parking Study Form



USEFUL ON-LINE RESOURCES

1. Maximizing Urban-Core Parking with Private Public and Private-Private Parking Agreements - Convening Findings, Nelson Nygaard, 2015 for Urban Sustainability Directors Network

This is a comprehensive toolkit on shared parking. It lays out the value of shared parking to property owners and communities, discusses types of shared parking agreements, issues to consider, and a process list for making shared parking a reality. The document includes slides from presentations that could be useful in explaining the value of shared parking.

https://www.usdn.org/uploads/cms/documents/2015usdnconvening_summary.pdf

2. Shared Parking – Sharing Parking Facilities Among Multiple Users, TDM Encyclopedia, Victoria Transport Policy Institute, updated 2015

Another comprehensive explanation of shared parking covering the benefits and costs of shared parking, its implementation, impacts, best practices, and application in different development settings. Case studies and numerous resources are also included on the site.

<http://www.vtpi.org/tdm/tdm89.htm>

3. Sub-regional Planning Tools, Shared Parking, The Houston-Galveston Area Council

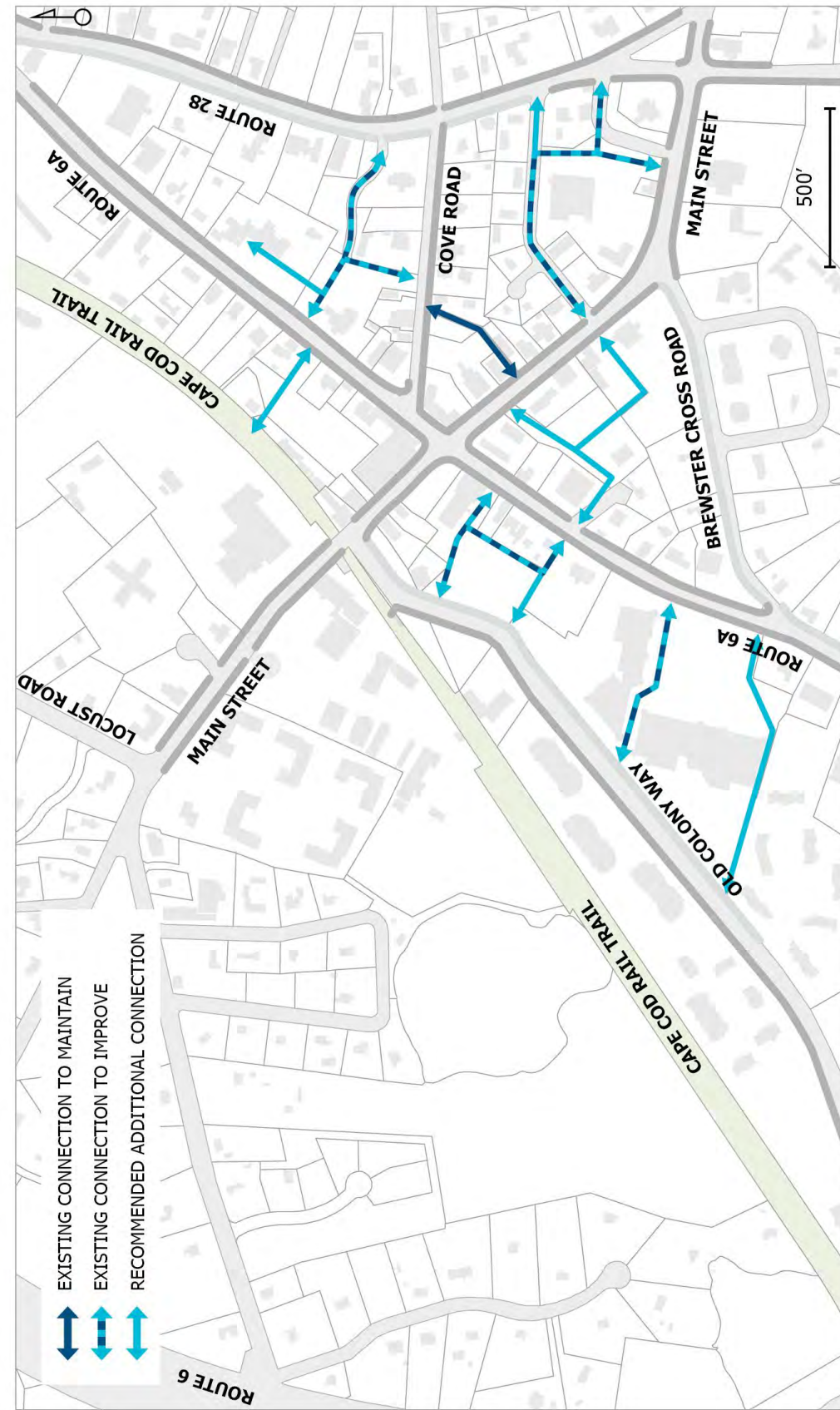
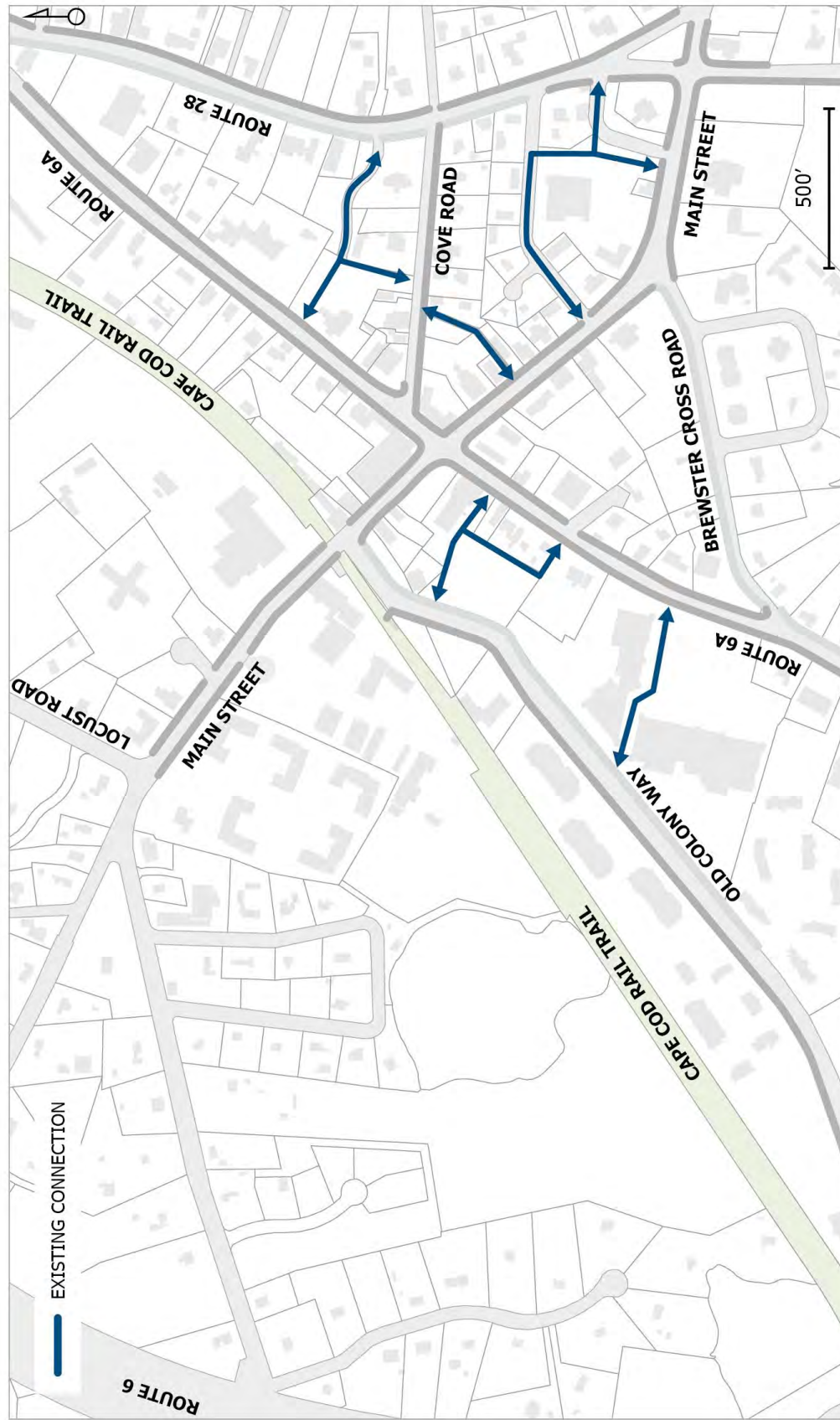
A brief outline of shared parking, its benefits and implementation, and resources for more information and sample ordinances.

http://subregional.h-gac.com/toolbox/Transportation_and_Mobility/Parking_Management/Shared%20Parking-final.html



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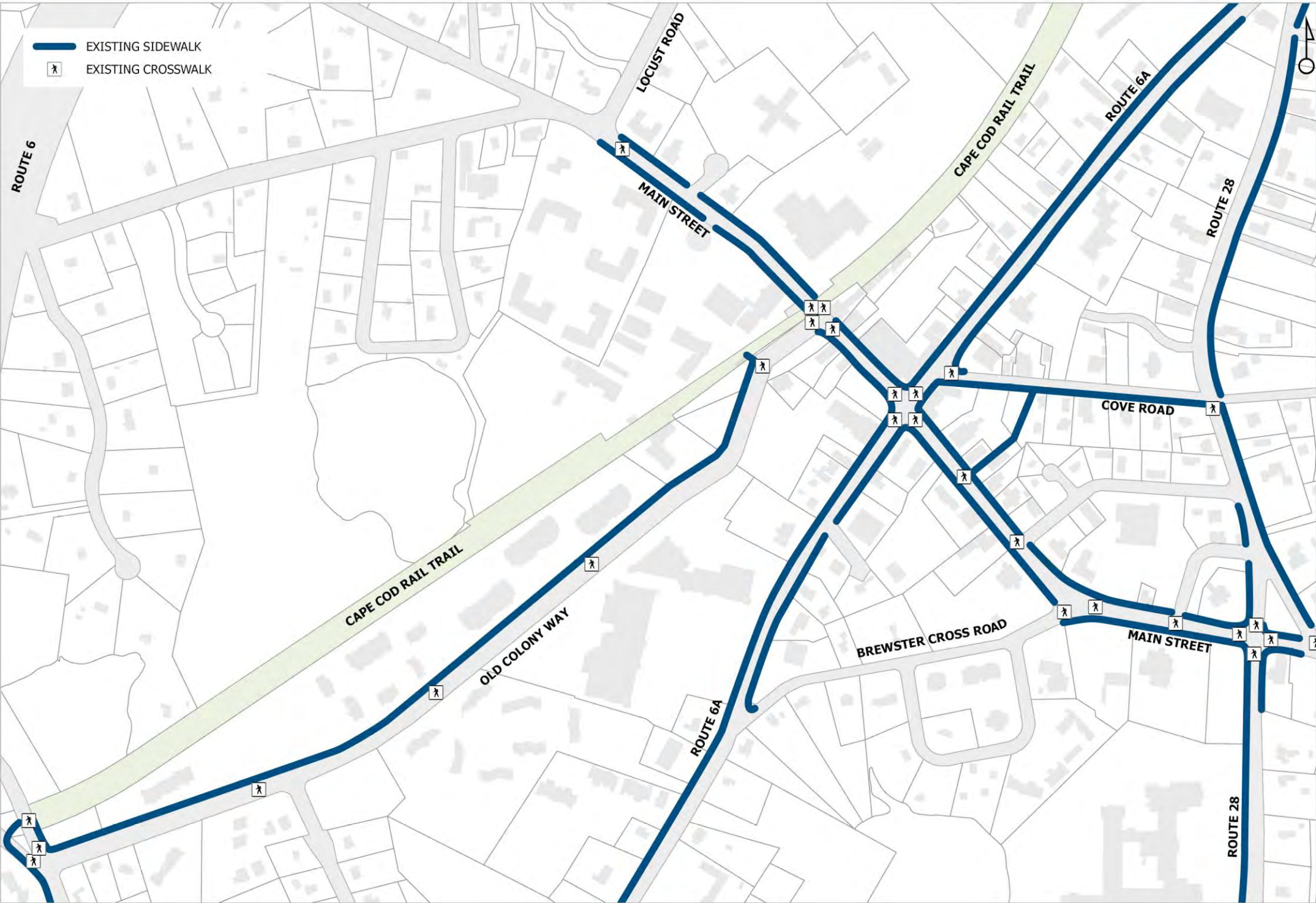
APPENDIX 6 – CIRCULATION NEXT STEPS MAP



Connections

Existing Conditions and Recommended Improvements

The information depicted on these maps is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis. It should not substitute for actual on-site survey, or supersede deed research.

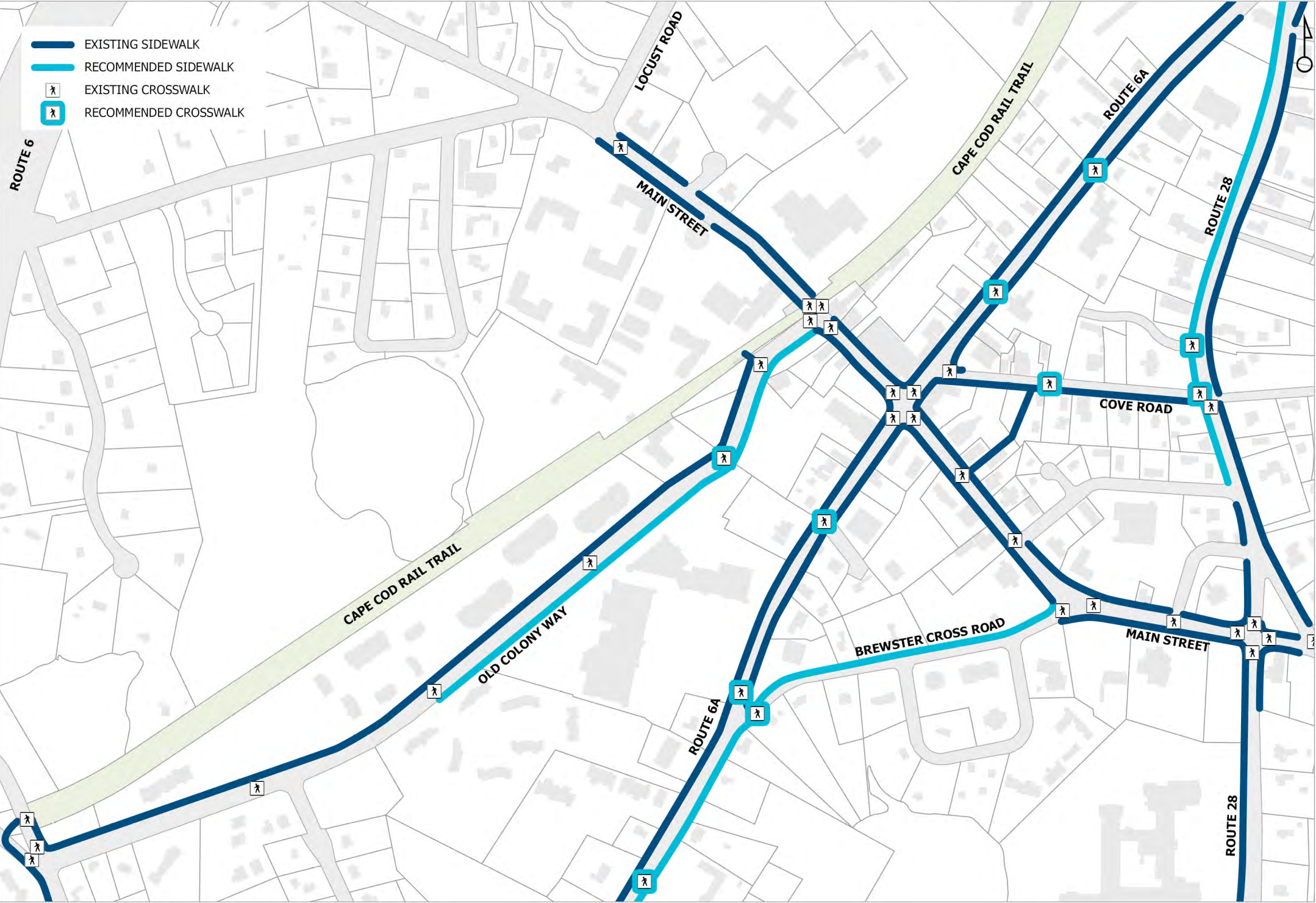


Sidewalks and Crosswalks Existing Conditions

The information depicted on these maps is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis. It should not substitute for actual on-site survey, or supersede deed research.

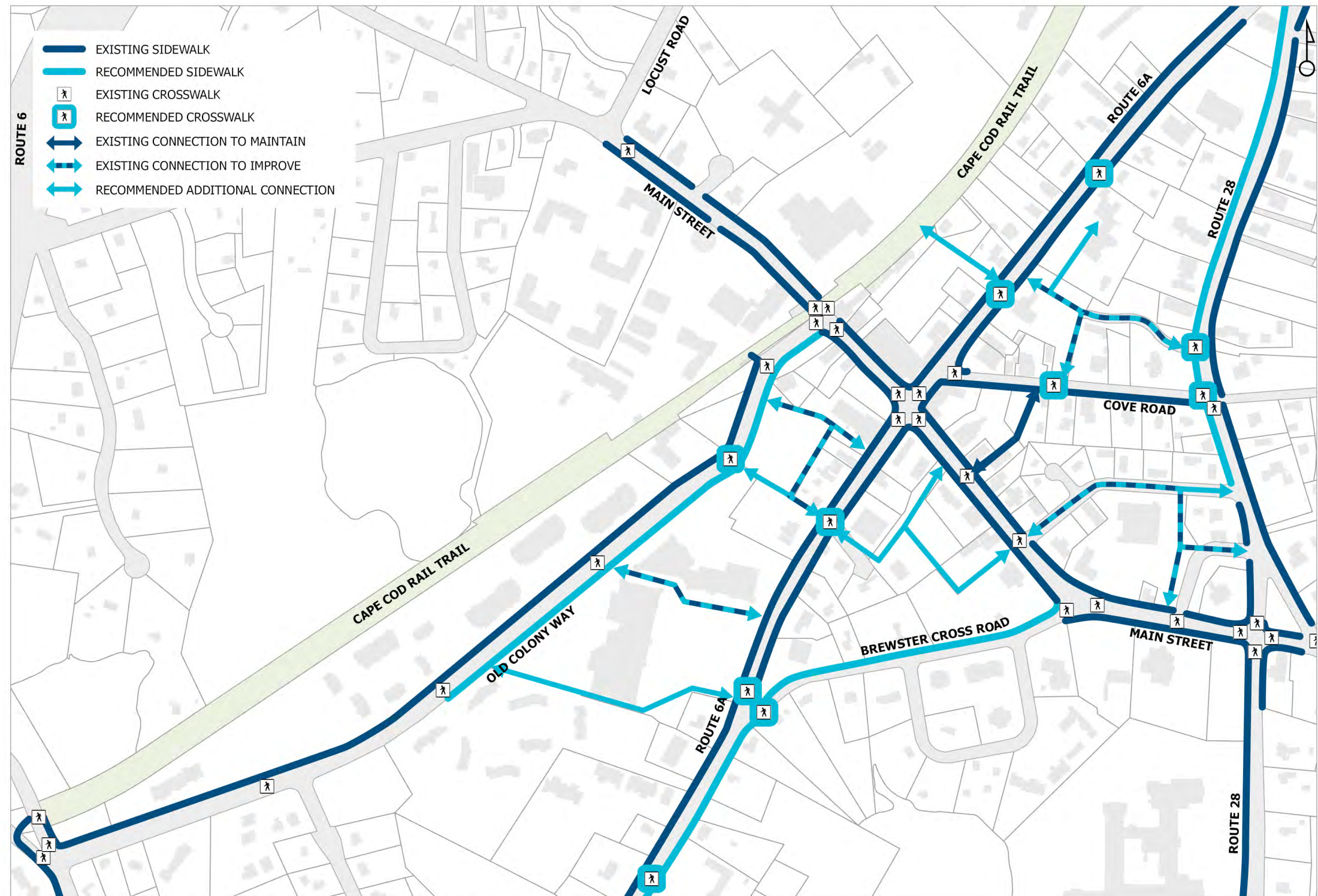
500'





Sidewalks and Crosswalks Existing Conditions and Recommended Improvements

The information depicted on these maps is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis. It should not substitute for actual on-site survey, or supersede deed research.



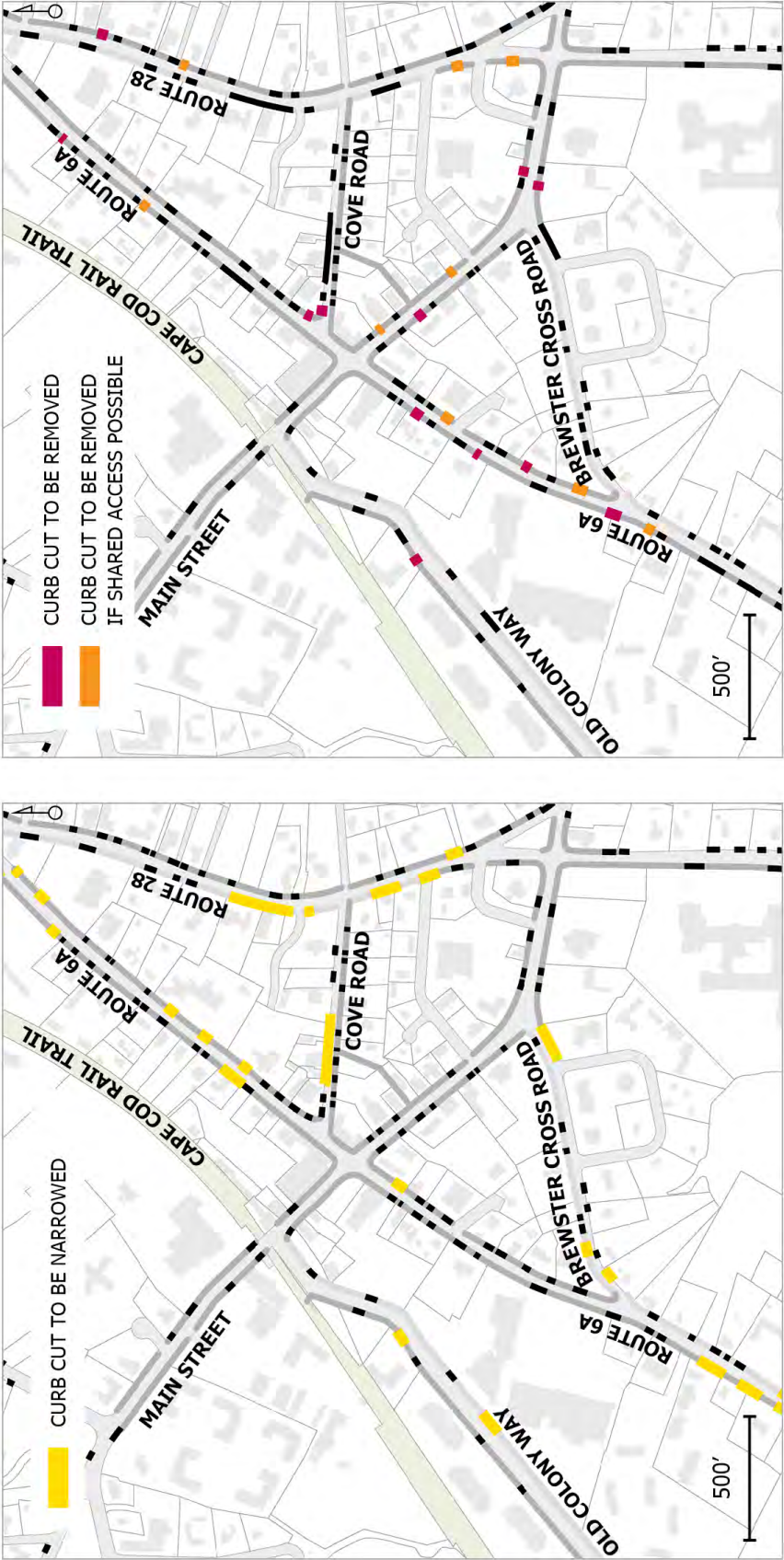
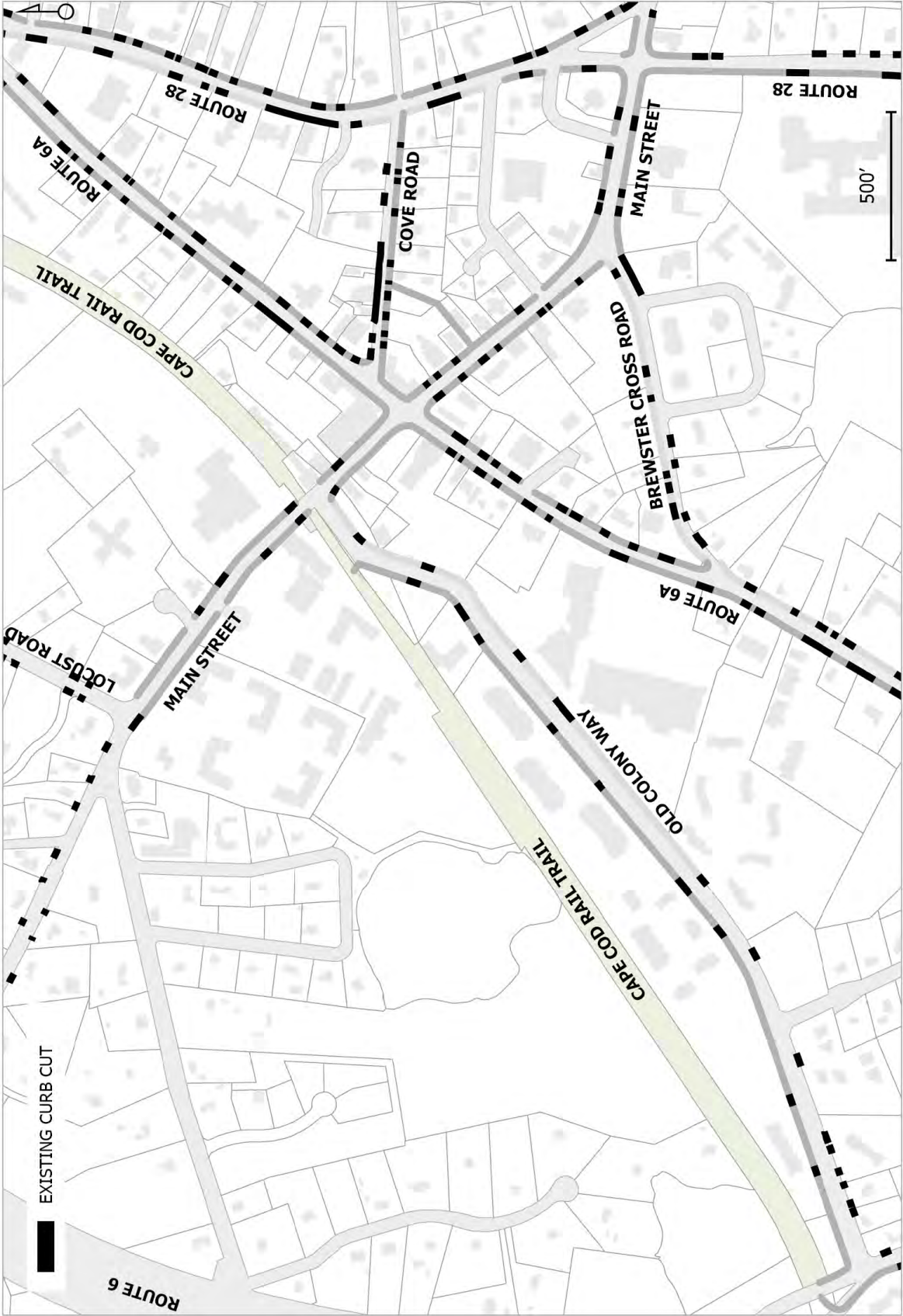
Sidewalks, Crosswalks, and Connections

Existing Conditions and Recommended Improvements

The information depicted on these maps is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel level analysis. It should not substitute for actual on-site survey, or supersede deed research.

500'





Curb Cuts

Existing Conditions and Recommended Improvements

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CAPE COD COMMISSION

3225 MAIN STREET • P.O. BOX 226 • BARNSTABLE, MASSACHUSETTS 02630
(508) 362-3828 • Fax (508) 362-3136 • www.capecodcommission.org



JENNIFER CLINTON

ENVIRONMENTAL POLICY & COMMUNICATIONS SPECIALIST

CONTACT

JENNIFERECLINTON@GMAIL.COM

781-454-8063

PROFILE

Experienced in stakeholder engagement, communications strategy design and implementation, and economic development research and analysis. Research and work experience focuses on coastal communities, resiliency, and sustainability.

EDUCATION

M.S. AGRICULTURAL AND RESOURCE ECONOMICS

University of Connecticut
2011-2013

- USDA National Needs Fellowship in Integrated Watershed Management
- Thesis: *Costs and Benefits of Marine Spatial Planning in Long Island Sound*
- Internships: Institute for European Environmental Policy (2013), National Marine Protected Areas Center (2012)
- GPA: 3.97/4.0

B.A. POLITICS

Fairfield University
2005-2009

- Study Abroad: School for Field Studies Center for Marine Resource Studies, Turks and Caicos Islands
- Internship: Marine Policy Center, Woods Hole Oceanographic Institution (2008)
- GPA: 3.73/4.0

PROFESSIONAL EXPERIENCE

SPECIAL PROJECTS COORDINATOR

Cape Cod Commission | Barnstable, MA | 2014-2016; 2017-Present

Research, data visualization, and project management for regional wastewater initiatives, climate change resiliency planning, and economic development projects for the 15 communities on Cape Cod.

- Coordinate subject matter experts, web developers, and stakeholders to develop decision support tools and data dashboards to educate and empower environmental policy decision-makers (financial impacts of wastewater investments; housing affordability; historical development patterns)
 - www.capecodcommission.org/housingdata;
 - www.capecodcommission.org/blackbox
- Project manager for economic research projects, including socio-economic elements of the NOAA Coastal Resilience grant and a hotel feasibility study for the Upper Cape
- Develop reports and presentations on regional and municipal economic development resources, costs and financing of wastewater planning, and communications strategy design
- Wrote successful applications for NOAA Coastal Resilience Grant (2016), EEA Planning Assistance Grant (2017)

ENVIRONMENTAL PLANNER

Tighe & Bond, Inc. | Shelton, CT | 2016-2017

Planning and permitting support for municipal and private projects.

- Drafted municipal separate storm sewer systems (MS4) permits for 5 CT towns to ensure compliance with NPDES regulations
- Wrote and coordinated permit applications to municipal agencies, CT DEEP, and the US Army Corps of Engineers for public and private development projects

Continued on reverse

JENNIFER CLINTON

ENVIRONMENTAL POLICY & COMMUNICATIONS SPECIALIST

SKILLS

TECHNICAL

MS Office (Word, Excel, PowerPoint, Outlook)

Tableau

Google Docs (Forms, Sheets)

Prezi

Blogging (WordPress, Constant Contact)

Social Media (Facebook, LinkedIn, Instagram, Twitter, Buffer)

ArcGIS

NON-TECHNICAL

Excellent communications and interpersonal skills

Leadership and mentoring experience

Conversational French

PROFESSIONAL EXPERIENCE cont'd

SUSTAINABILITY COORDINATOR

UConn Office of Environmental Policy | Storrs, CT | 2012-2013

Developed and implemented environmental awareness initiatives, coordinating with UConn staff, faculty members, and student organizations.

- Supervised 7 interns in planning outreach events (festivals, dorm energy reduction competitions, fundraising initiatives, educational programming on climate change, etc.)
- Designed and implemented event marketing strategy (including marketing collateral for campus, blogs, and social media posts)
- Led data management team for AASHE survey

CAMPUS ALUMNI COORDINATOR

The School for Field Studies | Salem, MA | 2009-2011

Managed young alumni program for SFS. Member of Institutional Relations, Marketing, and Admissions team.

- Designed and implemented communications strategy and incentives program for recent program graduates
- Traveled to US universities to speak with students and faculty about SFS programs, recruiting new students for study abroad programs throughout the academic year
- Managed SFS social media, wrote and edited content for monthly blog on WordPress

PROFESSIONAL DEVELOPMENT

2017

Member of Milford Economic Development Council. Volunteer, Connecticut Audubon Society. Member, Environmental Business Council of New England, Inc. (2016-Present).

2016

Attended NOAA Office of Coastal Management's Project Design and Evaluation Workshop, Falmouth, MA. Member, American Planning Association (2016-17). Member, Cape Cod Young Professionals (2015-17)

2015

Presented at ESRI User Conference, San Diego, CA. Attended Coastal and Marine Spatial Planning Advancement Training, Groton, CT.