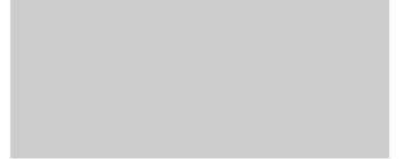
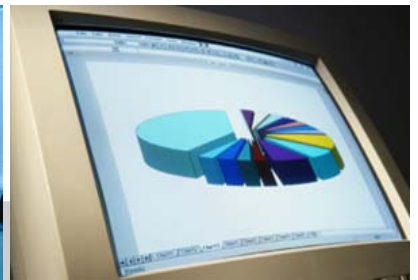




Cape Cod Business Climate Survey

May 2012



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Introduction

Background

The Cape Cod Commission (the Commission) is the regional planning agency for Cape Cod. Its mission is to manage growth, protect Cape Cod's unique environment and character, and foster a healthy community for present and future generations.

The Commission contacted the University of Massachusetts Donahue Institute (the Institute) to conduct a survey of the business climate on Cape Cod for the second time in two years. The goals of the survey were to better understand the opinions of the business community on development and land use issues, and to understand the cost of doing business in Barnstable County and the impediments to business growth experienced by local businesses.

The survey results presented in this report provide valuable information about the business climate on Cape Cod. The results are intended to support better policymaking and program design that will, in turn, lead to a healthy year-round economy and long-term economic growth. The survey includes questions on:

- Business Environment
- Business Costs
- Education and Workforce Quality
- Capital Availability
- Goods and Services Availability
- Regulatory and Tax Environment
- Business Operations
- Opinions on Development and Development Policies

Research Questions

There are three primary research questions that have driven this project:

1. What is a typical business on Cape Cod?
2. What are the major expenses for businesses and obstacles to business growth on Cape Cod?
3. Does the business community support the Commission's ideas for economic growth as described in the Regional Policy Plan?

Survey Development

The Institute used the formerly developed Cape Cod Business survey with the addition of a single question regarding to which local chamber(s) of commerce the business belonged.

The original survey instrument was developed through an iterative process conducted by the Institute and a committee created by the Commission. This committee included representatives from multiple community-based

organizations on the Cape. The survey instrument consisted primarily of closed-ended response items with a limited number of open-response questions. The original version of the survey was completed in spring of 2011.

Survey Implementation

The Institute used a Web-based questionnaire in order to reach respondents in an efficient and cost-effective manner. Survey Monkey™ is a fully web-hosted survey software application developed for researchers, evaluators, and performance improvement specialists.

In order to distribute the survey in the most efficient manner, the Institute worked directly with the Local Cape Chambers Collaborative (LC3), an organization of select Cape Cod Chambers of Commerce who are striving to effect change on a local level. Representatives from the twelve LC3 participating chambers, including Brewster, Cape Cod Canal Region, Chatham, Dennis, Eastham, Falmouth, Harwich, Hyannis, Mashpee, Orleans, Sandwich, and Wellfleet, emailed each of their members detailing the importance of completing the Cape Cod Business Survey. Chamber members were asked to use a link embedded in the email to complete the business climate survey. The initial email to Cape Cod business members was distributed on Monday, March 26th. Two reminders were sent early during the weeks of April 2nd and 9th with the survey close date of Sunday, April 15th.

Each of the participating chambers was asked to provide information on the number of individuals and distinct businesses to whom they emailed the Cape Cod business survey. It is important to note that many businesses are members of more than one local chamber. As such, many businesses likely received multiple invitations to complete the survey from various local chambers. Since the Institute was not provided with a list of member emails, it is impossible to determine an accurate count of distinct individuals and businesses to whom the survey was distributed and the resultant response rates from this methodology. The following chart provides the self-reported counts from each of the Chambers.¹

Cape Cod Business Survey Distribution		
Town*	Total Individuals	Distinct Businesses
Brewster	215	175
Cape Cod Canal Regional	900	673
Chatham	<i>Data not provided</i>	<i>Data not provided</i>
Dennis	303	303
Eastham	609	195
Falmouth	1100	667
Harwich	435	325
Hyannis	<i>Data not provided</i>	<i>Data not provided</i>
Mashpee	<i>Data not provided</i>	<i>Data not provided</i>
Orleans	380	365
Sandwich	509	275
Wellfleet	301	301
TOTAL	4,752	3,279

¹ The following three chambers did not provide counts – Chatham, Hyannis, and Mashpee.

Given the issue of duplicative counts and missing data, the Institute asked the LC3 if they had an unduplicated count of members served by the LC3 as a whole. The LC3 estimates serving approximately 8,000 members across Cape Cod. While these counts do not distinguish between individuals and distinct businesses, the LC3 estimates that approximately 95%, or 7,600, of these members represent distinct businesses.

In the end, 639 individuals logged onto the Cape Cod Business Survey. Seven of those surveys provided only very limited demographic responses, however, and were eliminated from the analysis. **Consequently, the Cape Cod Business Survey report is based on 632 unique survey responses, for an estimated response rate of 8.3%.**

Survey Results

Research Question #1

What is a typical business on Cape Cod?

Surveys were distributed to members of the twelve Local Cape Chambers Collaborative (LC3), an organization of select Cape Cod Chambers of Commerce who are striving to effect change on a local level. As highlighted below, survey respondents are well distributed across chambers, with highest representation from the following four chambers: Falmouth, Hyannis, Chatham, and Harwich.

Table 1. To which Chamber(s) of Commerce does your business belong to?	
Town*	N=632
Brewster	11.7%
Cape Cod Canal Regional	17.4%
Chatham	3.6%
Dennis	8.4%
Eastham	10.6%
Falmouth	20.6%
Harwich	17.2%
Hyannis	19.1%
Mashpee	5.2%
Orleans	13.1%
Sandwich	12.8%
Wellfleet	11.7%

*The figures in this table total more than 100%, because some businesses belong to multiple Chambers of Commerce on the Cape. More than one-fifth of businesses belong to multiple chambers, ranging from 2 to 12 memberships.

Falmouth and Barnstable are the Cape towns where the largest number of respondents have a business. Twenty and nineteen percent of respondents, respectively, had at least one business location in these two communities. Harwich and Sandwich were third and fourth respectively, at 16% each. Less than 5% of respondents had a business in Chatham, Provincetown, or Truro. Approximately 20% of respondents reported having businesses in multiple locations on the Cape, ranging from two to all fifteen towns on the Cape.

Table 2. In which of the town(s) on Cape Cod is your business located?	
Town*	N=632
Barnstable	18.5%
Bourne	10.4%
Brewster	11.9%
Chatham	4.4%
Dennis	9.8%
Eastham	9.3%
Falmouth	20.4%

Table 2. In which of the town(s) on Cape Cod is your business located?	
Town*	N=632
Harwich	15.7%
Mashpee	7.3%
Orleans	12.0%
Provincetown	3.0%
Sandwich	16.0%
Truro	2.1%
Wellfleet	11.2%
Yarmouth	8.2%

*The figures in this table total more than 100%, because some businesses have multiple locations on the Cape.

Nearly one-half of businesses are organized as either sole proprietorship or as a Schedule S corporation. Schedule C and Limited Liability corporations were the third and fourth most common, at approximately 15% each. Less than 1% of Cape businesses are franchises.

Table 3. How is your business organized?	
Incorporation Method*	N=632
Schedule C Corporation	17.1%
Schedule S Corporation	24.5%
Limited Liability Corporation (LLC)	14.9%
Limited Partnership (LP)	1.7%
Sole Proprietor (self-employed)	24.7%
Franchise	0.6%
501c3	9.8%
Other Non-Profit	2.4%
Don't Know	3.6%
Other	0.7%

*The figures in this table add to more than 100%, because business can be incorporated by more than one method.

Two-thirds of the survey respondents were the owners of their business. About 55% of Cape businesses are family owned, and only 13% have a parent company.

Table 4. What is your position in this business?	
Position	N=628
Owner	66.4%
Operator	9.6%
Staff	16.7%
Other ²	7.3%

Table 5. Is your business family owned?	
Family Owned	N=622
Yes	55.9%
No	44.1%

² Other positions cited include: Executive Director, President, Director, Manager, Partner, Board Member, and volunteer.

Table 6. Does your business have a parent company?	
Parent Company	N=622
Yes	13.0%
No	87.0%

Nearly one-quarter of businesses are based out of a home, and only 5% operate as a franchise. It is possible for a business to be incorporated under one of several categories while also operating as a franchise. For example, a limited liability corporation can own several franchise restaurants. This likely explains the discrepancy in the percentage of businesses that identify as franchises in Tables 2 and 7.

Table 7. Is your business based out of a home?	
Based out of a home	N=619
Yes	22.6%
No	77.4%

Table 8. Does your business operate as a franchise?	
Franchise	N=623
Yes	5.1%
No	94.9%

About half of businesses on the Cape were started before 1992, and about half were started after 1992. The oldest business among survey respondents was started in 1797. In fact, seventeen respondents stated that their businesses were started in the 19th century or earlier. Meanwhile, eighteen of the businesses that responded to the survey were started in either 2011 or 2012, making them the newest businesses in the sample.

Table 9. In what year was your business established on the Cape?	
Category	N= 605
Median	1992
Range	1797 - 2012

Perhaps surprisingly, given the seasonal nature of the Cape economy, 80% of respondents reported that their business operates year round, and less than 9% of businesses are open six months or less. When in operation, nearly 70% of businesses are open 40 hours a week or more (but not 24 hours per day, seven days per week).

Table 10. For what portion of the year does your business operate?	
Portion of Year	N=614
Year Round	80.3%
7-11 Months	10.9%
3-6 Months	8.3%
Less Than 3 Months	0.5%

Table 11. When in operation how many hours per week is your business open?	
Hours Per Week	N=616
24 Hours per Day 7 Days a Week	16.1%
40 Hours or More (But Not 24 Hours/Day)	68.5%
Less Than 40 Hours a Week	9.3%
Occasional or Irregular Hours	6.2%

The two most frequently cited business sectors were accommodation and food services and retail trade. These two sectors represented one-third of responses. Thirteen percent of respondents stated that their business fit into some category other than the ones listed in the survey. Other services was the third most popular response.

Table 12. In which of the following business sectors would you categorize your business?	
Sector	N=572
Accommodation and Food Services	19.8%
Retail Trade	13.3%
Arts, Entertainment, Recreation	8.9%
Professional, Scientific, and Technical Services	8.0%
Real Estate and Rental and Leasing	8.0%
Finance and Insurance	6.1%
Health Care and Social Assistance	5.4%
Construction	4.5%
Educational Services	2.6%
Information Services	2.6%
Manufacturing	1.9%
Agriculture, Forestry, Fishery, and Hunting	1.6%
Wholesale Trade	1.4%
Transportation and Warehousing	1.2%
Public Administration	0.5%
Utilities	0.5%
Management of Companies and Enterprises	0.3%
Mining, Quarrying, and Oil and Gas Extraction	0.0%
Other Services	13.1%

More than 60% of businesses own their space and a further 12% would like to own it. For those businesses that would like to own their space but currently do not, a description of why they do not own it can be found in Appendix B.

Table 13. Which of the following best describes your business' current work space?	
Work Space	N=600
The business owns the space	62.8%
The business rents the space but wants to own	11.8%
The business rents the space and does not want to own	25.3%

On average, businesses on the Cape have about 17 full-time, year-round employees and another 6 full-time seasonal employees, but this average masks huge variation. Nearly three-fifths (57%) of businesses surveyed reporting having two or fewer full-time, year round employees, while less than five percent of businesses have a minimum of 100 full-time year-round employees. Similarly, 80% of businesses report having one or zero full-time seasonal employees. It appears that the bulk of employment opportunities on the Cape come from a relatively small number of employers.

Table 14. Please indicate the number of employees your business typically has in each of the following categories.³

Category (n=550)	Mean	Range
Part-time	9.5	0-1200
Temporary	1.7	0-150
Full-time Year-round	16.6	0-1000
Full-time Seasonal	5.7	0-500
Contractors	1.3	0-250
Guest/Foreign Workers	0.8	0-100
Mature/Senior Workers	0.7	0-62

More than 60% of respondents reported that they are employing the same number of people as last year, and also expect to be employing the same number in a year. Nearly 9 times as many respondents say they expect to increase the number of people they employ in the coming year than say they expect to decrease the number of employees they have. It is important to remember, however, that most businesses on the Cape only employ a very small number of people.

Table 15. Compared to a year ago, has the number of people currently employed by your business increased, decreased, or stayed the same?

Change in Employee Numbers	N=581
Increased	22.5%
Decreased	13.9%
Stayed the Same	63.5%

Table 16. A year from now, how many people do you expect to employ?

Change in Employee Numbers	N=578
More than Currently	27.2%
The Same as Currently	61.2%
Fewer than Currently	3.1%
Don't Know	8.5%

Reported annual revenues varied widely among respondents. More than two-fifths (43%) of businesses earned less than \$250,000 annually. However, more than one quarter (27%5) reported earnings between one-quarter and one million dollars, and nearly one-third (30%) earned one million dollars or more.

Table 17. What were your business' gross revenues for the last fiscal year?

Revenues	N=520
Less than \$50,000	15.8%
\$50,000-\$99,999	9.0%
\$100,000-\$249,999	18.3%
\$250,000-\$499,999	13.7%
\$500,000-\$749,999	7.9%
\$750,000-\$999,999	5.0%
\$1 Million-\$2.5 Million	13.8%
More than \$2.5 Million	16.5%

³ One respondent was eliminated from this analysis, because their responses were so much larger than all the others that it was skewing the data. The removed respondent reported 6000 full-time employees which would bring the full-time year-round employees average up to 27 employees.

Despite the fact that Cape Cod has a large tourism industry, one-half of respondents stated that their primary customer base is comprised of local residents, with an additional 18% reporting business to business or the Internet as their primary customer base. Approximately one-third of respondents identified seasonal and short-term visitors as the largest share of their customers. In the narrative section of the survey, respondents made it clear that they served both local residents and tourists.

Table 18. Which of the following best describes your customer base?	
Customers	N=511
Local Residents	49.5%
Seasonal/Short-term Visitors	32.7%
Internet	2.5%
Business to Business	15.3%

The single largest source of capital for Cape businesses is personal and family savings. Nearly one-half of businesses have used either personal or family savings as a source of capital for their business. The second largest source of capital is credit cards. Approximately one-third of businesses have used personal or business credit cards as a source of capital. Less than 10% of businesses have been able to take advantage of a government loan or a government-backed loan.

Table 19. Which of the following were sources of capital for your business over the last 5 years?	
Sources of Capital*	N=543
Personal/Family Savings of the Owners	49.2%
Personal/Business Credit Cards	32.4%
Non-Government Guaranteed Loan From a Bank/ Financial Institution	17.9%
Personal/Family Home Equity Loan	16.4%
Loan/Investment from Family or Friends	7.4%
Grants	7.4%
Business Loan from Federal, State, or Local Government	5.0%
Government Guaranteed Loan From a Bank/Financial Institution	5.0%
Investment by Venture Capitalists	0.9%
Other	10.7%
Don't Know	4.1%
None	15.8%

*The figures in this table total more than 100%, since businesses reported more than one source of capital.

One-half of businesses report having utilized business resources from their local chamber of commerce and/or from the Cape Chamber of Commerce. However, more than two-fifths of businesses say they have not utilized any of the resources provided by the various economic development organizations on the Cape.

Table 20. Has your business ever utilized business resources provided by any of the following organizations?	
Organizations*	N=533
Local Chamber of Commerce	39.8%
Cape Chamber of Commerce	28.9%
Business or Industry Associations	13.3%
SCORE	11.6%
U.S. Small Business Administration	11.4%
Coastal Community Capital	8.1%
Entrepreneurial Networks	6.4%

Table 20. Has your business ever utilized business resources provided by any of the following organizations?	
Organizations*	N=533
Community Development Partnership (a.k.a. Lower Cape CDC)	5.6%
Cape Cod Economic Development Council	4.1%
Regional Technology Development Center (RTDC)	0.6%
Business Incubators	0.2%
None	41.1%

*The figures in this table total more than 100%, because businesses have used more than one of the listed resources.

Nearly three-quarters of respondents reported that they expect their business to exist on the Cape in 10 years time, and only 12% stated that they expect it won't exist. Among those who said that they do not expect their business to exist in 10 years, nearly one half believe that the reason it will close is their retirement. Moreover, nearly 40% of businesses that say they will not exist in 10 years say they will have either closed or will have relocated off the Cape.

Table 21. Do you believe your business will exist on Cape Cod in 10 years?	
Response	N=539
Yes	74.2%
No	11.5%
Don't Know	14.3%

Table 22. If you do not believe your business will exist on Cape Cod in 10 years, why not?*	
Response	N=61
Closing	14.8%
Selling	13.1%
Retiring	47.5%
Relocating off Cape Cod	24.6%

*Data in this table represents responses only from those respondents who said they did not expect their business to exist on Cape Cod in 10 years.

Research Question #2

What are the major expenses for businesses and obstacles to business growth on Cape Cod?

The expenses that businesses on the Cape appear to be most concerned about are the costs of health insurance, energy, and real estate. The cost of homes on the Cape makes it more difficult for businesses to attract workers, but high real estate prices also make owning or renting business space on the Cape more difficult. The cost of employee wages and business supplies do not appear to be a primary concern for respondents.

Cape Cod businesses were provided with a list and asked to identify to what extent, if any, each of these issues served as a barrier or impediment to their business' success. The most frequently cited barriers to business success included the following:

- Cost of health insurance
- Cape Cod's cost of living
- Real estate prices on Cape Cod
- Cost of energy, and
- Finding employees with the right skills for the job.

At least two-thirds of respondents rated these five issues as either a significant barrier or somewhat of barrier to their business' success. It is important to note that more than half of businesses cited the cost of health insurance as a significant barrier to their success.

Table 23. To what extent, if any, does each of the following issues pose a barrier or impediment to your business' success?

Issue		Significant Barrier	Somewhat of a Barrier	Not a Barrier	No Opinion
Cost of Health Insurance	N=530	55.7%	22.3%	20.8%	1.3%
Cape Cod's Cost of Living	N=526	39.4%	43.0%	17.3%	0.4%
Real Estate Prices on Cape Cod	N=528	36.2%	37.9%	24.4%	1.5%
Cost of Energy	N=526	33.8%	40.3%	23.8%	2.1%
Finding Employees with the Right Skills	N=528	29.7%	37.1%	31.6%	1.5%
Sign Codes	N=529	20.4%	33.5%	42.7%	3.4%
Local Taxes	N=522	19.7%	33.9%	43.3%	3.1%
Employee Wages	N=524	17.6%	36.6%	43.1%	2.7%
Permits/Fees	N=527	18.6%	34.0%	44.2%	3.2%
Cost of Business Supplies/Materials	N=525	16.2%	37.3%	44.2%	2.3%
Zoning	N=529	19.3%	30.2%	46.3%	4.2%
Access to Capital	N=522	18.6%	29.7%	46.6%	5.2%
Finding Enough Employees	N=521	14.8%	28.0%	55.3%	1.9%
Licensing	N=521	13.1%	26.7%	57.8%	2.5%
Parking Regulations	N=523	11.7%	24.3%	61.2%	2.9%
On-line Competition	N=518	10.2%	26.6%	59.7%	3.5%

It should be noted, however, that in the narrative section of the survey several respondents commented that local taxes were too high, and that businesses were hampered by local regulations, both of which discouraged business growth. Some commentators also said that the Cape Cod Commission was itself a barrier to growth. Please see Appendix B for a complete narrative on other barriers to business success and suggestions for local and county government to support business growth.

In addition, Cape Cod businesses were asked to determine whether K-12 education, skill level of work force, and availability of affordable housing were viewed as strengths or weaknesses for the business climate on Cape Cod. According to the survey results, the largest issue facing Cape Cod's business climate is the lack of affordable housing with nearly two-thirds of respondents citing availability of affordable housing as a weakness. There was more divergence on responses on the impact of the skill level of the workforce with approximately one-third citing work force skill level as a strength and nearly 30% as a weakness. Finally, the majority (45%) of respondents indicated that the kindergarten through high school educational system on the Cape was a strength for businesses, with only 12% reporting it as a weakness.

Table 24. For each of the issues listed below, please indicate whether you believe it is a strength or a weakness for Cape Cod's business climate

Issue		Strength	Weakness	No Opinion
K-12 Education	N=536	45.0%	12.1%	42.9%
Skill Level of Workforce	N=529	32.3%	28.5%	39.1%
Availability of Affordable Housing	N=536	15.7%	62.1%	22.2%

Research Question #3

Does the business community support the Commission's ideas for economic growth as described in the Regional Policy Plan?

In terms of transportation infrastructure, approximately one-third of businesses say that Cape Cod needs to make it easier for visitors to travel there without driving, and nearly one-fifth say that the current transportation infrastructure is adequate. Only about one-fifth of respondents indicated that the Cape needs to add to its road and highway capacity.

Table 25. What is your opinion of the transportation infrastructure on Cape Cod?

Opinion	N=551
Cape Cod's current transportation infrastructure is adequate	17.8%
Cape Cod needs to add capacity to its roads and highways	20.7%
Cape Cod needs to do a better job maintaining its existing roads and highways but does not need to add capacity	19.6%
Cape Cod needs to make it easier for visitors to travel to Cape Cod without driving	33.2%
Don't Know/No Opinion	8.7%

Respondents' opinions on transportation infrastructure may reflect limited space in Barnstable County for additional roads and highways, rather than environmental concerns. Businesses' opinions on residential and commercial development as well as the protection of open space, however, suggest that respondents are concerned for the need to protect the Cape's environment.

More than two-fifth of respondents indicate that the current amount of residential development on the Cape is adequate, and another one-fifth believe that there is already too much residential development. Conversely, more than one-quarter of businesses believe there is not enough residential development, however, nearly two-thirds of these respondents believe that any new development should be limited to specific locations.

Table 26. What is your opinion of residential development on Cape Cod?

Opinion	N=553
The current amount of residential development on Cape Cod is adequate	42.7%
There is too much residential development	17.7%
There is not enough residential development	10.3%
There is not enough residential development, but new development should be limited to specific locations	18.1%
Don't Know/No Opinion	11.2%

When asked similar questions about commercial development on the Cape, more than half (55%) of respondents reported a desire for greater commercial development. However, similar to opinions above on residential development, the majority (60%) of these respondents believe that any new development should be limited to specific locations. Forty percent of businesses believe that there is either too much development or that the current amount is adequate.

Table 27. What is your opinion of commercial development on Cape Cod?	
Opinion	N=545
The current amount of commercial development is adequate	28.3%
There is too much commercial development	11.9%
There is not enough commercial development, Cape Cod should allow it wherever the market determines it best belongs	23.3%
There is not enough commercial development, but new development should be limited to specific locations	31.2%
Don't Know/No Opinion	5.3%

Forty-three percent of survey respondents stated that Cape Cod needs to protect more open space, while less than 15% said that the amount of open space protected on Cape Cod is limiting development and economic growth. Nearly 40% of businesses believe that the current amount of protected open space is sufficient.

Table 28. What is your opinion of open space on Cape Cod?	
Opinion	N=547
Cape Cod has protected the right amount of open space	37.5%
Cape Cod needs to protect more open space	43.0%
The amount of open space protected on Cape Cod is limiting development and economic growth	12.8%
Don't Know/No Opinion	6.8%

More than half of businesses reported that there is adequate protection of historic buildings and locations on Cape Cod, and an additional 28% said that Barnstable County needs to do a better job of protecting historic sites. Only 10% of respondents stated that there is too much protection of historic buildings and locations.

Table 29. What is your opinion of efforts to protect historic buildings and locations on Cape Cod?	
Opinion	N=547
There is adequate protection of historic buildings and locations on Cape Cod	54.1%
Cape Cod needs to protect more historic buildings and locations	28.3%
Cape Cod has protected too many historic buildings and locations	10.1%
Don't Know/No Opinion	7.5%

The quality of drinking water and the quality of water in the Cape's ponds and along its coast are a concern for businesses. Two-fifths of businesses stated that the quality of the Cape's drinking water is a moderate problem, with approximately one-quarter reporting the quality of drinking water as a serious problem and another quarter stating it is not a problem at all. Similarly, more than two-fifths of respondents said that the quality of water in the Cape's ponds and along the coast is a moderate problem. However, a higher percentage of respondents (33%) report that the quality of pond water and coastal water is a serious problem than said that the quality of drinking water is a problem.

Table 30. What is your opinion of the quality of drinking water on Cape Cod?	
Opinion	N=546
It is a serious problem	23.8%
It is a moderate problem	40.7%
It is not a problem	27.1%
Don't Know/No Opinion	8.4%

Table 31. What is your opinion of water quality in ponds and coastal waters on Cape Cod?	
Opinion	N=547
It is a serious problem	33.6%
It is a moderate problem	42.8%
It is not a problem	12.1%
Don't Know/No Opinion	11.5%

One section of the business climate survey asked respondents to indicate what kinds of new commercial development they would support for the Cape. Businesses seem to support development opportunities that support the Cape as both a neighborhood and tourist destination that do not harm the natural beauty and historical nature and character of Barnstable County.

Respondents reported that they would support the creation of a technology firm or a light manufacturing firm, businesses that would not have a large impact on the environment, but would oppose a gravel mining operation. The majority of businesses also said that they would support the development of businesses that serve tourists, such as a regional cultural or conference, a marina, a sports field or athletic complex, or a large hotel. At the same time, businesses also seem interested in protecting the unique and historical nature of the Cape. They stated that they would oppose the development of either an enclosed mall or a strip mall, as well as the locating of a national fast food chain on the Cape. Conversely, businesses overwhelmingly support the development of an independent neighborhood business. There is mixed opinion on the development of a large supermarket or a golf course with a plurality in support of these developments.

Table 32. Suppose that each of the following new businesses were being proposed for development on Cape Cod. For each, please indicate if you would support or oppose it.				
Business		Support	Oppose	No Opinion
A Neighborhood Business	N=531	90.4%	2.1%	7.5%
A technology firm	N=532	90.2%	2.3%	7.5%
A Regional Cultural Center	N=534	80.0%	6.0%	14.0%
Light Manufacturing firm	N=534	76.0%	6.4%	17.6%
A Regional Conference Center	N=531	74.8%	7.2%	18.1%
A Marina	N=536	70.9%	6.7%	22.4%
A Sports Field/Athletic Complex	N=535	59.8%	9.7%	30.5%
50+ Room Hotel	N=533	53.1%	23.3%	23.6%
A Large Supermarket	N=527	39.1%	24.9%	36.1%
A Golf Course	N=533	35.3%	32.1%	32.6%
An Enclosed Shopping Mall	N=532	23.1%	50.8%	26.1%
A National Fast Food Chain	N=534	20.0%	53.9%	26.0%
Gravel mining	N=524	16.8%	54.6%	28.6%
A Strip Mall	N=531	14.3%	58.0%	27.7%

Internet Infrastructure

Survey respondents were asked to describe their business's internet infrastructure. The vast majority (93%) of businesses have web sites, but only about two-fifths of businesses sell anything over the web. Of those businesses that do have internet sales, approximately two-thirds of them make one quarter or less of their total sales via the web.

Table 33. Does your business have a website?	
Response	N=537
Yes	92.6%
No	7.4%

Table 34. Does your business sell any products or services over the internet?	
Response	N=536
Yes	41.2%
No	58.8%

Table 35. Approximately what percentage of your business' total sales are made over the internet?*	
Response	N=203
1%-25%	64.0%
26%-50%	16.3%
51%-75%	11.3%
76%-100%	8.4%

*Data in this table represents responses only from those respondents that said they sold any products or services over the internet.

Business-class internet cable service is the largest type of internet connection among Cape businesses, followed by a Digital Subscriber Line (DSL), wireless via Wi-Fi, and residential-grade internet cable service. Businesses reported overwhelmingly that their current internet connection is sufficient for their needs. This is perhaps not surprising, given the relatively low percentage of sales made via the web by Cape businesses. If businesses were helped to increase their web sales they might see a need to upgrade their connections.

Table 36. What type(s) of internet connection does your business have?	
Response*	N=536
Telephone Dial-up	3.5%
Commercial Satellite (Consumer Grade HughesNet)	0.9%
Dedicated Satellite (Private provider)	0.6%
DSL from Verizon or a 3 rd Party	29.5%
Residential Grade Internet Cable Service	14.0%
Business Class Internet Cable Service	37.1%
Broadband via a T1 Line	6.9%
Wireless via Wi-Fi	24.6%
Symmetrical High-Speed Wireless (>100Mbps)	1.1%
Symmetrical High-Speed Ethernet (>10Mbps)	0.9%
Symmetrical High-Speed Ethernet (>50Mbps)	0.6%
Symmetrical High-Speed Ethernet (>1Gbs)	0.4%
Fiber or Microwave Wave Length Service	1.1%
Don't know	6.0%
None	1.5%

*The figures in this table total more than 100%, because respondents have more than one type of internet connection.

Table 37. Is your internet connection sufficient for your needs?	
Response	N=337
Yes	85.1%
No	14.1%

Given that businesses had already said that their current internet connection is sufficient, it is not surprising that they also indicated, for each broadband service listed, that they either have it and it is sufficient or they do not have it but do not need it.

Table 38. For each of the following broadband services, please indicate whether or not your business currently has the service					
Service		Have, and is sufficient	Have, but needs improvement	Do not have, but need it	Do not have, do not need
Basic Web and Email	N=519	83.0%	16.0%	0.0%	0.8%
Host your own Web and Email Server	N=490	47.8%	12.0%	6.9%	33.3%
Provide Guest or Customer Connectivity to the Internet	N=489	38.0%	17.6%	4.5%	39.9%
Web-based Store with shopping cart that can process credit card transactions and sales; and/or provide on-line availability and reservations	N=489	18.6%	8.6%	11.2%	61.6%
Perform File Transfer Protocol (FTP) Services	N=471	24.8%	9.1%	9.1%	56.9%
Telecommuting	N=483	22.4%	11.0%	8.1%	58.6%
Participate in On-line Meetings	N=496	31.7%	9.7%	9.5%	49.2%
Upload or Publish Content to Customers or Vendors	N=480	37.7%	14.0%	7.7%	40.6%
Perform Interactive Business/Professional Transactions, (e.g. real-time accounting, medical records, equipment control, etc.)	N=483	22.6%	9.5%	8.7%	59.2%

Environmental Issues

Finally, survey participants were asked about a few environmental issues. Most businesses either use a standard title 5 system or have access to some kind of treatment facility. About 5% of businesses indicated that they still use a cesspool or cesspit for waste water treatment.

Table 39. What type of waste water disposal system does your business currently have?	
Waste water system	N=522
Standard Title 5	62.3%
Municipal Sewer	18.2%
Innovative Alternative	2.3%
Neighborhood Waste Water Treatment	1.1%
Cesspool/Cesspit	5.9%
Don't Know	10.2%

Nearly 70% of respondents indicated that they are interested or very interested in on-site renewable energy generation. This is likely due to environmental concerns and/or to the cost of energy.

Table 40. How interested are you in on-site renewable energy generation?	
Response	N=528
Very Interested	35.4%
Interested	33.5%
Not Very Interested	22.7%
Not at all Interested	8.3%

Fifty-six percent of businesses said that they currently use green or sustainable business practices, and more than one-half of these businesses also reported that they would be interested in a green business certification program.

Table 41. Does your business currently utilize green/sustainability practices?	
Response	N=533
Yes	55.5%
No	33.4%
Don't Know	11.1%

Table 42. Would your business participate in a green business certification program?*	
Response	N=292
Yes	54.5%
No	17.8%
Don't Know	27.7%

*Data in this table represents responses only from those respondents that said they currently utilize green/sustainability practices.

Appendix A: Cape Cod Business Climate Survey

Cape Cod Business Climate Survey

Introduction

We greatly appreciate and value the time that every respondent has committed to participate in this survey.

Your experiences and opinions will help us better understand the business climate on Cape Cod. Results of the survey will inform local and regional planning and economic development efforts to facilitate and achieve a healthy business climate.

The survey is being administered by the University of Massachusetts Donahue Institute. The survey is completely confidential; your individual responses will not be shared with anyone. It should take about 15 minutes to complete. The survey asks you to describe your business, asks about your opinion of various issues related to development on the Cape, and about certain environmental issues on Cape Cod. When completing the survey please do not use the back arrow on your internet browser.

Again, thank you in advance for your time and participation!

1. Which Chamber(s) of Commerce does your business belong to? (Choose all that apply)

- | | |
|---|---------------------------------|
| <input type="radio"/> Brewster | <input type="radio"/> Harwich |
| <input type="radio"/> Cape Cod Canal Regional | <input type="radio"/> Hyannis |
| <input type="radio"/> Chatham | <input type="radio"/> Mashpee |
| <input type="radio"/> Dennis | <input type="radio"/> Orleans |
| <input type="radio"/> Eastham | <input type="radio"/> Sandwich |
| <input type="radio"/> Falmouth | <input type="radio"/> Wellfleet |

2. In which Cape Cod town(s) is your business located? (Choose all that apply)

- | | |
|----------------------------------|------------------------------------|
| <input type="radio"/> Barnstable | <input type="radio"/> Mashpee |
| <input type="radio"/> Bourne | <input type="radio"/> Orleans |
| <input type="radio"/> Brewster | <input type="radio"/> Provincetown |
| <input type="radio"/> Chatham | <input type="radio"/> Sandwich |
| <input type="radio"/> Dennis | <input type="radio"/> Truro |
| <input type="radio"/> Eastham | <input type="radio"/> Wellfleet |
| <input type="radio"/> Falmouth | <input type="radio"/> Yarmouth |
| <input type="radio"/> Harwich | |

3. How is your business organized?
 - Schedule C corporation
 - Schedule S corporation
 - Limited Liability Corporation (LLC)
 - Limited Partnership (LP)
 - Sole Proprietor (self-employed)
 - Franchise
 - 501c3
 - Other non-profit
 - Don't know
 - Other _____

4. What is your position in this business?
 - Owner
 - Operator
 - Staff
 - Other _____

5. Is your business family owned?
 - Yes
 - No

6. Does your business have a parent company?
 - Yes
 - No

7. Is your business based out of a home?
 - Yes
 - No

8. Does your business operate as a franchise?
 - Yes
 - No

9. In what year was your business established on Cape Cod? _____

10. For what portion of the year does your business operate?
 - Year round
 - 7-11 months
 - 3-6 months
 - Less than 3 months

11. When in operation, how many hours per week is your business open?
 - 24 hours a day 7 days per week
 - 40 hours or more (but not 24 hours per day)
 - Less than 40 hours a week
 - Occasional or irregular hours

12. In which of the following business sectors would you categorize your business?
- Agriculture, Forestry, Fishery, and Hunting
 - Mining, Quarrying, and Oil and Gas Extraction
 - Utilities
 - Construction
 - Manufacturing
 - Wholesale trade
 - Retail trade
 - Transportation and Warehousing
 - Information
 - Finance and Insurance
 - Real Estate and Rental and Leasing
 - Professional, Scientific, and Technical Services
 - Management of Companies and Enterprises
 - Educational Services
 - Health Care and Social Assistance
 - Arts, Entertainment, Recreation
 - Accommodation and Food Services
 - Other Services
 - Public Administration
 - Other _____
13. Which of the following best describes your business' current work space?
- The business owns the space (please skip to question 15)
 - The business rents the space, but wants to own
 - The business rents the space, and does not want to own
14. If you would like to own your business' space but do not currently, what is preventing you from doing so? _____
15. Please indicate the number of employees your business typically has in each of the following categories:
- Part-time employees_____
 - Temporary staff_____
 - Full-time year round employees_____
 - Full-time seasonal staff_____
 - Contractors_____
 - Guest/foreign workers_____
 - Mature/senior workers_____
16. Compared to a year ago, has the number of people currently employed by your business increased, decreased, or stayed the same?
- Increased
 - Decreased
 - Stayed the same
17. A year from now during the same time period, how many people do you expect to employ?
- More than currently
 - The same as currently
 - Fewer than currently
 - Don't know

18. What were your business' gross revenues for the last fiscal year?
- Less than \$50,000
 - \$50,000 -\$99,999
 - \$100,000-\$249,999
 - \$250,000-\$499,999
 - \$500,000-\$749,999
 - \$750,000-\$999,999
 - \$1 million-\$2.5 million
 - More than \$2.5 million
19. Which of the following best describes your business' **primary** customer base?
- Local residents
 - Seasonal/Short-term visitors
 - Internet
 - Business to business
 - Other _____
20. Which of the following was a source of any capital used by your business over the last 5 years?
(Choose all that apply)
- Personal/family savings of the owner(s)
 - Personal/family home equity loan
 - Personal/business credit cards
 - Business loan from federal, state, or local government
 - Government guaranteed business loan from a bank or other financial institution
 - Non-government guaranteed business loan from bank/financial institution
 - Loan/investment from family or friends
 - Investment by venture capitalists
 - Grants
 - Don't know
 - None
 - Other _____
21. Has your business ever utilized business resources provided by any of the following organizations?
(Choose all that apply)
- Cape Cod Chamber of Commerce
 - Coastal Community Capital
 - Community Development Partnership (a.k.a. Lower Cape CDC)
 - U.S. Small Business Administration
 - Business or industry associations
 - Business incubators
 - Entrepreneurial networks
 - Regional Technology Development Center (RTDC)
 - Local chamber of commerce
 - SCORE
 - Cape Cod Economic Development Council
 - None

22. For each of the issues listed below, please indicate whether you believe it is a strength or a weakness for Cape Cod's business climate.

Issue	Strength	Weakness	Neutral/No Opinion
K-12 education			
Skill level of workforce			
Availability of affordable housing			

23. What is your opinion of the transportation infrastructure on Cape Cod?
- Cape Cod's current transportation infrastructure is adequate
 - Cape Cod needs to add capacity to its roads and highways
 - Cape Cod needs to do a better job maintaining its existing roads and highways, but does not need to add capacity
 - Cape Cod needs to make it easier for visitors to travel to Cape Cod without driving
 - Don't know/No opinion
24. What is your opinion of residential development on Cape Cod?
- The current amount of residential development is adequate
 - There is too much residential development
 - There is not enough residential development
 - There is not enough residential development, but new development should be limited to specific locations
 - Don't know/No opinion
25. What is your opinion of commercial development on Cape Cod?
- The current amount of commercial development is adequate
 - There is too much commercial development
 - There is not enough commercial development; Cape Cod should allow it wherever the market determines it best belongs
 - There is not enough commercial development, but new development should be limited to specific locations
 - Don't know/No opinion
26. What is your opinion of open space on Cape Cod
- Cape Cod has protected the right amount of open space
 - Cape Cod needs to protect more open space
 - The amount of open space protected on Cape Cod is limiting development and economic growth
 - Don't know/No opinion
27. What is your opinion of efforts to protect historic buildings and locations on Cape Cod
- There is adequate protection of historic buildings and locations on Cape Cod
 - Cape Cod needs to protect more historic buildings and locations
 - Cape Cod has protected too many historic buildings and locations
 - Don't know/No opinion
28. What is your opinion of the quality of drinking water on Cape Cod?
- It is a serious problem
 - It is a moderate problem
 - It is not a problem
 - Don't know/No opinion

29. What is your opinion of water quality in ponds and coastal waters on Cape Cod

- It is a serious problem
- It is a moderate problem
- It is not a problem
- Don't know/No opinion

30. Suppose that each of the following new businesses was being proposed for development on Cape Cod. For each, please indicate if you would support or oppose it.

	Support	Oppose	Neutral/No Opinion
A technology firm			
Light manufacturing firm			
Gravel mining			
50+ room hotel			
A regional conference center			
A regional cultural center			
A marina			
A golf course			
A sports field/athletic complex			
A national fast food chain			
An enclosed shopping mall			
A strip mall			
A large supermarket			
A neighborhood business			

31. To what extent, if any, does each of the following issues pose a barrier or impediment to your business' success?

Issue	Significant Barrier	Somewhat of a barrier	Not a barrier	Don't know / No opinion
Zoning				
Permits/Fee				
Sign Codes				
Licensing				
Cost of health Insurance				
Parking regulations				
Cost of business supplies/materials				
Cost of energy				
Access to capital				
On-line competition				
Finding enough employees				
Finding employees with the right skills				
Cape Cod's cost of living				
Real estate prices on Cape Cod				
Employee Wages				
Local taxes				

32. Are there any other barriers or impediments to your businesses success?

33. What, if anything, could local/county government do to support your businesses growth?

34. Do you believe your business will still exist on Cape Cod in 10 years?

- Yes
- No
- Don't know

35. If no, why not?

- Closing
- Selling
- Retiring
- Relocating off Cape Cod

36. Does your business have a web site?

- Yes
- No

37. Does your business sell any product(s) or services over the Internet?

- Yes
- No (Go to Q. 39)

38. Approximately what percentage of your business' total sales was made over the Internet?

- 1%-25%
- 26%-50%
- 51%-75%
- 76%-100%

39. What type(s) of internet connection does your business have?

Type of Connectivity	
Telephone Dial-up	
Commercial Satellite (Consumer Grade HughesNet)	
Dedicated Satellite (Private provider)	
DSL from Verizon or a 3 rd party	
Residential Grade Internet Cable Service	
Business Class Internet Cable service	
Broadband via a T1 line	
Wireless via Wi-Fi	
Symmetrical High-Speed Wireless (>100Mbps)	
Symmetrical High-Speed Ethernet (> 10Mbps)	
Symmetrical High-Speed Ethernet (> 50Mbps)	

Type of Connectivity	
Symmetrical High-Speed Ethernet (> 1Gbs)	
Fiber or Microwave Wave Length service	
Dark Fiber Lease	
Don't Know	
None	

40. Is your internet connection sufficient for your needs

- Yes
- No

41. For each of the following broad band services, please indicate whether or not your business currently has the service.

Service	Have	Have but needs improvement	Do not have, but need it	Do not have, do not need
Basic Web and Email				
Host your own Web and email server				
Provide guest or customer connectivity to the Internet				
Web-based store with shopping cart and process credit card transactions and sales, and/or provide online availability and reservations				
Perform File Transfer Protocol (FTP) services				
Telecommuting				
Participate in on-line meetings				
Upload or publish content to customers or vendors				
Perform interactive business/professional transactions (e.g., real- time accounting, medical records, equipment control, etc.)				

42. What type of waste water disposal system does your business currently use?

- Standard title 5
- Municipal sewer
- Innovative/Alternative
- Neighborhood wastewater treatment
- Cesspool/cesspit
- Don't know
- Other _____

43. How interested are you in on-site renewable energy generation?

- Very interested
- Interested
- Not very interested
- Not at all interested

44. Does your business currently utilize green/sustainability practices?

- Yes
- No

- Don't know
45. If yes, would your business participate in a green business certification program?
- Yes
 - No
 - Don't know

Thank you for your participation! The University of Massachusetts Donahue Institute and sponsoring organizations appreciate your input and time.

Appendix B: Qualitative Responses

If you would like to own your business' space but do not currently, what is preventing you from doing so?
Affordability and availability of appropriate space
Affordable real estate
age
At the time the earnings of the business cannot support the cost of ownership
banking
building not for sale
Cash flow.
Cash flow and capital
close to retirement
cost
Cost of available space
Cost. Hassle of moving/relocating.
Costs
Costs
costs
Costs
Credit
Credit availability
Economic downturn among the boating public. Fuel prices !
Economy; location
employee costs/overhead/insurance
family
Finances
Finances
finances
Finances and affordable rental space
financial
financing
Financing
financing
Finding appropriate space and funding
finding the right bldg to buy
finding the right location
funding
Higher cost of commercial property in Chatham market.

If you would like to own your business' space but do not currently, what is preventing you from doing so?
I already did own a business that went bankrupt in 1993 so am not interested in doing it again
I have been in the bus. 40 years and now is not the time for me to make that investment. I will have moved on in 5 years or so.
I work from home, and I own my home. I would be open to renting space but the cost of doing such is prohibitive.
I'm a newly established business.
In this very depressed economy, our business has been growing. We have expanded to two retail stores for distribution, both on Cape Cod, but our wholesale (light manufacturing) of ceramic lamps, home furnishings, and jewelry is done on the first floor and the basement of my house. We need financing to move our manufacturing and want to buy a specific building. We also have the opportunity to buy our retail store in Wellfleet but again we need help with financing. This is a woman-owned business and I am not expecting to get much help with financing.
insufficient regular income
it's not condominiumized - 3 different businesses in large building
lack of retail condos
Landlord doesn't want to sell.
Landlord will not sell
Landlord's desire to condo and financing.
Lease obligation, no credit available
location and \$
location and cost...
Location and Money
Location and/or purchasing costs
Long term lease
Money
Money
Money
Money , credit
Money and location
My own organizational skills
my space has very limited parking as well as nasty neighbors to one side and limited seating availability to make the business sustainable in this location. Additional parking nearby has been discussed but there is much opposition by homeowners. All other businesses on my street have ample parking for their needs.
Need additional locations but as an independent operation I find it almost impossible to fight the regulatory and permit issues. Local, County & State. In my industry these excessive regulations have given a major advantage to the chains and franchises that can have full time compliance departments. Excessive government will be the death of the independent retailer.
No available properties in our town which are zoned for our business.
No down payment and high monthly payments. Difficulty in getting loans.
Not enough income to support this.
Not for sale
Not for sale

If you would like to own your business' space but do not currently, what is preventing you from doing so?
Not for sale, and \$\$\$
not my decision
Not too many commercial properties in this town, so cost is prohibitive.
Owners are not ready to sell.
Percentage of assets vs. liabilities already facing business
price
Profits
Pursuing SBA loan to develop vacant property owned by owner in realty trust
Red tape obtaining financing
Riding off into the sunset
The availability of funds from banks and or credit unions
The economy
The town of Barnstable owns it.
There are not enough projects in the office to generate the required income.
There is very limited B2 zoning in Falmouth that can be developed. Most B2 zoning that is already developed is priced beyond what the property is worth and cannot sustain the mortgage or rent for that location. As for Technology Park, there needs to be a phase 2 or plan for future B2 zoning off of Thomas Landers that allows for future growth.
Town property
We are in donated office space, but outgrowing it. cost is always a factor
we are new to the area- want to eventually put a branch on the Cape- specifically Buzzards Bay but there would need to be some improvement to the Main Street area before the Bank would commit and also we will need to see how well our bank does with the satellite office we are working on moving into now- I presently work out of my home but we will be renting space within the next month
We don't want to own the space we are in but would like to own in a different location. What is preventing us is the lack of availability of a suitable location.
We service a large area and need access to the highway. Cost of space in Sandwich is high due to limited space. I thought we traded P.A. Landers for some industrial land that was to be developed? They sure are mining the acres we traded to them.
Work out of the house. Can't afford a store front

Are there any other barriers or impediments to your business' success?
1. The high cost of leasing commercial space is not in alignment with the potential to generate business revenue on a year round basis. This results in businesses going in and out of locations. Falmouth downtown Main Street is a prime example of excessive commercial rents relative to business revenue. 2. Lack of access to capital during the recession. As we all know, almost none of the bailout money helped small business. 3. Lack of enforcement by the state of employee classification laws and revenue reporting laws. Too many individual and small business owners are not tax compliant leaving an unlevel playing field for compliant business owners. 4. An unmotivated and entitled labor pool. Many potential employees choose to work where they will not have to report their wages or tips and/or choose to remain on assistance programs.
1. there are many fitness clubs on the Cape, but most are concentrated in areas where there is adequate retail space that is properly zoned. There may be other parts of the Cape that are underserved, but the population density won't support the business year round. As compared to other franchisees in other parts of the country, my overhead is much higher, requiring more members to break even. Meanwhile, the younger crowd, in particular, moves out, leaving us with a base of older prospects with limited income.
Aging population does not seek our product.
Anti Competitive unethical business practices by unscrupulous unlicensed businesses
Anti-business attitude on the part of many public employees
As a medical provider, insurance reimbursements do not keep pace with rate increases. Regulations of insurers and Medicare are burdensome. Young professionals end up turning down job offers once they find out the cost of living on the Cape.
As a non-profit based out of woods hole our largest obstacle is parking. It significantly limits our growth. Also, finding grants/donors/investors is a major obstacle.
as a small upscale hotel that does not have a restaurant, due to current regulations we are unable to obtain a license to sell beer, wine and champagne to our guests. the licensing requirements demand food service to obtain an innkeepers liquor license.
As always.....money and time!!
AT & T phone service is VERT spotty in Eastham. NEED to get a cell tower. the town needs to allow more towers. The internet must be Verizon..I have no choice due to the lack of services offered. Town needs to allow comcast, At& t etc to build and develop so we have better internet and phone services !!!
Attitudes towards business growth.....
Biggest issue is coming up with the room to grow your business on the Cape and if you are lucky to clear that hurdle finding the talent to match your needs.
both bridges that are crossing the canal.
Bridge and road construction.
Bridge traffic on long weekends (Memorial Day ; Columbus Day). They can barrel and change the pattern during construction, why not getting off cape on those Mondays (3 lanes going off and 1 coming on)?
Cape Cod Commission
Cape Cod Commission has too much power over local business success
climate change
Community event scheduling is an impediment when events occur on Sunday Mornings Especially. A church depends so much on younger families feeling they have the time on the weekends to attend services. When communities schedule events at the same time - it makes it hard for families to balance needs and spreads them too thin.
Competing against tax-free shopping online.
Competition

Are there any other barriers or impediments to your business' success?
Competition from large off cape companies taking away business
Competition from unlicensed, uninsured/underinsured individuals.
Cost of advertising and limit to what newspapers will cover
Cost of fuel.
Cost of health care to the small business is the single biggest problem.
Cost of home insurance , cost of health insurance
cost of housing (subset of ""cost of living) - severely limits our ability to recruit potential employees when positions open up - and has clearly driven away potential students/employees in the massive demographic shift on the Cape.
Cost of Housing or lack of seasonal housing for employees, short seasons, lack of space for adequate septic, and finding good, hard working employees are the major issues.
Cost of inspections and compliance with government requirements.,
Cost of introducing a local municipal water supply Recently added Occupancy Tax Affordable housing High taxes in a town with a significant number of nonresidents and minimal development
Could be more cooperative efforts from the various Chambers
Declining reimbursement of health insurance companies for my services.
delivery charges for foods and beverages weather reports inaccuracy TO MANY TAXES/FEES!!!!
Dual permitting because of the Cape Cod Commission.
Employee Regulations Health Regulations Noise bylaws
End the welfare system and require people to work. My employees have to make \$65,000.00 or more a year to equal what they can make sitting on the couch waiting for the checks and benefits.
ENVIROMENTAL REGULATIONS, STATE & TOWN REGULATIONS, FEES ,PERMITS, TAXES,SIGN CODE, INSURANCE COSTS
Excessive federal, state and local regulations
Excessively onerous building codes, with little grandfathered in and being made to make the entire building comply with current building codes. This makes it too expensive to add improvements. Deters the business from upgrading. Selective enforcement of building codes within the town.
Faster internet access needed both for in-coming and out-going traffic...I know it's coming, but it's the biggest barrier I face until it gets here re: any on-line expansion plans/move to cloud-based record-keeping, etc.
Federal and state regulation of just about every phase of my business escalates costs and makes it almost impossible for a small business to be completely compliant.
Federal regulations and government over-regulations.
Federal, State and Local Government is the worst issue that I have to deal with by far. They are a total and complete nightmare.
Fees, taxes, restrictions, traffic
Finding suitable clients given the concentration of area businesses into a very few industries.
Finding talented, reliable resources to utilize with exceptional customer/client service skills. Though I can find talented people in my field in the region, in my experience their client service skills are lacking and often leave clients frustrated.
Finding well qualified employees.. keeping young single employees happy in the off season.
Government regulations concerning ADA requirements.
Growing costs of police, fire.
Have notice public employee's moonlighting and county government agencies participating in private business sector as unfair competition and violation of professional ethics.

Are there any other barriers or impediments to your business' success?
Hostility towards different minorities, including racial, ethnic, and some religious minorities. Some immigrant groups experience discrimination. Age discrimination hurts young workers and older workers. People with disabilities have access problems
How to effectively reach affluent homeowners or vacation house rentals.
I am afraid that NStar will pollute our sole source aquifer with toxic chemicals and once that happens, there is no more pure water on Cape Cod. I also am worried about Pilgrim and think it should be closed. If there is a nuclear disaster like in Japan, no one will be doing business here.
I still find it amazing after many many years in business, that local as ""IN YOUR OUT TOWN"" businesses don't do their best to refer business IN town and keep business IN town and LOCAL! I also find it amazing how little business we get from other chamber members.....referrals? Hah
in Falmouth the building department is notorious for not being helpful to our customers local and state building codes are adding to the price of construction w/out necessarily adding value.
Insufficient support by seasonal residents for local nonprofits.
It would be nice if it wasn't so seasonal.
just the weather- we are a garden center.
Lack of available credit
Lack of capital and seasonality
Lack of coordination from town to town, and from organization to organization. Cape-wide coordination or regional coordination of those types of issues would help.
Lack of focus on developing technology based infrastructure and attracting technology based companies. Not enough focus on agriculture businesses.
Lack of high speed internet and television coverage.
lack of local and state governmental cooperation and collaboration
Lack of maintenance put into town of Hyannis. homeless on the streets, drugs being sold on Main Street, pan-handlers asking for money as I walk by. Why is this allowed to take place? More thought should be put into making access roads into Hyannis more attractive. There are buildings that are falling down, boarded up that are allowed to sit there.
Lack of support from local government for cultural activities
Lack of year round work for employees.
Landlord's ability to raise leasing rates without connection to market changes. Unexpected natural disasters. Death in family (owners).
Local chambers only care about retail and tourist business. Not enough help is given to service business
Local government re Regulations
Many businesses on Cape Cod are limited by the Title 5 Septic System Rules. Delays in sewers and regional treatment options a limiting factors. Of course the increase of land takings for conservation has taken many properties off the tax roles and thus fewer contributors to the ultimate solutions.
Municipal efforts to impose tax/registration on rental properties
My business is all online, but I would ideally like to have a combination of an online business and storefront business. The overhead costs of setting up and maintaining a storefront business are prohibitive, which means I cannot grow my business as much as I know I would be able to if I had a storefront. Also, the cost of living here on Cape Cod is too high to allow me to continue to stay in business here. Once my daughter graduates from high school in a couple more years, I will definitely need to relocate to an area where the cost of living is more reasonable, transportation costs aren't so high (due to the distance of going anywhere on the Cape), and there are more customers to support my business.
new town bylaws to slow building

Are there any other barriers or impediments to your business' success?
Older Cape Codders, who run most of the town governments, don't want things to change from the way they were 50 years ago and without change, Cape Cod will lose.
only of our own making
Our biggest industry is tourism: very seasonal. We can't hire local people because we'd have to lay them off after Columbus Day. We're starving half the year.
Outdated waste disposal regulations
Overall lack of understanding of industry by locals
Over-regulation and outrageous fees.
People are unwilling to spend money on quality services, in my case design services as good as one would find in New York or San Francisco. It seems to be part of the "artists live on air" mentality I have seen elsewhere.
permitting issues with local towns is a pain in the a....
Petroleum costs! It affects everything I use in business.
Plenty of people travel to the Cape but not enough is done to guide people to all of the destinations we have to offer. More signage noting beaches and attractions are needed - training for all front desk staff and retail/event attractions to be courteous and create an atmosphere of happiness and welcoming and information to relieve visitors of their stress re: where to go and what to do, also - an ease of how to get there.
price of gas, recession, more competition in our field, high cost of maintenance on a 151 year old building, lack of work ethic in local employees, especially the youth, finding affordable housing for foreign workers, keeping employees after Labor Day. Rising cost of everything related to keeping the door open except menu pricing. That has to stay the same or be lower than the guy down the street. Stricter regulations implemented by the town in regard to licensing. More certificates and permits needed to remain in operation all at a higher price. Soaring food costs. Guests SHARING MEALS or having soup for dinner in a fine dining establishment just to save money, but they still want all the free bread they can eat, bottomless coffee, fresh flowers and a linen napkin and a server to wait on them constantly for an unacceptable tip.
Public moving off cape because of cost of living being too high here and ESP young people not staying local
Regulatory town boards made up of senior citizens who stunt the appeal of Cape Cod as a young person's vacation destination. Our clients who are in hospitality complain to us that Cape Cod is not competitive as a vacation destination because they cannot offer the variety of attractions other markets do.
Rising cost of health insurance
Sales tax on items involved in a change of organization
Seasonality of Business, hard to make living year-round.
See one of my previous answers. I anticipate difficulty getting financing due to the fact this is a business owned by me, a woman, even though I have excellent credit rating.
short summer season
State and Federal regulations
summer traffic/bridges
The Cape cod Commission and the people that have made careers creating endless studies (not all accurate and usually with conclusions that some how meet their clients or the commission's needs is out of control). They alone have allowed low paying Box operators and big markets that specialize in unrealistic and non-sustaining wages, lack of benefits more than any other group. But when a technology of investment business with good paying jobs and benefits (sustainable wages) wants in, they delay and kill more proposals than they should and eliminate what would be an uplift to the cape economy. They deal with the ideal and are not pragmatic. They deal in theory not in economics and fact. They did not have much to do these last four years and rather than significantly reducing the costs, they embedded themselves towns like Harwich and sang about the merits of a ""walking Village "" populated by a bunch or PT workers making minimum wage or populated by a bunch of

Are there any other barriers or impediments to your business' success?
college kids from eastern Europe because the American kids cannot afford to work here and pay their \$50k tuitions.
The Cape Cod Commission has too much control over building projects under 20,000 sq. ft. and their method of calculating square foot areas for storage closets, unusable attic spaces and crawl spaces is totally unreasonable.
The cost of advertising!! Craigs list is about all I can afford.
The cost of fuel.
The current school schedules. If schools started later, say AFTER Labor Day, or later still, we could enjoy a longer season. As schools start earlier and earlier, the summer is ending earlier. August visitors and August sales are dwindling away.
The fact that MA room taxes are not imposed upon time share rentals.
The fact that Town Licensing Boards don't talk to each other. One sends you off to this and then the other sends you off to do something else - when if they got together it could have been combined and saved time and money.
the inability of town officials to see the big picture for the future of the town. holding down local business by ridiculously restricting growth of local business will sooner than later be the demise of said business which will eventually be the demise of the town they hold so dear. the inability to defend business owners against bias and unsubstantiated neighbors who have nothing better to do than to ""do everything they can to put"" said business ""out of business"" if more time was spent letting those people know that they are out of line instead of jumping every time they complain, these people would finally realize that they are not able to stop a business that is located in a commercial district, as is their house which was purchased under full disclosure as being in a commercial district.
The lack of adequate cell service along 6A in East Sandwich. Guests are constantly complaining about, and publish it on the internet.
The lack of affordable workforce housing is a severe problem on Cape Cod, and most towns and chambers of commerce are doing nothing about it.
The misunderstandings that local and county governments have of the value (contributions) that businesses offer to their communities such as tax revenues (direct income) and jobs (indirect income) as well as philanthropic contributions.
The prevalence of litigation in our society resulting in far too many government regulations and requirements for small local business.
The reputation of the Cape Cod Commission regarding business growth and job creation is horrendous! The Cape Cod Commission regulatory process is too costly and time consuming which has Chief Executives looking elsewhere first. The Massachusetts business climate is known nationally as one of the worst places to operate a business, add the Cape Cod Commission on top and the lack of economic development in Barnstable County shouldn't surprise anyone.
The seasonal aspect of business here is the number one challenge.
The seasonal nature of the area's activity makes it difficult to work full time year round.
The seasonal nature of the business on the Outer Cape makes it difficult. Once I train a person in the office, I have to keep that person employed year round or risk losing that person. That makes a huge imbalance during the off-season of cash flow. The cost of housing in this area of the Cape is very expensive. I also house my summer employees. I have rent houses (at a discounted seasonal rate) to put them in. This year that expense will be \$40,000. I would like the town to consider allowing dorm-style housing or buildings with efficiencies. Only 1 kitchen is allowed on each lot in Wellfleet.
The total lack of enforcement of immigration laws has put honest businesses at a severe disadvantage. The lack of leadership from our ""Chambers of Commerce"" on this issue is a real embarrassment.
The town of Brewster is a significant barrier to any business development Only applicants with plenty of many (much of it to waste unnecessarily) can succeed. Too many meetings, too many restrictions, too much red tape,

Are there any other barriers or impediments to your business' success?
too many regulations. Lots of various committee members who seem to be happiest saying NO!! even before they have enough information to make an intelligent decision. Our personal experience had us propose a simple new business, invest over \$125,000. and be denied even though we provided all the information required (much of it unnecessary). The response from the committee was they did not believe we would do what we applied for, but would change the plan and leave the committee without any control. Naturally that is ridiculous as annual licensing is required.
The Waterways Commission & Board of Selectmen has some members that are for their own personal agendas and gains. Not supporting the best interests of the town.
There are more environmental regulations on the horizon not yet talked about or known by the general public. DEP is now laying the ground work for these regs in about 3-5 years. These regs will cripple ALL types of projects and perhaps make it impossible to make a project viable. BE ON THE ALERT
There has to be serious effort to plan for and implement the replacement of the two bridges across the canal. This is a time consuming process, and the impact on Cape business would be drastic if one or both bridges were to become unusable, which will happen.
Too many liberals
Too many restrictions
Too many underground workers
Too much competition due to digital technology.
too new to really know
Total bad business attitude by too many people in power. People want things but are not willing to pay what it costs to operate on the Cape!
Town nickel and diming Anti-business sentiment Too much government paperwork requirements HEALTH INSURANCE MANDATE Poor coordination of construction work/projects Gasoline prices High taxes Too easy to get paid to not work in MA
Traffic during seasonal months.
Traffic going to Provincetown and Wellfleet
We are a working artisans cooperative and every month struggle to meet the rent. we are in the downtown area, ""The Village"" of Sandwich which is good for business but the rent is very high. With our financial structure it is hard to find enough money for advertising.
We are very concerned about the possibility of a Lowe's coming into So. Dennis. This will hurt many locally-owned, independent retailers like ourselves, and will put a good number of them out of business. The Cape has built a strong local economy, which is a positive, self-reinforcing cycle, but a Lowe's would seriously threaten that. Jobs will be created and lost with the opening of a Lowe's, but no matter what, it will pull money out of the Cape economy. And it will take away the unique culture of the Cape which brings so many people here to vacation.
We have a shortage of primary care doctors. These are my main source of referrals.
We need access to start-up housing for young families. Sewering downtown Orleans would have the potential to allow businesses to provide starter apartments on the second floor allowing young people to find affordable housing. As it is, young couples are leaving the Cape because they can't afford to buy a house and there aren't enough rental apartments as an alternative. We are losing our core workforce.
Yes, overbuilding in residential and commercial areas.
Yes, there is a significant anti change/not in my back yard mentality here on C Cod. Anything and everything is opposed/obstructed by someone or some group with a special interest ax to grind--so nothing gets done anywhere anytime. A prime example is the need for a new bridge--it can be discussed and is off the table from the get go...never mind the idea of locating the inevitable Casinos here on Cape Cod where tourist infrastructure already exists--instead let Taunton or Middleboro build them in the industrial parks there--this makes no sense--

Are there any other barriers or impediments to your business' success?

the same with big box stores or franchise restaurants--Wareham gets the tax dollars and jobs while the local NIMBYS put their heads in the sand--You can't sell people what you want to sell them--you have to sell them what THEY want to buy--the market will not go away--someone else will make the money while precious old Cape Cod is preserved for those who have already got theirs and who moved here 15 minutes ago and don't want any change!

Yes, we work with clients who have Masshealth and there are 10% less Masshealth recipients on the Cape. Also, my program can't support spouses who care for their spouses and there are more married couples on the Cape.

Zoning department is unresponsive to calls and inquires concerning expansion. Also myths about septic, etc. impedes many from even checking into expanding thus providing more opps for employment.

What, if anything, could local/county government do to support your business' growth?
1. Shop locally for supplies, etc. - at least ask us for a bid 2. Simplify paperwork 3. Collect taxes from giant online businesses with a nexus in our state as required by current law (an egregious example is Amazon.com, which sells virtually anything you could buy on Cape Cod, but tax free)
Address the homeless. Stop pan handling.
Again, Title 5 restrictions have limited our growth and most other businesses. Towns like Ptown and Chatham can achieve higher densities and this drives business. Zoning for very low densities diminishes local business opportunities.
Assign service needs to local qualified vendors.
Assist me in getting financing or grants to expand my business.
Assist with supporting the payment of spouses by the state and federal government.
Attract more high-tech business to Cape Cod, and increase the instances of ""traditional neighborhood development"" style real estate development.
Availability of low interest loans for expansion & acquisitions.
Be more user friendly
Be generally business friendly. Brewster in particular is too restrictive, inflexible, and has no imagination. Too much of the "I've got mine" attitude.
Be more amenable to business growth, ease signage rules, zoning rules, without losing the unique character of Cape Cod. Grants and breaks for small seasonal business, affordable health insurance.
Be more collaborative in nature, more helpful, efficient, and act as true public servants!
Be more realistic. Residents live here, and visitors visit. They need services and businesses. The latter follow the former, not the other way around. We have protected much open space, but have over-limited where development can be and how it is regulated.
Be proactive relative to economic development.
Become more educated about the role of 'for benefit' not for profit cultural organizations and the economic impact they represent.
Bring in new tourist ventures, tourists like things to do!!!! Tourists will stop coming if there isn't anything to do.
businesses operating from home should receive more encouragement in this internet driven environment.
Cape Cod should be a leader in developing energy policies that do some good. The big corporations and the big environmental protection organizations dominate the energy policy discussion and they're hurting Cape Cod. Some new thinking and some grassroots activity is needed. Cape Cod should try to provide all of its people with an adequate supply of energy that is safe, affordable, sustainable, and appropriate for our crowded environment.
Carve out space for B2 zoning. Tech Park in Falmouth was developed over 30 years ago, but what has happened since in Falmouth?
Change the sign policies
Continue to invest dollars in tourism, encourage visitation and force building owners to lease properties at a competitive yet affordable rate. There is way too many empty storefronts.
Continue to make Cape Cod a destination in the off-season! Maybe so many businesses would not need to close their doors. Which means more work for people living here.
Continue to support children, education, health services, and transportation. These things are of the utmost importance to the church, for the health of the elder population, the children and families and to assist the community in getting to their places of worship.
continue with education of shopping local independent businesses fight online taxes (ie. amazon)
Could form a tourism and Economic Development cooperative committee
Create a more business friendly atmosphere. To take such hard lines on signage as an example is unfair. It took

What, if anything, could local/county government do to support your business' growth?
me FOUR months to get signs up on my business, signs are critical for a business.
Create regional policies (e.g., new energy sources, pollution control) and get ahead of local variances so Cape Cod is an easier locale for new businesses.
Currently Cape light compact's program has been helpful to contribute to the cost of energy improvements. Programs such as this encourage improvements, however off cape vendors are required to do the improvement. Some programs using local vendors/workers would be helpful unless our taxes are raised to pay for programs.
Cut down on restrictive zoning and by laws
cut government and its incessant drive to tax everything and everything
Cut red tape in building code. Create business friendly zones where zoning and conserv comm were not impediments. Simplify the fee system at the town level.
decrease business taxes and usage fees
Develop and promote partnerships of the various business segments to work collectively to support the sports tournaments I have created and grow to support the shoulder season. Every town, school, lodging property like to be isolated in a competitive environment and don't see the benefit of cooperation for the benefit of all.
Distinguish between large franchise operations and local family owned businesses when imposing new business regulations and requirements.
DO AN HONEST STUDY OF WAGES AND BENEFITS NEEDED TO LIVE ON CAPE AND COMPARE THE BENEFITS PROVIDED BY MAJOR NATIONAL OR REGIONAL BUSINESES WHICH WILL SHOW THE TOTALLY FALSENESS OF THE MOM AND POP BUSINESS BEING THE SUPPORT OF THE CAPE. THIS WOULD BE A REAL EYE OPENER!!! THIS STUDY HAS NOT BEEN DONE BECASUE NO ONE WANTS THE ANSWERS. ONCE DONE IT WILL HELP MOVE IN A MORE LOGICAL BUSINESS DIRECTION. SHOW THE TRUTH ABOUT ""CAPE COD IS DYING"" REALLY DO SOMETHING ABOUT IT WITH A SET TIMETABLE. NOT LIP SERVICE!!!!
do business locally.
Do just that, support it. Right now regional and county government supports only county government.
Do not increase taxes.
do not view our industry as the easiest resource to increase taxes. Tax fairly and evenly. Investigate taxing short term house rentals which would supply the towns much needed income and level the playing field for hotels.
Downsize for starters; reduce the tax burden-- i.e.--there is no reason Orleans needs a full time Health Agent + a full time assistant--there isn't enough work-- so they create regulations and make work to justify their existence and large salary-- which would never be matched on the free/open market. The town governments are fundamentally anti growth and focused on the small picture and regulation--the left hand wants more tax revenue while the right hand creates ridiculous hoops to jump through--flaming hoops in many cases--which are well intentioned but enforced and enacted by small minded nit pickers.
ease up on regulations and provide more affordable housing projects
Eliminate the Cape Cod Commission
Eliminate the Cape Cod Commission and let the towns do their job.
Eliminate unnecessary regulations
Encourage local development in the information economy.
encourage small local business, rather than discourage it
Enforce the laws we have
Expenses are increasing, the economy is not improving fast enough, and the population is not growing. Potentially, more white collar jobs and more affordable housing would bring in and keep younger folks on Cape.
Get out of the way, work on crime and get bad actors off the street, too much cronyism.
Get out of the way.
Get the he'll out of the way! Stop trying to be central planners, controlling every detail. Let free enterprise

What, if anything, could local/county government do to support your business' growth?
work.
Get the Town of Barnstable out of the NO FIRST...then maybe later attitude... They harass good local companies...Specifically the HEALTH DEPARTMENT.
Get their act together. There is still the ""Old Boy Network"" that runs everything in every town.
Give preference to local business when hiring out construction projects
Hardly any local gov't supports local business from what I have observed in my 20 years. When they spend money they hire off cape contractors, buy materials off cape, buy equipment off Cape (cars, light trucks and heavy equipment). They do seek donations though. In twenty years, you hardly see town officials or workers as customers. They just like most people who live around here think that local businesses exist to charge them more than anyone off Cape or on the internet. Of course, in sales tax alone; they are 6.25% higher than the internet. Funny thing is, the seasonal people, fed up with sprawl and all the things that it brings; they know we are competitive to places where they live and enjoy what is called service; service they rarely see in Boston (and other locales in MA), NH, NY, NJ, RI and CT. The locals on the Cape seem to have been brought up to think that all businesses here are too expensive. It is a mindset that at best you end up thinking that it can never change. Funny, we have a similar business on MV and the attitude is the same. We charge same price as here there and have for twenty years but you continue to meet people paying large gas bills, ferry tickets and the time factor that are convinced that they are saving on every item bought off the Island !
help by cutting back on meals and lodging taxes. Offer low cost loans to help maintain Historic buildings. Offer some type of co-op advertising
Help with advertising.
Improve and simplify the process for small businesses getting licensed. Welcome small businesses so that buyers will come to the Cape and buy/start small businesses
Improve the road systems in Hyannis to improve the ability to get around.
Improve/maintain infrastructure (roads). Promote a business-friendly environment with incentives, rather than penalties, to promote business. Remove or reduce local taxes, fees
Improving infrastructure: on the Cape that means town water (Eastham does not have it), waste water treatment (to preclude de facto zoning by local Board of Health), and better transportation - public and private systems. Again, though, a better appreciation for the needs and values of each other - business and government.
Increase tourism - especially marketing to Wedding Demo
Instruct public employees of the importance of a strong, viable business community
Isolate zoning and advertise for specific types of business
Keep national chains out, continue to support independent, locally owned businesses. Figure out how to keep both bridges from being bottle-necked.
keep service levels high
Keep taxes and permit fees lower. Make zoning regulations project specific.
Keep the road to our property maintained regularly. Provide cable service and high speed internet to our area.
keep the taxes DOWN!
Leave us alone
Leave us alone! Stop the extra taxes, fees, silly regulatory issue, expensive and unnecessary building codes, proposed 20% increase in the minimum wage, proposed 40-50% increase in the federal minimum prevailing wage for H2B workers, the \$5,000 annual cost to do the paperwork/fees for (4) H2B Jamaican workers, the 300% increase to cover the health care costs of unemployed workers. I could write a book, but you get the message I'm sure. The government is completely out of control.
Let businesses put signs out to attract business

What, if anything, could local/county government do to support your business' growth?
Listen to our concerns before taxing, taxing, taxing
Lobby for more fair reimbursements for my services of chiropractic care.
Local Government can take care of the above and also address positive things that can be done to make Hyannis a better place. Install bike paths, add a playground to village green, work to get the homeless shelter moved/closed, improve the sidewalks, pave the parking lots, install better lighting, create more cultural activities like museums. Lets turn this town into a place that is the envy of every other town.
Local government could reduce regulations and help push back state and federal agencies (e.g., EPA. DEPT OF LABOR, OSHA, ARMY CORPS , Division of unemployment) . The state could reign in DEP and dept of labor . state division of unemployment could encourage people to work
local transportation...smaller buses more frequent sidewalks. Housing for the young so they stay here.
Local/County/State could reduce their expenses and reduce taxes.
Loosen up on the regs, permits and fees.
Lower fees, taxes, restrictions on building, temp signage, improve traffic (2-lane sections of Route 6 impede everyone's access, slow down our work in neighboring towns, stop traffic in front of our business)
Lower Taxes and fees (yearly registration fees, excise tax, heavy use highway tax, ect
low-interest loans for women's start-up businesses
MA state needs to enforce revenue reporting, tip reporting and employee classification laws.
Making sure zoning and taxes make allowances for affordable rental housing for young people in our workforce. We are hurting ourselves by making it so difficult for year-round young families to stay here.
Monitor and prosecute illegal enterprises
more common sense
More Networking groups
Move out of the old ways of doing things, open there minds to see a better future.
No new taxes Reduce taxes Eliminate healthcare mandate and unemployment insurance Government wasteful spending curtailed
not interested in growth
not sure, maybe subsidize ""cluster employee housing"" like creating a barracks or something like that.
Not sure. I'm sure I'll think of things after submitting the survey!
Offer RE tax exemption for people who own a home in barnstable & own a business in barnstable Make sign permitting in the hyannis area easier (i.e. more accessible submission deadlines) offer grants for people opening businesses in the historic districts
opt out of the Cape Cod Commission
Participate rather than be suspicious. Our business a restaurant that has a national reputation, draws many people to the community but does not receive support of any kind from the local government. There does not seem to be any appreciation of the money that the town earns from all aspects of tourism, just negative comments and feelings. ""now that we are situated here in Brewster, the door should be closed behind us...and visitors should not interfere..."" is the apparent prevailing attitude. There have even been proposals to tax part year residents at a higher rate the year round residents. Most residents who are not year round are regarded with suspicion as second class citizens. Town by laws and regulations need to revisited and brought to the modern times.
Pass a law for room taxes on time shares .
Probably nothing. The cost of living on Cape Cod makes it difficult to keep younger, and in most cases, cheaper employees.
Promote affordable housing development, including multi-family and handicap-accessible rental housing. Support Cape Care and Medicare for all. Encourage local self-reliance programs.

What, if anything, could local/county government do to support your business' growth?
Promote NON-Seasonal Business
Promote technology and service business development thereby increasing the Sales of residential properties.
Provide grants to support local nonprofits
Provide municipal water supply (Eastham). Eliminate the Cape Cod Commission and its self perpetuating regulations.
Put pressure on schools and universities to start later. School kids need the summer jobs, businesses need the summer employees. When colleges start earlier, the kids get out earlier. But the Outer Cape and other coastal communities don't need to start hiring until June. Then businesses get a bad rep when they lose the kids in mid-August and don't have enough help. Follow Stanford's example.
Recruit more PC doctors
reduce the approval of businesses that require many low paying jobs. promote businesses that form jobs for people who will be able to afford to live and sustain in the community.
Regret that you must couch support in terms of growth. We live on finite ground. Costs need to be managed so that we do not need to rely on volume which will kill us eventually
Relax noise bylaws and similar restrictive regulations
Relax their stance on being so hard on improvements and expansion and make the process easier.
Revise the Mass Highway subcontracting requirements to something more reasonable. Require more land surveys rather than less. Only the land owner gets hurt when standards are reduced.
Septic loan program helps my customers
Shrink local & county govt., get rid of restrictive regulations, and bring fees back to reasonable levels.
Simplify permitting. Address sign codes to help business. Get community support for local businesses.
simplify, regionalize the local permitting process needed for the construction / service industry.
Small business incentives, support of small business success by local government.
Small Business Loans and Opportunities
Small business tax relief Lower lending rates for commercial property (owner occupied) Lower worker's comp rates
standardize building codes so they are not so subjective about building things
Stay out of our way, stop over regulating everything we try to do. Local, county state and federal government bureaucrats and their policy's are the largest single impediment to the success of small business people.
Step back. Stop mindlessly spending my tax dollars on issues that don't affect me or the majority of the people on Cape Cod.
Stop dictating every breath we take! All this regulation is putting us out of business.
stop over regulating and over taxing
Stop raising taxes without fixing the infrastructure.
Stop scaring me with the idea of paying for sick days...
Stop voting for democrats
Streamline regulations. Quick, fair, understandable zoning.
streamline zoning and permitting to clarify and shorten the process of building/development
support ""smart growth"" in residential/commercial development - mixed us, cluster development, preserving the character of the Cape while being realistic about future development. It's been done, we're not doing it.
Support development of independently/family owned businesses...
Support of local/state smalls businesses, whether it is via ads, group commercials something.
Support the Arts in Schools, Create more jobs More affordable housing

What, if anything, could local/county government do to support your business' growth?
Support the businesses that presently exist before they encourage even more competition to set up shop.
Tackle the ease with which the state allows people to enroll and stay on unemployment. Either seriously do something to lower the cost of mandated health insurance or rescind the mandate. Demand that energy companies lower expenses. my electric bill is August is \$5000.00. Can you appreciate how much work/money it takes to generate enough money to pay that bill and all the others? Demand that the legislators get out of bed with all the insurance companies- health, workman's comp, liability. I am basically running a business to pay the utilities and insurance companies. Eliminate the ABCC (Alcohol and Beverage Control Commission); the board that does nothing but collect fat checks and throw up barriers to trade.
The government could stay out of our business.
The local and county government needs to allow the technology companies to grow so that we can get better Phone, internet services !!!!
The local governments have to stop the knee jerk reaction to say ""no"" to anything proposed that may boost the local economies. Instead of finding reasons why something cannot be done - they need to find reasons why it should.
There are a number of things - but exclusion/elimination of chains and big-box businesses in favor of smaller, locally owned business would be a start! I realize that this near impossible by fiat but via education directed to changes on the part of both consumers and small merchants would help a lot. This education could be initiated/supported by government. In the case of Falmouth Big boxes and Chain have killed-off small business ACROSS the board in Falmouth in the last 2-3 decades. For example Falmouth is a music town; it has NO music store. When I moved to Falmouth it had seven locally-owned hardware stores. Now it has none. I have been forced to take my business with regard to these to other towns. For example I now travel to Bourne for The Pocasset Hardware Store - perhaps the only really family-owned Hardware store on Cape Cod. I have committed to the owner to do ALL my hardware business with him. Thus I have established co-friendship with the owners and employees. I am a GOOD customer - one that comes back again and again. I have also made commitments to other small businesses to deal ONLY with them with regard to other needs. It's not so much WHAT they have to offer - It is how it is offered! This applies not only to my business but to every small business on Cape Cod. An economy based on ""slow money"" circulating within a Town, Village or neighborhood is the ONLY way I can see Cape Cod emerging from its on-going depression.
Too little, too late
Town of Barnstable has reputation of being very difficult to deal with when dealing with the business community. Case in point....K-mart plaza has possible new management company...derby street Hingham team and the town if making development difficult. Town of Barnstable has and economic development office..what have they done?
We need more facilities and events, attractions to keep families satisfied and fulfilled. especially for children,
We provide marine science education to children, however there is little to no government funding or resources available (that we know of) for programs like ours. Also, assistance with parking limitations/costs
Work to improve quality of water in our bays and harbors
Work with cultural facilities and events to address concerns through outreach and funding
Work with us to help envision our property as the natural location for a conference center, sports complex, etc.
work with, not against.
You gave the answer in your question---SUPPORT BUSINESS! The state is imposing to many rules and regulations on to small business. In return the local government is imposing too many restrictions on small business.