

ACTION PLAN (APPENDIX IV)

Cape Cod Comprehensive Economic Development Strategy

July 2019 - June 2024

FRAMING THE CAPE COD ECONOMY

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



CAPE COD
COMMISSION

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



**CAPE COD
COMMISSION**

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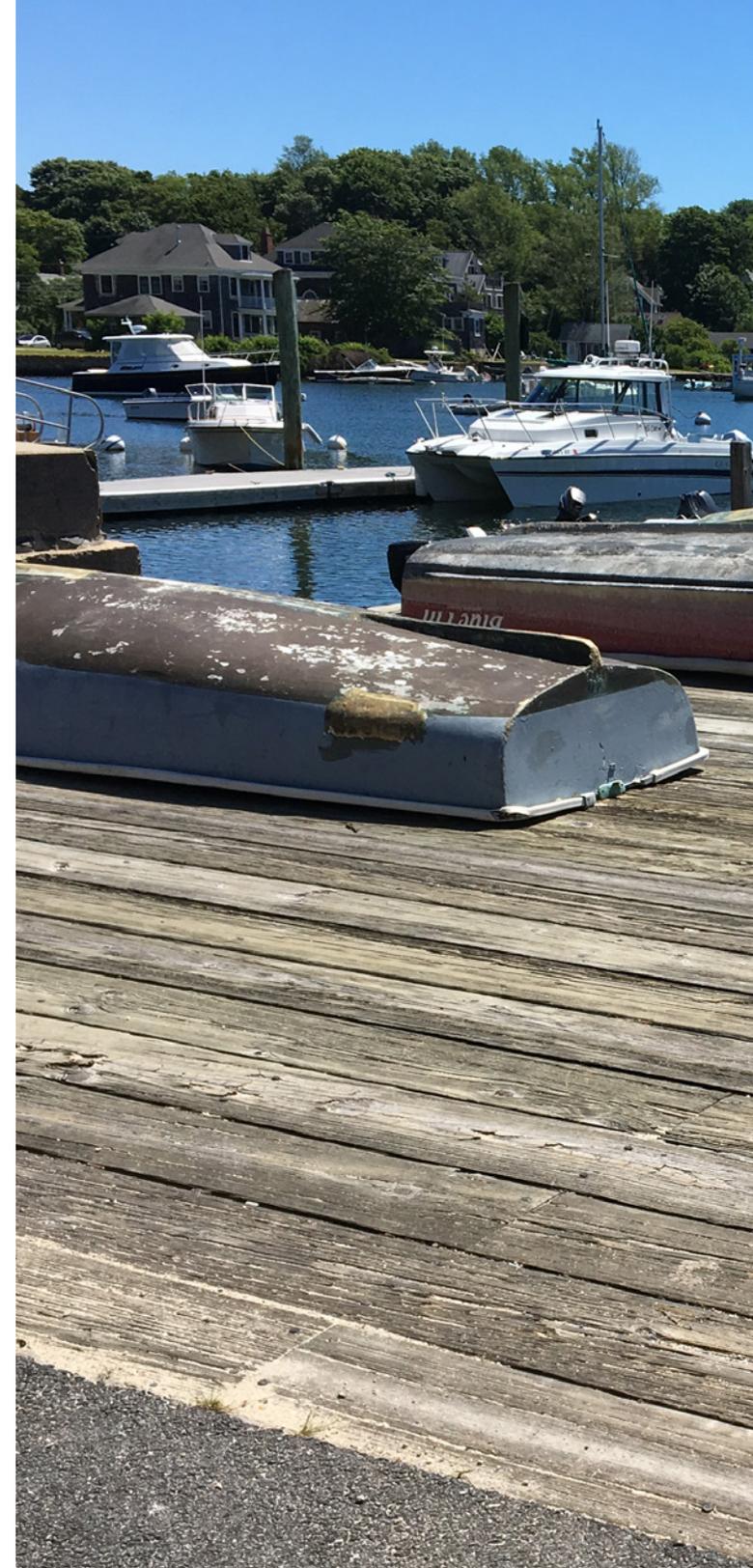
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The following Action Plan for the 2019 CEDS was developed through the efforts of Working Group stakeholders, the CEDS Strategy Committee, and Commission staff. The Plan is organized into nine distinct initiatives, tied to the Regional Priorities identified at the kickoff workshop. Each initiative contains multiple projects that support achieving the initiative's goal.

Each project and initiative will have one or more organizing entities and any number of partner organizations. The list of measures of success identified for each initiative below are not exhaustive and new measures may be identified as the initiatives progress. Projects fall into one or two of the following categories: Feasibility, Planning, Program Administration, Funding, Research, Product Testing, Construction, and Implementation. Any projects that continue existing efforts are noted as ongoing. Successful implementation of the initiatives is contingent on furthering the individual projects under each, though new projects or project revisions may occur as progress is made.

A vibrant street scene featuring a building with colorful murals, including a green face, a yellow rabbit, and a red dragon. A person is riding a bicycle in the foreground, and another person is walking in the background. The scene is set on a sunny day with a clear blue sky.

Local Business Development Initiative

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

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Towns
- Arts Foundation of Cape Cod
- Local Chambers of Commerce
- Local Technical High Schools
- Cape Cod Community College
- K-12 schools, Colleges and Universities in the region
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Community Development Partnership
- Coastal Community Capital
- Small Business Administration
- SCORE
- Cape Cod Technology Council
- Love Live Local
- Cape Cod Commercial Fishermen's Alliance
- Farm Bureau
- Aquacultural Research Corporation
- Massachusetts Brewers Guild
- Job Training & Employment Corporation
- Local Banks
- Small Business Groups
- E for All
- State and Federal Government Agencies
- Home Builders & Remodelers Association of Cape Cod
- MassHire Cape and Islands Workforce Board
- Local Economic Development and Industrial Corporations
- Massachusetts Office of Business Development
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Bridgewater State University
- Cape Cod Culinary Incubator
- Massachusetts Clean Energy Center

MEASURES

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

BUSINESS DEVELOPMENT INSTITUTE

Project partners will establish a Business Development Institute for small businesses and public officials to coordinate resources, discuss needs and concerns, and work together to improve business outcomes. Through this Institute, partners will design a program to educate public officials and staff on small business needs and concerns; educate small business owners on existing business resources, advocacy, and public policy; provide mentorship program(s); and coordinate discussion and actions by small business support program providers and business owners around public policy issues. The institute will connect municipal officials and staff with small business owners to increase mutual understanding and collaborate on improving the permitting process and business climate.

GOAL

To improve Cape Cod's business climate and strengthen the region's small business economic base.

POTENTIAL PARTNERS

- Community Development Partnership
- Coastal Community Capital
- Cape Cod Commission
- Towns
- SCORE Cape Cod
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Technology Council
- Colleges and Universities
- Cape Cod Young Professionals

DELIVERABLES

Annual or biennial institute focused on small business development

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





THE TRADES WORKFORCE AND BUSINESS DEVELOPMENT PROGRAM

Project partners will coordinate and work to expand trades-related workforce and business training programs, including those at Cape Cod Community College, local technical and vocational high schools, and colleges and universities in the Southeast Massachusetts region. The project will market trades career options, including those in fisheries/aquaculture and wind energy, to students and collaborate with businesses, chambers of commerce, and educational institutions to build apprenticeship, mentoring and other programs that connect students and young adults to local well-paid career options in the trades.

GOAL

Establish system of programs to ensure the continuation of strong local trades, fishing and aquaculture industries and workforce.

POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Local Technical High Schools
- Cape Cod Community College
- Other Educational Institutions
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Community Development Partnership
- Coastal Community Capital
- Massachusetts Office of Business Development
- US Small Business Administration
- Cape Cod Commercial Fishermen's Alliance

DELIVERABLES

Establishment of trades-focused workforce training programs; outreach materials for students and employers; expansion of existing or establishment of new mentorship/ apprenticeship programs for trades

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

CREATIVE ECONOMY SECTOR INTEGRATION

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

GOAL

To provide data and recommendations to towns and arts/cultural/historical entities and other creative economy actors for collaboration that support year-round employment opportunities and community building activity

POTENTIAL PARTNERS

- Arts Foundation of Cape Cod
- Cape Cod Commission
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Educational Institutions
- Arts/Culture Venues
- Towns

DELIVERABLES

Expanded, revised and updated arts guide, completed economic impact assessment, outreach materials on best practices and case studies, online tools to share arts/culture resources

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





BUY FRESH, BUY LOCAL CAPE COD PROGRAM

Project partners will expand Cape Cod’s Buy Fresh, Buy Local program to raise awareness of and access to locally-sourced products. The program will facilitate business-to-business opportunities for producers, restaurants, and wholesale establishments and encourage towns to allow for and support these direct relationships between retailers and local growers and harvesters. Specific program elements may include expanding commercial kitchen opportunities for small business owners, microlending, encouraging public policies supportive of local goods producers and harvesters, branding local produce such as fish and shellfish, providing guidance for local producers in getting their goods to farmers markets and other points of sale, supporting local cooperatives for growers and harvesters, and partnering with the Cape Cod Community College’s culinary program.

GOAL

To strengthen branding around and employment opportunities in local food growing, harvesting, and production

POTENTIAL PARTNERS

- Barnstable County Cooperative Extension Service
- Live Love Local
- Cape Cod Commercial Fishermen’s Alliance
- Farm Bureau
- Aquaculture Research Corporation
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- Massachusetts Brewers Guild
- Local breweries and wineries
- Restaurants
- Massachusetts Restaurant Association
- Cape Cod Community College
- Cape Cod Culinary Incubator

DELIVERABLES

New or expanded marketing efforts around Cape Cod-branded products; New or expanded commercial kitchen opportunities

PROJECT TYPE

Program Administration (Ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

CAPE-FIRST CONSTRUCTION AND PROCUREMENT PROGRAM

The intent of this project is to encourage private developers and municipal governments in the region to use local businesses for construction and other services. The project would begin with a legal and impact assessment of local preference policies or efforts, including case studies of similar programs outside the region. The project could provide help and guidance to local businesses in getting on state vendor lists, potential development of a database of local construction and other companies, and training for local procurement officers. Additionally, this project will encourage integration of Cape Cod artists' works into local development projects, both public and private.

GOAL

To increase opportunities for local businesses and retain the employment and revenue benefits of public and private investments in the region.

POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- State Agencies
- Cape Cod Arts Foundation
- Private companies

DELIVERABLES

Feasibility assessment

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





ENTREPRENEURSHIP REVOLVING LOAN FUND

Project partners will establish a working group to identify ways to expand existing below market rate and micro-loan programs to support local start-ups and existing small businesses. The focus would be on helping underserved populations gain greater access to below market rate capital to cover the costs of starting and running a business (e.g., healthcare costs, compliance and regulatory costs, utility hook ups) on Cape Cod. Once established, outreach materials for the fund will need to be developed to share with potential loan recipients as well as with local banks so that they may help spread the word and direct people to the fund.

GOAL

To reduce the cost of starting and operating a business on Cape Cod.

POTENTIAL PARTNERS

- Coastal Community Capital
- Cape Cod Commission
- Community Development Partnership
- Business Associations
- Cape Cod Commercial Fishermen's Alliance
- E for All
- SCORE Cape Cod
- State and Federal Agencies
- Local Banks

DELIVERABLES

A need determination and, if needed, a new loan fund

PROJECT TYPE

Planning and Funding

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

WORKFORCE AND BUSINESS RETENTION PROGRAM

Project partners will identify workforce and business retention issues on Cape Cod, and develop a program that supports potential solutions for the region. Particular attention will be paid to ways to defray the high cost of support services needed by working families, such as child- and elder-care, debt reduction, housing and healthcare. Solutions will focus on identifying ways to support and utilize the significant retired and older adult populations living in the region and will consider sub-regional and cross-organization collaboration. The program may expand outreach to potential employees and employers off-Cape, creating opportunities for employment based within the region.

GOAL

To increase local workforce and business retention on Cape Cod.

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Young Professionals
- Cape Cod Community College Center for Corporate and Professional Education (CCAPE)
- E for All
- Local Technical High Schools
- Local Chambers of Commerce
- Economic Development Industrial Corporations
- MA Executive Office of Housing and Economic Development
- SCORE Cape Cod
- US Small Business Development Administration
- Towns
- Massachusetts Office of Business Development
- Community Development Partnership
- Coastal Community Capital
- Local Banks
- Environmental Business Council of New England

DELIVERABLES

A framework document with a strategy for implementing retention solutions.

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







Blue Economy Sector Development Initiative

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

POTENTIAL PARTNERS

- Blue Economy Foundation
- Cape Cod Commission
- Towns
- Association to Preserve Cape Cod
- Center for Coastal Studies
- Woods Hole Oceanographic Institution
- Massachusetts Technology Collaborative
- Massachusetts Clean Energy Center
- Private Marine Technology Companies
- Cape Cod Community College
- Massachusetts Maritime Academy
- Cape Cod Commercial Fishermen's Alliance
- UMass Dartmouth
- National Oceanic and Atmospheric Administration
- Aquaculture Research Corporation
- Local Technical High Schools
- Self-Reliance
- Cape Cod Chamber of Commerce
- Cape and Islands Harbormaster Association
- Cape Cod National Seashore
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Cape Cod Technology Council
- Cape Cod Young Professionals

MEASURES

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

BLUE TECHNOLOGY COMMERCIALIZATION CENTER

Project partners will continue and expand the Blue Economy Foundation’s work to establish a commercialization center for the development of new technologies and businesses related to the Blue Economy, including marine science and technology, fishing, aquaculture, and offshore energy. This will include scoping, developing funding options for the center, and establishing the commercialization center. Once established, the center can begin processing technologies and pursue ongoing funding for the center’s administration.

GOAL

To support entrepreneurship and technology development within “blue” industry sectors, growing new and existing business that support year-round employment and address regional needs in science, technology, energy, natural resources, and recreation

POTENTIAL PARTNERS

- Blue Economy Foundation
- Cape Cod Commission
- Woods Hole Oceanographic Institution
- Massachusetts Technology Collaborative
- Massachusetts Clean Energy Center
- Private Marine Technology
- Cape Cod Community College
- Massachusetts Maritime Academy

- Cape Cod Commercial Fishermen’s Alliance
- University Of Massachusetts Dartmouth
- National Oceanic and Atmospheric Administration
- Center for Coastal Studies
- Aquaculture Research Corporation
- Educational Institutions/Local Technical High Schools
- Self-Reliance
- Cape Cod Chamber of Commerce

DELIVERABLES

Business plan and grant proposals;
Establishment of Commercialization Center; Successful commercialization of Blue Economy technologies

PROJECT TYPE

Planning and Funding

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





COASTAL RESILIENCY INNOVATION CENTER

Project partners will establish an innovation center to support the development of materials, technologies, and businesses focused on resilience to or mitigation of climate change. This will include scoping, funding, and establishing the innovation center, as well as identifying an ongoing funding stream for the continued administration and operation of the center. The center would partner with Cape Cod Community College and other educational institutions to link workforce training and education with innovative solutions developed at the center to aid in disaster recovery and response.

GOAL

To support the development of new technologies and businesses that improve mitigation of and adaptation to climate change

POTENTIAL PARTNERS

- Home Builders & Remodelers Association of Cape Cod
- Towns
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce

- Cape Cod Community College
- Local Technical High Schools
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Business plan and grant proposals;
Establishment of Innovation Center;
Successful development of climate adaptation materials, technologies, and/or businesses

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

WASTEWATER TREATMENT INNOVATION AND TESTING CENTER

Project partners will expand the existing Massachusetts Alternative Septic System Test Center on Joint Base Cape Cod to identify and test affordable options for distributed wastewater treatment and build expertise in new water quality and wastewater treatment related technology, particularly those affordable to small businesses. Partnership opportunities to pilot test new technologies locally will be sought, for example, working with the Cape Cod Community College as they build their proposed Science and Engineering Building using a self-contained toilet systems using electrolysis to treat waste.

GOAL

To reduce amount of nitrogen and other byproducts from septic systems reaching the groundwater.

POTENTIAL PARTNERS

- Barnstable County Department of Health and Environment
- Cape Cod Commission
- Joint Base Cape Cod
- Towns
- Massachusetts Department of Environmental Protection
- Cape Cod Community College

DELIVERABLES

Pilot tests of new technologies

PROJECT TYPE

Product Testing (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





REGIONAL HARBOR AND DREDGE SERVICES

Project partners will expand the County's capacity to help communities maintain working harbors and navigation channels for commercial, transportation, and recreational boating. This will involve completing the Regional Harbor Management Study to evaluate economic benefits and detriments of dredging and harbor-adjacent uses, and assessing the regulatory framework around dredging, where feasible.

GOAL

To maintain navigation and working harbors

POTENTIAL PARTNERS

- Barnstable County Dredge Program
- Cape Cod Commission
- Towns
- Cape and Islands Harbormaster Association
- Cape Cod Commercial Fishermen's Alliance

DELIVERABLES

Acquisition of a new dredge, Report on economic impacts of harbors

PROJECT TYPE

Planning and Funding (Ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

ECONOMIC SECTOR IMPACT ASSESSMENTS

Project partners will assess the economic impacts of key and emerging industry sectors and identify industry cluster development opportunities based on supply chain mapping and workforce opportunity gaps. These assessments will take into consideration climate change and its potential impacts and will seek to identify ways in which these impacts might be managed or utilized.

GOAL

To improve local understanding of industry clusters and their growth potential, allowing the prioritization of resources to sectors that can be address regional workforce and business needs.

POTENTIAL PARTNERS

- Cape Cod Commission
- MassHire Cape and Islands Workforce Board
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod Cape Cod Technology Council
- State Agencies
- Business Associations
- The Public Policy Center at UMass Dartmouth
- Cape Cod Arts Foundation
- US Small Business Administration
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals

DELIVERABLES

Industry sector reports, presentations and other educational outreach efforts

PROJECT TYPE

Research and Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



TOURISM AND LEISURE ECONOMY ASSESSMENT

Project partners will assess changing trends in the tourism and leisure sector, including patterns of vacationing, retirement, seasonal homeownership, eco-tourism, and the potential future impacts of climate change on this sector. The economic and other impacts of these potential changes will be assessed, and ideas generated on how to manage and capitalize on those challenges regionally. The assessment will involve conducting surveys and/or interviews with key industry leaders and stakeholders, collecting and analyzing data, and sharing the results through multiple channels, such as data visualization sites, social media venues, guides, and reports.

GOAL

To better understand changes to the industry, and potential impacts to employment and housing.

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- MassHire Cape and Islands Workforce Board
- Home Builders & Remodelers Association of Cape Cod
- Business Associations
- Cape Cod Arts Foundation
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Final report

PROJECT TYPE

Research and Planning

TIMELINE

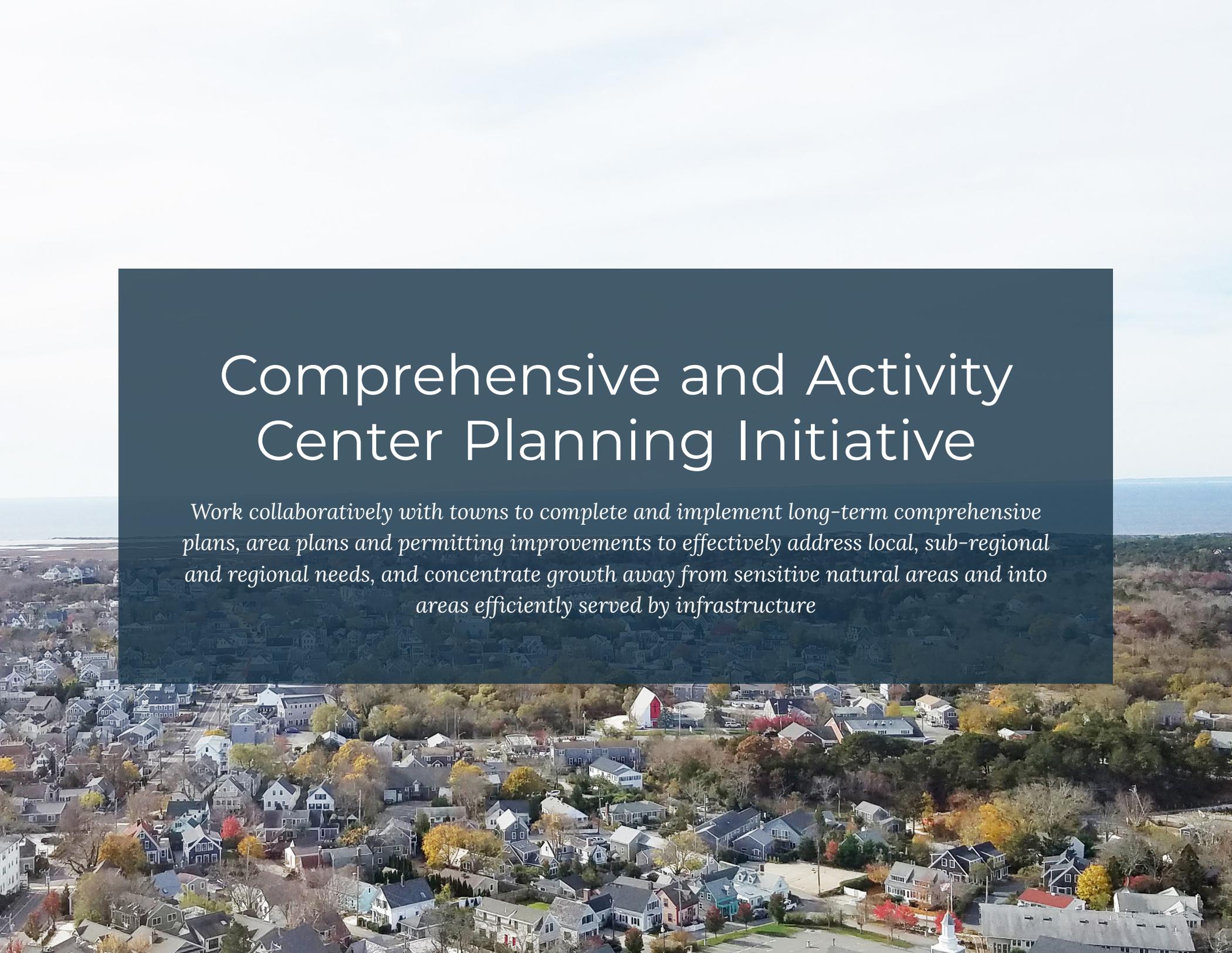
YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

An aerial photograph of a coastal town, likely in New England, showing a dense residential area with many houses and a prominent red barn. The town is situated near a body of water, with a clear sky above. A dark blue semi-transparent rectangular box is overlaid on the center of the image, containing white text.

Comprehensive and Activity Center Planning Initiative

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

POTENTIAL PARTNERS

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

MEASURES

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



RESET PROJECTS: ASSESSING CENTERS OF ACTIVITY

The Commission will work with towns through Regional Economic Strategy Executive Team (RESET) projects to evaluate centers of activity for housing diversity and affordability; economic diversity and locally-owned businesses; multi-modal transportation and transit; waste, telecommunications, and energy infrastructure; and public amenities and community character. This will provide an existing conditions baseline for long-term planning and a set of tactical recommendations for meeting the town’s immediate housing and economic development needs.

GOAL

To provide technical services to the towns that facilitate appropriate development in centers of activity.

POTENTIAL PARTNERS

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

DELIVERABLES

Final reports for RESET projects

PROJECT TYPE

Planning (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



LOCAL COMPREHENSIVE PLANNING

The Commission will work collaboratively with towns to update, certify, and implement Local Comprehensive Plans (LCPs) that address infrastructure needs, housing diversity and affordability, resource protection, and climate change mitigation across land use types. This will begin with updating regional regulations guiding local comprehensive planning to align with the Regional Policy Plan.

GOAL

To update LCPs and integrate them with other local planning efforts, and to coordinate regional and local plans and regulations to foster housing and economic diversity and quality of life.

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod

DELIVERABLES

Certified Local
Comprehensive Plans

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

LOCAL CAPITAL PLANNING

The Commission will collaborate with towns to complete, update, and implement local capital plans that focus development in centers of activity. The Commission will provide technical assistance to towns in completing their local capital plans and ensuring they are consistent with regional planning goals and policies.

GOAL

To plan for long-term improvements and capital investments that adequately serve development and protect the natural environment, especially in preparation for climate change and sea level rise impacts

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Home Builders & Remodelers Association of Cape Cod
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Local capital plans

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



REGULATING FOR HOUSING AND ECONOMIC DIVERSITY

The Commission will collaborate with towns to complete, update, and implement housing and economic strategies that focus development in centers of activity. This will involve conducting research to better understand the housing and economic development needs in centers of activity and providing support to the towns in drafting the plans. The plans and regulatory changes should support sustainable development of “the missing middle” housing types, housing affordability, and the clustering of business and residential uses. Tools such as density bonuses, inclusionary zoning, streamlined permitting and tax incentives should be considered.

GOAL

To provide adequate and affordable residential options to house the local workforce

POTENTIAL PARTNERS

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

DELIVERABLES

Housing plans, by-law changes, economic development strategies

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

ZONING ANALYSIS TOOLS

The Commission will collaborate with towns to increase public access to and understanding of local regulations through continued implementation of online tools such as OpenCounter. This tool can also predict locations of development interest, identifying areas that may benefit from review of existing land use policies to advance consistency with local and regional goals.

GOAL

To improve understanding and effectiveness of zoning

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Massachusetts Department of Energy Resources

DELIVERABLES

Open Counter website per town

PROJECT TYPE

Product Development (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





MODEL BYLAWS FOR ZONING AND DESIGN

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

GOAL

To facilitate implementation of bylaws and regulatory updates to address the region's identified planning needs

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape Light Compact
- Massachusetts Clean Energy Center
- Massachusetts Department of Energy Resources

DELIVERABLES

Model by-laws, form-based code framework, plan/strategy document including implementation plan, potential funding sources, and budget; updated regional design guidelines that could serve as models for towns, as needed

PROJECT TYPE

Product Development (ongoing)



HOUSING PROTOTYPE LIBRARY

The Commission will actively engage the developer community to develop a library of building prototypes designed to address regional housing needs, including affordability and mixed use. The library will support infill and redevelopment in community activity centers, reducing resource use and energy demand associated with new development. Location, construction methods, building envelope and renewable energy can be considered among the features of Cape Cod residential prototypes.

GOAL

Develop a library of building prototypes for Activity Center planning.

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Young Professionals
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Association to Preserve Cape Cod
- State Agencies
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Leadership in Energy and Environmental Design (LEED)
- Cape Light Compact

DELIVERABLES

Building prototypes and their application locally

PROJECT TYPE

Product Development (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





EXPEDITED PERMITTING

The Commission, Chambers, and towns will coordinate with state and local agencies to identify, support, and pursue opportunities to streamline permitting and regulations to support economic development, public-private partnerships, and private investment. Methods to leverage Opportunity Zone will be investigated and the Economic Development Resource Guide will be updated to cover methods to streamline permitting, increase municipal transparency and improve communications around regional land use and planning needs.

GOAL

To improve permitting and access to funding through better coordination with state, regional, and local agencies and private entities

POTENTIAL PARTNERS

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

DELIVERABLES

Permit and regulation updates to streamline process

PROJECT TYPE

Implementation (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

E-PERMITTING

The Commission and potential partner agencies will encourage towns to adopt electronic permitting and similar online tools to improve the clarity and efficiency of local and regional permitting.

GOAL

To expedite permitting and increase consistency between towns in the region

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- State Agencies
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors

DELIVERABLES

Towns with e-permitting systems

PROJECT TYPE

Implementation (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





A photograph of a row of white houses with dark shutters and a white picket fence in the foreground. The houses are set against a clear blue sky with some bare trees. A semi-transparent dark blue box is overlaid on the image, containing the title and subtitle text.

Housing Access and Affordability Initiative

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

POTENTIAL PARTNERS

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

MEASURES

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



REGIONAL HOUSING PLAN

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

GOAL

To increase access to affordable and diverse housing that addresses the “missing middle” and affordability issues of the region

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Local Housing Authorities
- HOME Consortium
- State Foundations
- Bank Foundations
- Community Foundations
- Large Employers
- State Agencies
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Regional housing plan; scope of work with team, timeline, and budget; plan/strategy document including implementation plan, funding sources, and budget

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





HOUSING AFFORDABILITY RESOURCE DEVELOPMENT PROGRAM

This project will support and expand existing efforts, such as those carried out by the Massachusetts Housing Partnership, to provide housing affordability information and expertise to policy makers and stakeholders. The program will identify research and data needs for key audiences, collect identified missing data, and tailor information for key audiences (second homeowners, state lawmakers and agencies, developers, non-profits) to educate them on the importance of housing affordability to economic development in the region and reduce resistance to multi-family housing, density, and affordable housing. One approach for consideration will be to support the funding of sub-regional housing staff to work with towns on affordable housing production, establishing and managing local Municipal Housing Trusts, and expanding sub-regional coordination and collaboration.

GOAL

To raise awareness around regional housing issues to grow support for related initiatives among key stakeholder groups

POTENTIAL PARTNERS

- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Cape Cod Commission
- Cape Cod Young Professionals
- Cape Cod Chamber of Commerce
- Home Builders & Remodelers Association of Cape Cod
- Cape Cod & Islands Association of Realtors
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Online information and data repository, Gap analysis for research needs, Report on housing affordability research

PROJECT TYPE

Feasibility



HOUSING AFFORDABILITY TRUST/WORKFORCE HOUSING FUND

This project will assess the feasibility of establishing local and/or regional workforce housing funds to support development and ownership of “missing middle” housing types, especially those affordable to low- and middle-income residents. Consideration will be given to offering household support programs such as rental or utility assistance, and provide other incentives to reduce up-front development costs. A working group will evaluate trust/fund options, feasibility, and the implementation of an action plan for establishing the fund and pursuing means to support it.

GOAL

To support development of a fund that increases the supply of and access to housing affordable to low- and middle-income resident.

POTENTIAL PARTNERS

- Community Development Partnership
- Cape Cod Housing Assistance Corporation
- Cape Cod Commission
- Bank and Community Foundations
- Large Employers
- Towns
- Cape Cod Housing Assistance Corporation
- Local Housing Authorities
- HOME Consortium
- State Agencies
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Feasibility study, establishment of fund if feasible

PROJECT TYPE

Feasibility

TIMELINE





YEAR-ROUND RESIDENT OR RENTAL PROPERTY TAX EXEMPTION

This project will evaluate models and potential impacts of year-round resident property tax exemptions by Cape Cod towns, and will provide information to towns interested in adopting the exemption for its permanent residents. Such exemptions currently exist in Provincetown and Barnstable.

GOAL

To reduce the cost of living for year-round Cape Cod residents

POTENTIAL PARTNERS

- Towns
- Association to Preserve Cape Cod
- Cape Cod Chamber of Commerce
- Cape Cod & Islands Association of Realtors
- Cape Cod Young Professionals

DELIVERABLES

Towns with tax exemption

PROJECT TYPE

Implementation (ongoing)



An aerial photograph of a coastal area. In the foreground, there is a sandy beach and a road. Several houses are visible, some of which appear to be built on a slight rise or dune. The background shows a dense line of trees and a clear blue sky. A dark semi-transparent box is overlaid on the center of the image, containing the title and a paragraph of text.

Climate Change Innovation Initiative

The region must continue to plan for mitigating climate change and addressing its potential impacts. Planning is needed to move the region away from fossil fuels, encourage renewable energy, electrify transportation, and ensure protection of the region's natural resources and natural carbon sinks. Identify and promote public and private opportunities for climate change mitigation and adaptation on a local and/or regional scale

POTENTIAL PARTNERS

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

MEASURES

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

CLIMATE CHANGE MITIGATION AND ADAPTATION PLANNING

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

GOAL

To build climate resilience on Cape Cod through local and regional land use planning efforts, including reduced dependence on fossil fuels

POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Climate Change Collaborative
- Cape Light Compact
- Cape & Vineyard Electric Cooperative
- Home Builders & Remodelers Association of Cape Cod
- Towns
- Association to Preserve Cape Cod
- Center for Coastal Studies

- Woods Hole Oceanographic Institution
- Waquoit Bay National Estuarine Research Reserve
- MA Department of Environmental Protection
- MA Department of Energy Resources
- US Environmental Protection Agency
- Utilities

DELIVERABLES

Greenhouse gas inventory, analysis of sites for electric vehicle charging stations; analysis for sites for utility-scale and community solar installations; analysis of sites for a public electric vehicle rental depot, scopes of work with team, timeline, and plan for MVP program participation

PROJECT TYPE

Planning (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



RESILIENT UTILITIES COALITION

Project partners will work to improve coordination among utilities, independent energy providers, government entities, and towns to support resilient development in centers of activity, including efficient development of wastewater, telecommunications, and energy distribution infrastructure. This will include establishing the coalition and engaging state-level partners to support it. The coalition will research and support regional and local policies that call for coordination of public works projects, dig-once policies, interconnections, undergrounding, distributed renewable energy, and climate change mitigation and resiliency.

GOAL

To facilitate coordination among utilities, independent energy providers, governmental entities, and towns to support climate change mitigation, resiliency and installation and maintenance efficiency efforts

POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Utilities
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Home Builders & Remodelers Association of Cape Cod
- Cape & Islands Association of Realtors
- Cape Light Compact

DELIVERABLES

Project report and policy changes

PROJECT TYPE

Feasibility and Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

REGIONAL ECONOMIC RESILIENCY INFORMATION CLEARINGHOUSE

Project partners will establish an Economic Resiliency Information Clearinghouse focused on preparation for and recovery from economic and natural disasters. This will include conducting a gap analysis to identify research and data needs for key audiences, collecting data to fill identified gap, developing materials for training and outreach on economic and natural disaster resiliency issues and potential solutions, and assembling and disseminating the new information through an online portal.

GOAL

To support economic resiliency and expedite recovery from systemic shocks

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- MassHire Cape and Islands Workforce Board

- Educational Institutions
- Public access media and other media outlets
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Online Clearinghouse

PROJECT TYPE

Research and Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



OBSTACLES TO OPPORTUNITIES CHALLENGE

Project partners will coordinate and implement community events and/or competitions centered around proposing creative solutions, technologies, and approaches that address climate change and other regional resiliency challenges.

GOAL

To encourage creative responses to regional challenges

POTENTIAL PARTNERS

- Cape Cod Community College
- Local Technical High Schools
- Cape Cod Chamber of Commerce
- Massachusetts Maritime Academy
- Bridgewater State University
- Barnstable County
- Cape & Vineyard Electric Cooperative
- Cape Cod Climate Change Collaborative
- Cape Cod Young Professionals

DELIVERABLES

Events

PROJECT TYPE

Feasibility and Program Administration

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



Regional Infrastructure Planning Initiative

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

POTENTIAL PARTNERS

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

MEASURES

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

REGIONAL CAPITAL PLAN

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

GOAL

To coordinate regional capital planning and address infrastructure needs efficiently

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Regional Transit Authority
- Cape Cod Water Protection Collaborative
- Cape & Vineyard Electric Cooperative
- Utilities

DELIVERABLES

Regional Capital Plan; scope of work with team, timeline, and budget; plan/strategy document; inventory of planned infrastructure improvements; decision support tool

PROJECT TYPE

Planning (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



NATURAL AND GREEN INFRASTRUCTURE ASSESSMENT

Project partners will assess and support the increased use of natural and green infrastructure to meet land use, resiliency, and economic development needs.

GOAL

To reduce the need for built infrastructure while restoring and protecting natural resources

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

DELIVERABLES

Assessment report

PROJECT TYPE

Feasibility and Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

CAPE-WIDE DRINKING WATER PLAN

The Commission will update the Cape Cod Areawide Regional Water Quality Plan (the 208 Plan) to expand drinking water protection and increase the protection of ponds and other freshwater resources. This will include updating related documents and plans as needed, such as the Cape Cod Pond and Lake Atlas.

GOAL

To pursue long-term health and safety of Cape Cod’s drinking water resources in pursuit of economic resilience

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

DELIVERABLES

Updated 208 plan

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



LOCAL WATER QUALITY PLANNING

The Commission will support development and adoption of local water quality plans to restore drinking and surface water quality.

GOAL

To pursue long-term health and safety of Cape Cod's water resources in pursuit of economic resilience

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative

DELIVERABLES

Land protected, plans adopted

PROJECT TYPE

Planning (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

ZERO-WASTE POLICIES

The County will identify and evaluate existing and potential zero-waste programs, policies, and regional and municipal regulations that could be adopted on Cape Cod as part of a regional solid waste planning and education effort. The project will identify ways to promote adoption of zero-waste policies and practices on a regional scale with buy-in from all Cape communities. Particular focus will be on policies that internalize waste products within production systems, as well as promoting efficiency through policies, such as LEED and net zero development.

GOAL

To increase materials recovery and reduce waste production on Cape Cod

POTENTIAL PARTNERS

- Barnstable County Cooperative Extension
- Sustainable Practices
- Towns
- Joint Base Cape Cod
- Cape Cod Commission
- Barnstable County Department of Health and Environment
- Town Departments of Public Works
- Bourne Transfer Station
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative
- Cape Cod Young Professionals
- SWANA Southern New England

DELIVERABLES

White paper on feasibility

PROJECT TYPE

Feasibility and Planning

TIMELINE



RENEWABLE ENERGY SITING AND PERMITTING STUDY

Project partners will conduct a study of potential utility-scale renewable energy sites and local policies around energy generation, recommending programs and policies that increase distributed renewable energy generation, improve siting of generation facilities, support local and community ownership and protect sensitive natural resources, natural infrastructure and community character.

GOAL

To encourage distributed renewable energy generation and import substitution/"energy independence," while reducing impacts to sensitive natural resources.

POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Community College
- Cape Light Compact

DELIVERABLES

Map and analysis of sites for utility-scale solar renewable energy sites

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

LAST-MILE BROADBAND DEPLOYMENT STRATEGY

Project partners will seek to determine the optimal management structure and deployment plans for last-mile build-out of the OpenCape broadband network. This will include identifying the necessary coordination and policies to facilitate implementation and considering how the system will be integrated with future technologies. This project will identify ways towns can partner with OpenCape for network build-out, including alternative funding schemes, as well as educating residents on the value of broadband.

GOAL

To complete the last-mile build out connection for Cape Cod

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- OpenCape
- Towns
- Barnstable County
- Cape & Vineyard Electric Cooperative
- State Agencies
- Public Access TV
- Cape Cod Commission
- Major Employers
- Cape Cod Young Professionals

DELIVERABLES

White paper on feasibility

PROJECT TYPE

Feasibility and Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



REGIONAL SOLID WASTE PLANNING

Project partners will identify improvements and ideas for regional solid waste planning, including feasibility for, and funding of a Materials Recovery Facility if appropriate.

GOAL

To increase materials recovery, reuse and waste reduction on Cape Cod

POTENTIAL PARTNERS

- Barnstable County Cooperative Extension
- Cape Cod Commission
- Towns
- State Agencies
- Association to Preserve Cape Cod
- Cape Cod Water Protection Collaborative
- Cape Cod Young Professionals
- SWANA Southern New England

DELIVERABLES

White paper on feasibility, Facility design and construction

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

An aerial photograph of a long, narrow bridge spanning a body of water. The bridge has a white metal truss structure. In the background, there is a dense forest of green trees, a road with some buildings, and a blue water tower. The foreground shows the dark blue water of the bridge's approach.

Transportation and Air Quality Improvement Initiative

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



POTENTIAL PARTNERS

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

MEASURES

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

PUBLIC TRANSIT EXPANSION FEASIBILITY ANALYSIS

Project partners will evaluate strategies for transit improvements to better facilitate movement within and among towns, including adjustments to transit locations and frequency to more effectively meet riders' needs and potentially reduce parking needs. This will include developing and pursuing a strategy for an electric vehicle (EV) car rental depot with demand response capacity, ride-sharing and car-sharing options, including an implementation plan, identification of potential funding sources, and an administration budget.

GOAL

To improve Cape Cod's transit services and reduce reliance on personal vehicles, thereby reducing greenhouse gas emissions

POTENTIAL PARTNERS

- Cape Cod Regional Transit Authority
- Cape Cod Commission
- Towns
- State Agencies
- Cape Cod Chamber of Commerce
- Local Chambers of Commerce

- MassHire Cape and Islands Workforce Investment Board
- Cape & Vineyard Electric Cooperative
- Cape Cod Young Professionals

DELIVERABLES

White paper on public transit expansion

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





COMPLETE REGIONAL MULTIUSE PATH

The Commission will work with municipalities to obtain design and construction funding to realize the vision of a multi-use path from Woods Hole to Bourne to Provincetown with connections to all 15 Cape Cod towns.

GOAL

To expand bike commuter infrastructure along the trail, emphasizing connections to centers of activity, and promoting non-auto-oriented modes of transportation

POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Metropolitan Planning Organization
- Cape Cod Joint Transportation Committee
- Towns
- State Agencies
- Cape Cod Regional Transit Authority

DELIVERABLES

Plan with potential funding sources, construction of paths and connections

PROJECT TYPE

Planning and Construction (ongoing)



HYANNIS ACCESS BUILD-OUT

The Hyannis Access Study Implementation Report (2013) identifies recommendations, including (1) a major redesign of two intersections of Route 28 and several miles of roadway changes within the town of Barnstable, and (2) to improve access to Cape Cod's major urban center in Hyannis village via the Airport Rotary (intersection of Route 28, Route 132, Barnstable Road, and access to the Barnstable Municipal Airport), Yarmouth Road and its intersection with Route 28, and segments of Route 28 adjacent to the Airport Rotary. This project will help carry out and implement the recommendations from the Hyannis Access Study.

GOAL

To reduce traffic congestion, air emissions, and decrease the time for emergency vehicles to reach the hospital.

POTENTIAL PARTNERS

- Town of Barnstable
- Cape Cod Commission
- Cape Cod Chamber of Commerce
- Hyannis Chamber of Commerce
- Hyannis Main Street BID
- Hyannis Airport
- Cape Cod Regional Transit Authority
- Cape Cod Hospital

DELIVERABLES

Funding and construction of upgrades

PROJECT TYPE

Funding and Construction (ongoing)

TIMELINE





ELECTRIC TRANSIT

Project partners will identify resources needed to electrify the transit vehicle fleets that serve Cape Cod, and in particular how to electrify transit across the region with electricity that does not come from fossil fuels.

GOAL

To reduce greenhouse gas emissions caused by Cape Cod’s transportation network

POTENTIAL PARTNERS

- Cape Cod Regional Transit Authority
- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns

DELIVERABLES

White paper on feasibility, new transit fleets and EV car rental depot with demand response capacity

PROJECT TYPE

Feasibility



BUILDOUT ELECTRIC VEHICLE INFRASTRUCTURE

Project partners will evaluate the feasibility for expanding infrastructure needed for an electric vehicle network that does not rely on fossil fuels. This includes developing and pursuing a strategy for a charging station network, including an implementation plan, identification of potential funding sources, and an infrastructure construction and maintenance budget, as well as how this network can connect with and support mass transit and bicyclist and pedestrian infrastructure, and potentially support an electric vehicle pool.

GOAL

To reduce greenhouse gas emissions caused by Cape Cod's transportation network

POTENTIAL PARTNERS

- Cape & Vineyard Electric Cooperative
- Cape Cod Commission
- State Agencies
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Towns
- Cape Cod Regional Transit Authority

DELIVERABLES

White paper on feasibility and electric vehicle car rental depot with demand response capacity

PROJECT TYPE

Planning

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





EXPAND COMMUTER RAIL TO HYANNIS

The Commission will support extension of MBTA Commuter Rail to Buzzards Bay and later Hyannis, with rail upgrades for speed and on-Cape stops along the way.

GOAL

To increase transit options on Cape Cod while strengthening its workforce connections to and from Boston and the metropolitan area

POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape and Vineyard Electric Cooperative

DELIVERABLES

White paper on feasibility, expansion of commuter rail

PROJECT TYPE

Planning and Funding



WATER FERRY/TAXI SYSTEM

The Commission will support expanding water-based transit services to and from Cape Cod, and between Cape Cod's harbors. This will require development and pursuit of a strategy for a water ferry/taxi system that does not rely on fossil fuels, including a feasibility study, implementation plan, identification of potential funding sources, and a fleet purchase and maintenance budget.

GOAL

To decrease reliance on personal vehicles while increasing transit options and business opportunities on Cape Cod

POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce

DELIVERABLES

White paper on feasibility, ferry/taxi fleet

PROJECT TYPE

Feasibility

TIMELINE





AUTONOMOUS VEHICLE PLANNING

Project partners will evaluate the potential impact of autonomous vehicles to Cape Cod, identifying challenges, recommending actions, and considering impacts on key populations.

GOAL

To better understand how autonomous vehicles may benefit or impair the Cape Cod economy, and to implement a strategy to encourage their adoption if appropriate

POTENTIAL PARTNERS

- Cape Cod Commission
- Towns
- Cape Cod Regional Transit Authority
- State Agencies
- Cape & Vineyard Electric Cooperative

DELIVERABLES

White paper on feasibility of autonomous electric vehicle rental depot with demand response capacity

PROJECT TYPE

Feasibility and Planning



CANAL BRIDGES

The Commission will support upgrades to the Sagamore and Bourne Bridges to reduce traffic congestion, lower maintenance costs and disruption, and maintain the iconic character of the bridges. This will include participating and engaging with MassDOT for the planning process to ensure the needs of regional stakeholders are considered and integrated into the plan for upgrading the bridges.

GOAL

To reduce traffic, maintenance costs and service interruption while maintaining the iconic character of the bridges

POTENTIAL PARTNERS

- Cape Cod Commission
- Cape Cod Regional Transit Authority
- Towns
- Local Chambers of Commerce
- Cape Cod Chamber of Commerce
- Cape Cod Technology Council Infrastructure Committee

DELIVERABLES

Bridges

PROJECT TYPE

Planning (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







Infrastructure Development Initiative

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

POTENTIAL PARTNERS

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

MEASURES

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



BUILDOUT OF LAST-MILE BROADBAND

Project partners will complete buildout of high-speed telecommunications based on the outputs of the last-mile broadband planning assessment

GOAL

To Improve high-speed telecommunications and stimulate economic diversity and business/employment opportunities

POTENTIAL PARTNERS

- OpenCape
- Towns
- Utilities
- Cape Cod Commission
- Towns
- State Agencies

DELIVERABLES

Last-mile connections

PROJECT TYPE

Construction (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



WASTEWATER INFRASTRUCTURE IN CENTERS OF ACTIVITY

Project partners will continue to build wastewater infrastructure, particularly for existing centers of activity and through regional and sub-regional collaborations among towns, Joint Base Cape Cod, and other entities. The project includes identifying a power source for waste facilities on Cape Cod.

GOAL

To reduce the cost of wastewater treatment on Cape Cod.

POTENTIAL PARTNERS

- Towns
- Cape Cod Commission
- Association to Preserve Cape Cod
- Cape Cod Chamber of Commerce
- Massachusetts Department of Environmental Protection

DELIVERABLES

Identification of waste facility power source; infrastructure built and operating

PROJECT TYPE

Construction (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5



An aerial photograph of a coastal area during sunset. A paved road with a guardrail runs along the left side of the frame. To the right of the road is a sandy beach with some green vegetation. Further right is the ocean. The sky is filled with dramatic, colorful clouds in shades of blue, orange, and white, with the sun low on the horizon. The overall scene is serene and scenic.

Infrastructure Funding Initiative

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

POTENTIAL PARTNERS

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

MEASURES

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

CONGESTION PRICING ON BRIDGES

Project partners will conduct a feasibility and impact study on using congestion-related pricing for travel to, movement within, and parking on Cape Cod. This could include a vehicle fee system, such as bridge tolls, with potential consideration of fuel type in determining the fee schedule.

GOAL

To improve traffic and air quality in the region and expand funding for infrastructure development and maintenance and reduce greenhouse gas emissions through reduced reliance on single-occupancy vehicles and gas-powered vehicles

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Army Corp of Engineers
- MA Department of Transportation

DELIVERABLES

White paper on feasibility and recommendations for implementation

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





LAST-MILE BUILDOUT FUND

Project partners will identify and pursue new funding streams to finance last-mile broadband build out development. In addition to identifying new funding streams, it will also seek to expand existing funding streams, including crowd-funding options and leveraging existing wireless, cable, and broadband utilities. It will also develop and pursue a loan or grant program to supplement public and private investments for hookups to utility.

GOAL

To advance economic diversity and employment opportunities

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- OpenCape
- Towns
- Barnstable County
- Cape Cod Commission
- State Agencies

DELIVERABLES

White paper on feasibility

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

LODGING TAX SET-ASIDE FOR INFRASTRUCTURE

Project partners will support the establishment of a municipal infrastructure fund that channels new and existing lodging tax revenues into funding for building critical infrastructure, particularly in centers of activity. This will involve working with towns to encourage the dedication of a portion of new and existing lodging tax revenues for this purpose.

GOAL

To expand critical infrastructure to protect water quality, mitigate climate change, and allow concentrated development in activity centers

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Cape Cod & Islands Association of Realtors
- Home Builders & Remodelers Association of Cape Cod
- Cape & Vineyard Electric Cooperative

DELIVERABLES

Towns adoption of set-aside

PROJECT TYPE

Implementation (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5





EXPAND INFRASTRUCTURE FUNDING

Project partners will identify and pursue new funding streams to finance wastewater, energy, and other regionally-significant infrastructure development. In addition to finding new funding streams, it will also look to expand existing funding streams, including the Cape and Islands Water Protection Fund.

GOAL

To pursue long-term health and safety of Cape Cod's drinking water resources in pursuit of economic resilience

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Cape Cod Commission
- Association to Preserve Cape Cod
- Towns
- MA Department of Environmental Protection
- Cape Cod & Islands Association of Realtors
- Home Builders & Remodelers Association of Cape Cod

DELIVERABLES

White papers on feasibility of different funding options

PROJECT TYPE

Feasibility (ongoing)

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5

JET TAX

Project partners will assess the feasibility and impacts of taxes or fees on private jet transport on- and off-Cape Cod as a way to fund regional wastewater and infrastructure initiatives affected by seasonal visitors and second homeowners.

GOAL

To pursue long-term health and safety of Cape Cod's drinking water resources in pursuit of economic resilience

POTENTIAL PARTNERS

- Cape Cod Chamber of Commerce
- Municipal Airports
- Cape Cod & Islands Association of Realtors

DELIVERABLES

White paper on feasibility

PROJECT TYPE

Feasibility

TIMELINE

YEAR 1

YEAR 2

YEAR 3

YEAR 4

YEAR 5







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