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Cape Cod Comprehensive Economic Development Strategy (CEDS) 2017 Annual Report (Year 3)

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Submitted To:
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Annual Report – Year 3

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

CEDS STRUCTURE AND PROCESS

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

The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of land use policies and development standards to guide growth on Cape Cod and to protect its resources. The RPP establishes the basis for economic development planning on Cape Cod, envisioning synergy between economic development and the protection and preservation of the Cape’s resources and heritage. The CEDS incorporates the regional growth policy and economic development goals of the RPP.

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



Cape Cod Commission staff lead the development and implementation of the CEDS while the Cape Cod Economic Development Council (EDC) serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14-member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission members, represent the economic development constituencies called for in the EDA guidelines.

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

CEDS VISION & GOALS

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

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

- *Protect and build on your competitive advantage* – For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns impact efficiency.
- *Foster balance and diversity* – Economic strength and sustainability depend on having a mixture of industries, businesses, workers, ownership types, and employment options.



- Expand opportunity and regional wealth – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

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

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

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

Goal - ED1: Low-impact and Compatible Development

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

Goal - ED2: A Balanced Economy

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

Goal - ED3: Regional Income Growth

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

Goal – ED4: Infrastructure Capacity

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



Goal – CEDS1: Regional Collaboration & Joint Commitment

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

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

CEDS EVALUATION

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

THE REGION

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

| Census Tracts Classified as Distressed Over Time | | | | | |
|--|----------------------------------|--------------------------------------|------------------------------|------------|--------------------|
| Year | Higher than Average Unemployment | Lower than Average Per Capita Income | All Distressed Census Tracts | | |
| | # Tracts | # Tracts | # Tracts | Population | % Total Population |
| 2000 | 7 | 3 | 9 | 29,448 | 13.3% |
| 2009 | 5 | 2 | 5 | 21,048 | 9.5% |



| Census Tracts Classified as Distressed Over Time | | | | | |
|--|----------------------------------|--------------------------------------|------------------------------|------------|--------------------|
| Year | Higher than Average Unemployment | Lower than Average Per Capita Income | All Distressed Census Tracts | | |
| | # Tracts | # Tracts | # Tracts | Population | % Total Population |
| 2010 | 10 | 1 | 11 | 33,844 | 15.6% |
| 2011 | 11 | 3 | 12 | 36,851 | 17.0% |
| 2012 | 11 | 3 | 12 | 38,851 | 18.0% |
| 2013 | 13 | 3 | 14 | 46,381 | 21.5% |
| 2014 | 11 | 3 | 13 | 40,848 | 19.0% |
| 2015 | 14 | 3 | 16 | 50,763 | 23.6% |

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

There are several statistically significant differences that may exist between social and demographic metrics in distressed census tracts and the region (probability difference greater than 5%). Residents living in census tracts that show up as distress are more likely to be non-white and live in non-family households or alone than Cape residents in aggregate. The housing units in these tracts are not as likely to be owner occupied and more likely to be seasonal than housing units in general on Cape Cod.

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

Each benchmark is made up of numerous different individual measures. To understand the data in context, each measure is tracked over time and compared to state and national trends whenever possible. The



Benchmarks primarily use data collected by and for the federal Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics.

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

| Economic Development Goal | Benchmark | Desired Trend | Actual Trend |
|-----------------------------------|-----------------------|---------------|--------------|
| Balanced, Diverse Economy | Population Diversity | ↑ | ↓ |
| | Housing Diversity | ↑ | ↓ |
| | Seasonality | ↓ | ↑ |
| | Employment Diversity | ↑ | ↑ |
| | Wage Diversity | ↑ | = / ↓ |
| | Business Diversity | = | = / ↓ |
| Regional Wealth | Productivity | ↑ | ↑ |
| | Value Added | ↑ | = |
| | Exports/New Money | ↑ | ↑ |
| | Wellbeing | ↑ | TBD* |
| Low Impact Compatible Development | Smart Growth Pattern | ↑ | TBD* |
| | Quality of Life | ↑ | TBD* |
| | Environmental Quality | ↑ | TBD* |

* Benchmarks under development

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

| GOAL: BALANCED ECONOMY/DIVERSITY | | |
|--|----------------------------|---------------|
| To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities. | | |
| Benchmark | Measures | Trend Desired |
| Population Diversity | Resident Population Change | increase |
| | Net Population Migration | increase |
| | Working Age Out Migrants | decrease |



| GOAL: BALANCED ECONOMY/DIVERSITY | | |
|--|--|---------------|
| To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities. | | |
| Benchmark | Measures | Trend Desired |
| | Retirement Age of In Migrant | decrease |
| | Number & Share of Non-White Residents | increase |
| | Resident Median Age | decrease |
| | Number & Share of Residents Under 65 | increase |
| | Labor Force as % of Total Population | increase |
| | Median Household Income | increase |
| | Share of HH in LOW income cohort (inflation adjusted) | decrease |
| | Share of HH in MIDDLE income cohort (inflation adjusted) | increase |
| | Share of HH in HIGH income cohort (inflation adjusted) | stable |
| Housing Diversity | Total Housing Units | increase |
| | Number & Share Rental Units | increase |
| | Number & Share Seasonal Units | stable |
| | Number & Share of Single Family Homes | decrease |
| | Number & Share of Multifamily Homes | increase |
| | Number & Share of Units 800 SF or less | increase |
| | Median Home Price | decrease |
| Seasonality | Gap between Jan and July Unemployment Rates | decrease |
| | Number & Share of Seasonal Jobs (estimate) | decrease |
| | Peak Season Population | stable |
| | Resident Population v. Peak Population | stable |
| Employment Diversity | Total Employment | increase |
| | Number & Share of Employment in non-tourism Clusters | increase |
| | Number & Share of Employment in High Wage Industries | increase |
| | Number & Share of Employment in Emerging Industries | increase |
| | Number & Share Arts & Culture Industry Employment | stable |
| | Number & Share Employment in High Wage Occupations | increase |
| | Number & Share Employment in STEM Occupations | increase |
| | Number & Share Self-Employed | stable |
| Wage Diversity | Number & Share of jobs in High Wage Industries | increase |
| | Number & Share of jobs at minimum wage | decrease |
| | Average Wages (Real\$) | increase |
| | Average Self-Employment Wage (Real \$) | increase |
| Business Diversity | Number & Share of Establishments in Core Industries | stable |
| | Number & Share of Establishments in Emerging Industries | increase |



| GOAL: BALANCED ECONOMY/DIVERSITY | | |
|--|---|---------------|
| To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities. | | |
| Benchmark | Measures | Trend Desired |
| | Number & Share of Small Establishments | increase |
| | Number & Share of Large Retail Establishments | decrease |

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

| LOW-IMPACT AND COMPATIBLE DEVELOPMENT | | |
|---|---|---------------|
| To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life | | |
| Benchmark | Measures | Trend Desired |
| Smart Growth Pattern | Number & share of New Development in Activity Centers | increase |
| | Number & Share of total residential units in activity centers | increase |
| | Number & Share of total commercial SF in activity centers | increase |
| | Housing Density in Activity Centers (units/acre) | increase |
| | Un-development outside Activity Centers | increase |



| LOW-IMPACT AND COMPATIBLE DEVELOPMENT | | |
|---|--|---------------|
| To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life | | |
| Benchmark | Measures | Trend Desired |
| | New Development in Priority Protection Areas | decrease |
| Quality of Life | Alternative Transportation/Transit Use | increase |
| | Average Commute to Work Duration | decrease |
| | Acres of Recreational Open Space | increase |
| | Land Use Diversity in Activity Centers | increase |
| Environmental Quality / Resource Protection | Drinking Water Quality | improve |
| | Surface Water Quality | improve |
| | Impervious Surface | decrease |
| | Manicured Lawn | decrease |
| | Tree Coverage | increase |
| | Number of Historic Structures (Pre-1950) | stable |

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

- College age populations and young adults early in their career years are less represented on the Cape; the trend reverses in older working age and retirement age cohorts.
- The significant population growth on Cape Cod from the 1960's through the 1990's was driven by people retiring to the region; this age cohort is over 10% higher on Cape Cod than in the US as a share of the total resident population.
- With population growth, the Cape has seen strong job growth, businesses growth, and workforce growth. The recession eroded some of this growth but trends are again moving upwards.
- The Cape's economy is less seasonal than during the 1990's but still depends heavily on the doubling of the population in the summer and spending by second homeowners and visitors.
- While the payroll of businesses on the Cape has risen as the number of businesses and jobs has grown, average weekly wages when controlled for inflation have not increased significantly since 1990 on Cape Cod or indeed in Massachusetts or the US.



- Within the tourism cluster wages are comparable with the state and the US but overall, the wages on the Cape average \$8,000 to \$15,000 a year lower than wages in the US and the gap is even greater when compared to wages state-wide.
- Since 1990, the share of households with incomes above \$150,000 per year has grown by over 1,000% while the total number of households has only increased by 21.5%. Nevertheless, over half of the households on the Cape are still in the lowest two income brackets with incomes of less than \$75,000 per year.
- Barnstable County's Gross Regional Product is \$9.7 billion in 2014, a 5½% increase over 2001. Regional output began to decline sharply in 2005 hitting bottom in 2009. Declines in the number of working residents lagged declines in output but then took a significant drop in 2010. Growth in output of over 10% in the last three years should hopefully translate into labor force growth soon.

CEDS IMPLEMENTATION

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

The EDA designated Cape Cod as an [Economic Development District](#) in 2013 and began providing an annual grant in 2016; previously EDA had awarded the Commission 3 short-term planning grants for CEDS implementation.

The annual CEDS work plan includes economic development planning, research, data dissemination and public outreach, implementation of regional priority projects and technical assistance to towns in economic development through the RESET program. Many of these activities are on-going while others are completed within the year.

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

Since 2009 the region has made considerable progress, some of it highlighted throughout this report.



Planning, Research, Data Dissemination & Outreach

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

Key planning efforts have included:

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

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

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



- Primary Data Collection:
 - [2012 Business Climate Survey](#)
 - [2013 Regional Market Study](#)
 - 2017 Second Homeowners Survey (underway – an update to [2008 Second Homeowners Survey](#))
 - 2015 Homeowners Opinion Survey regarding development trends and land use regulation
- On-line Data Access & Analysis
 - [STATS Cape Cod](#) to disseminate economic data and track the performance of the regional economy
 - [BART](#) to provide contextual analysis of key economic drivers on Cape Cod
 - [Balanced Economy Benchmarks](#) where developed to track progress on the CEDS goals
- Planning tools have been developed to identify the economic development advantages and limitation of individual locations, estimate the cost to develop certain types of structures given local land use rules, and estimate the impact of different development scenarios on natural resources and infrastructure. These tools include:
 - [fRED](#): The fRED application was developed to inform the conversation between the development community and economic development stakeholders about where future growth in the region should occur. Numerous factors need to be considered in selecting a site for development. Some are economic, some natural resource-based, and some are based on the availability and quality of infrastructure. The fRED application shows the relative suitability of areas on Cape Cod for development based on these factors.
 - [Watershed MVP](#) is a planning tool that has been developed by the Commission to test different scenarios for treating wastewater using a wide variety of technologies. The model compares cost and effectiveness of different technology combinations over a user specified land area.
 - [208 Map Viewer](#) is another wastewater treatment planning tool developed by the Commission to advance public understanding of the issue.
 - Envision Tomorrow, Geo-Planner, City Engine and a TishlerBise fiscal impact model have been procured and



tailored to help with land use planning, development feasibility and impact assessments for development on Cape Cod.

Town Technical Assistance (RESET)

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

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

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

- Open Cape & other infrastructure investments of over \$44 million
- County investments 2.3 million over 7 years into CEDS implementation

Some limited private sector investments have been realized as well:

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



Regional Priority Projects

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

| Regional Priority Project | Long-term Project Goal & Goal Date | | Short-term CEDS Task and % Complete | |
|-------------------------------|--|------|---|------|
| Cape Cod Capital Trust Fund | New funding for long-overdue infrastructure | 2020 | <ul style="list-style-type: none"> • Feasibility Assessment • Legislative Action | 75% |
| Wastewater in Growth Centers | Improve water quality & enable econ. growth | 2040 | <ul style="list-style-type: none"> • 208 Plan Completion • Construction Grants | 50% |
| Integrated Infrastructure | Regional strategy to reduce long-term costs | 2020 | <ul style="list-style-type: none"> • Undergrounding Study • Regional Capital Plan | 75% |
| Commuter Rail Impact Analysis | Establish appropriate train service to Boston | 2020 | <ul style="list-style-type: none"> • Impact Assessment • Pilot Test Survey | 100% |
| SIO Regional Services | Reduce costs; increase consistency & efficiency | 2025 | <ul style="list-style-type: none"> • E-permitting • Regional database | 75% |
| Climate Change Impacts | Improve resiliency and reduce costs & impacts | 2018 | <ul style="list-style-type: none"> • Research Study • Focus Groups | 10% |
| Last Mile Broadband | Maximize use of Open-Cape fiber backbone | 2025 | <ul style="list-style-type: none"> • Regional Area Network • Last mile assessment | 10% |
| Business Dev. Revolving Loan | Entrepreneurship & small businesses capital pool | 2016 | <ul style="list-style-type: none"> • Assess Need & Feasibility of EDA fund | 100% |
| Expedited Permitting | Target growth to limit environmental impacts | 2030 | <ul style="list-style-type: none"> • Upper Cape Incentive areas for light industry | 100% |
| Harbor Planning | Preserve & strengthen maritime industries | 2025 | <ul style="list-style-type: none"> • Harbor Infrastructure Assessment | 10% |



- Cape Cod Capital Trust Fund
 - Commission staff completed research on the use and structure of regional redevelopment authorities in Massachusetts and the US. Study concluding that a financing authority was a more appropriate structure for this region given its infrastructure needs
 - The Commission hired experts in municipal finance to complete a feasibility analysis for creating a regional infrastructure bank/trust to fund the building of needed infrastructure, particularly wastewater treatment infrastructure. The analysis recommended a bond bank structure and identified potential sources of funding.
 - Based on this work, Commission staff is working actively with regional and state policy makers to pass legislation that will meet the financing needs identified
- Wastewater in Economic Centers:
 - The Commission led intensive regional planning to identify, prioritize, and eventually fund wastewater infrastructure has been completed in the form of a [Regional 208 Watershed Management Plan](#) including treatment scenarios for all impaired watersheds
 - Currently, Commission staff is working with towns to prepare funding requests to the State and EDA to build wastewater treatment systems in Economic Centers
- Integrated Infrastructure Planning
 - Commission staff are in the process of developing a Regional Capital Infrastructure Plan that will set policies for infrastructure investments across the region
 - [Transportation Improvement Program Tool](#) was developed to guide the review of transportation investments based on certain goals and risks.
 - An [Undergrounding Utilities Feasibility Assessment](#) was completed for the Town of Orleans that applies to the entire region.
- Commuter Rail Impact Analysis:
 - Commission staff completed [an impact assessment](#) for the extension of commuter rail to Buzzards Bay
 - Commission staff designed a survey for potential users of commuter rail based on a potential train schedule under consideration



- The Town of Bourne joined the MBTA rail service district
- Planning is underway at the state level for extending commuter rail to Buzzards Bay; a pilot test of commuter service is under consideration
- Strategic Information Office (SIO)
 - This office was established as a result of the CEDS process and has been partially funded by the County. Its purpose is to develop a regional planning database including infrastructure
 - A Regional Fly-over was funded to generate a series of aerial images used to build a GIS planimetric dataset for the entire county to help map infrastructure
 - The Commission initially received a large grant from the state and has continued to support the [E-Permitting Initiative](#): Chatham, Yarmouth, Harwich, Provincetown currently under development
- Climate Change:
 - The Commission was awarded a \$750,000 [Coastal Resiliency Grant](#) by NOAA to identify and investigate the impacts of different resiliency strategies; educate decision makers & public; the project is currently underway
 - Commission staff developed the [Sea-level Rise Viewer](#) for climate change planning to identify at risk properties and infrastructure
 - Commission staff completed a [Regional Multi-Hazard Mitigation Plan](#) that has since been approved by FEMA
 - Commission staff completed a final report on [Critical Transportation Assets Vulnerability to Sea Level Rise](#)
 - Commission staff continue to obtain funding for and provide technical assistance to towns for the development of [Local Hazard Mitigation Plans](#). Commission staff provides necessary data and helps evaluate the economic ramifications of climate change
- Last Mile Broadband:
 - Commission staff led the effort to establish a 1Gbps [Regional Area Network](#) connecting town facilities to the Internet at no upfront cost to the 13 towns that opted to participate



- Business Development Revolving Loan Fund:
 - The task under this priority project to determine whether to apply for an EDA grant to set up a new revolving loan fund has been completed; the conclusion was not to apply at this time given concerns about meeting match and administrative requirements
- Expedited Permitting
 - The Cape Cod Commission increased the size of development permitted in industrial areas on the Upper Cape that could be developed without regional review. This permitted the expansion of several marine technology manufacturing companies.
 - Commission staff worked with the towns of Orleans, Mashpee and Falmouth evaluate local by-laws relative to the town's economic development goals.
 - This work has illustrated the need for changes in zoning density limits, dimensional standards, and parking requirements to allow developers to provide residential and commercial space that is affordable while still earning a return on their investment. Such changes would be focused in designated activity centers only where appropriate infrastructure exists or is planned.
 - The update of the Regional Policy Plan will designate these activity centers and change planning, regulatory, and funding practices to focus o
- Regional Harbor Planning:
 - Commission staff completed a set of [case studies on working harbors](#) on Cape Cod
 - Commission staff completed [concept plans for two harbors](#) in Harwich stimulating town actions to expand and improve the harbor facilities (currently underway).

-end -