

BOURNE ECONOMIC SUMMIT REPORT

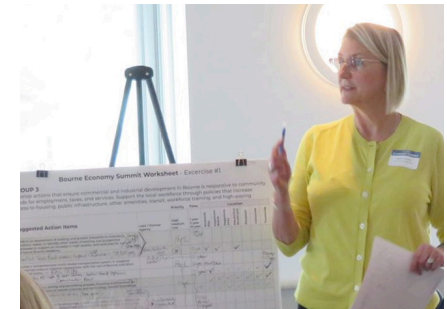
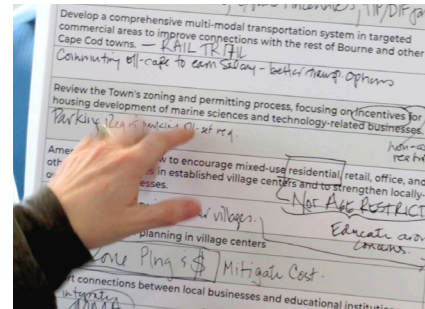
A Place-based Action Plan for a Vibrant, Sustainable, and Resilient Economy



DRAFT

CAPE COD
COMMISSION

EXECUTIVE SUMMARY – DRAFT ACTION PLAN



The Town of Bourne Board of Selectmen, Planning Board and Executive Team asked the Cape Cod Commission to facilitate an Economy Summit engaging stakeholders and community leaders from the private sector, not profits, public sector and civic leaders from the Town of Bourne and the region.

Nearly 50 Stakeholders participated in four hour workshop intended to guide the Community through a series of exercises to seek ideas and initiatives to harness and guide economic progress in Bourne toward a sustainable and resilient local economy. Participants were widely supportive of the effort and

offered genuine and constructive observations and ideas.

The summit resulted in nearly 200 suggestions narrowed into seven issue areas and supported by 41 actions. This community based action plan is intended to serve as a launching point for The Town Bourne's economic development program.

The Draft action plan that follows is offered for your review and feedback on all areas including priority level, timeframe and potential action leads. As with any plan, it is intended to change with community needs and priorities.

RECOMMENDED ACTIONS

1. Financial and Investment Strategies	2	5. Housing Supply and Affordability Strategies	10
APPENDIX 17		APPENDIX 31	
2. Business Development Strategies	4	6. Strategies for Capitalizing on Community Assets	11
APPENDIX 20		APPENDIX 33	
3. Infrastructure Strategies	6	7. Place-based Economic Development Strategies	14
APPENDIX 23		APPENDIX 38	
4. Land Use Planning and Regulation Strategies	8	8. Resources	40
APPENDIX 28			

1 Financial and Investment Strategies

Create a fiscal climate that promotes investment, expands desired services, and supports locally-owned new and existing year-round businesses.

1.1 Finalize Wastewater Project Financing Plan

Sustainable economic development and local investment is dependent on the predictability of expenses. Infill development in the near-term may be slowed by uncertainty about availability of flow, capital cost recovery, connection and service fees, and rates.

PRIORITY: HIGH

TIMEFRAME: YEAR 1

OUTCOME: Approved Strategy, Fees, and Rates

ACTION LEAD: Finance Committee, Sewer Commissioners, Town Management

1.2 Support a Revenue Enhancement Approach to Advance Community Self-sufficiency

A sustained revenue enhancement approach will advance community self-sufficiency, and sustain and improve services, by generating more revenue for the Town.

PRIORITY: LOW

TIMEFRAME: ONGOING

OUTCOME: Ongoing Evaluation of Fees and Revenues Raised Vs. Funds Needed to Support Community Goals

ACTION LEAD: Finance Committee, Sewer Commissioners, Town Management

1.3 Investigate District Improvement Financing

Assess the feasibility of using District Improvement Financing (DIF), a tool available under state law, to promote redevelopment through public/private partnerships in the Town. DIF channels tax dollars towards building infrastructure in targeted redevelopment districts.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 2-5

OUTCOME: Report and Recommendation On Next Steps

ACTION LEAD: Working Group, Town Staff, Chamber of Commerce, Business Improvement Group, DHCD

1.4 Consider a Business Improvement District

Business Improvement Districts (BID) are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by the town. Services and/or programs may include; marketing and public relations, improving the downtown, or village centers, other capital improvements, public safety enhancements and special events.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 3-5

OUTCOME A BUSINESS IMPROVEMENT DISTRICT

ACTION LEAD: Local Business Community With Town Technical Support

1.5 Consider Payment in Lieu of Taxes (PILOT) Agreement

Payment in Lieu of Taxes (PILOT) agreements are negotiated agreements with nonprofit institutions intended to reduce the burden on local governments or host communities supporting larger nonprofit uses such as hospitals, arts and cultural organizations, human services providers, and public colleges and institutions.

PRIORITY: LOW

TIMEFRAME: YEARS 5

OUTCOME: Needs Assessment, High-Level Analysis of Payment Purpose, Revenue Generated, Possible Offsets, and Relative Services and Investments, Evaluation of Potential Next Steps

ACTION LEAD: Town Administrator, Finance Director, Elected Officials, State Agency, Tax Exempt Institutions

1.6 Investigate Tax Increment Financing

Tax Increment Financing (TIF) is an economic tool available under state law that promotes redevelopment by use of public/private partnerships. TIF offers tax breaks to promote desired development, ideally development that creates new jobs.

PRIORITY: LOW

TIMEFRAME: YEARS 4-5

OUTCOME: Recommendation

ACTION LEAD: Working Group, Town Staff, Chamber of Commerce, State Agencies, Business Improvement Groups

2 Business Development Strategies

This section focuses on detailed community-based recommendations to strengthen core sectors of the local economy by enhancing opportunity for existing and future businesses.

2.1 Establish a Business Retention and Expansion Program

The establishment of a business retention and expansion program would help businesses address affordability issues associated with regulations and the high cost of doing business.

PRIORITY MEDIUM

TIMEFRAME: YEARS 3-5

OUTCOME: Engagement, Business Loan Fund, Business Retention and Expansion plan, Implementation

ACTION LEAD: Town Staff, Consultant

2.2 Develop an Economic Development Marketing Strategy

An economic development, marketing and branding strategy would improve Bourne's profile as a place to live and run a business, attracting private investment, jobs, and workers. Engage residents and businesses in developing shared economic development goals that reflect the community vision defined in the LCP, with a focus on the kind of community people want to live in.

PRIORITY: HIGH

TIMEFRAME: YEARS 1-2

OUTCOME: Economic Development Marketing Plan

ACTION LEAD: Town Administrator, Board of Selectmen, Business Partners, Consultant

2.3 Support Marine Technology Sector Development

Cultivate and develop opportunities to support the marine technology sector through partnerships with UMass Dartmouth, Woods Hole Oceanographic Technology Transfer Innovations Center and Office of Technology Innovation, and Blue Economy Foundation.

PRIORITY HIGH

TIMEFRAME: YEARS 2-4

OUTCOME: Increased Opportunity

ACTION LEAD: Town Staff, Chamber of Commerce, MMA, UMass Dartmouth

2.4 Promote Local Tourism

Engage the Cape Cod and the Canal Region chambers of commerce to enhance marketing opportunities for seasonal visitors in Bourne and promote Bourne's recreational, cultural, and other assets. This tourism marketing effort should be coordinated with the Economic Development Marketing Strategy.

PRIORITY HIGH

TIMEFRAME: YEARS 1-3

OUTCOME: Increased Visitorship

ACTION LEAD: Chamber of Commerce, Business Community

3 Infrastructure Strategies

Includes broad community strategies to align Bourne's progress and investments with regional and statewide initiatives in the areas of transportation, water quality and wastewater and highlights specific local infrastructure interests.

3.1 Complete Expansion of Wastewater Treatment Facility

The Town is working on an expansion of its wastewater treatment facility. Funds were approved at Town Meeting on 5/6/19 to complete the expansion.

PRIORITY: HIGH

TIMEFRAME: YEARS 1

OUTCOME: Bid Award, Completion of Facility Expansion

ACTION LEAD: Finance Committee, Sewer Commissioners, Town Management

3.2 Develop a Wastewater Flow Allocation Plan

Establish a wastewater flow allocation policy and regulations that reflect the community's vision and priorities for housing and business expansion and growth; directing growth to desired/appropriate areas, in conjunction with the Town's Comprehensive Wastewater Management Plan (CWMP).

PRIORITY: MEDIUM

TIMEFRAME: YEAR 1

OUTCOME: Wastewater Flow Allocation Plan

ACTION LEAD: Town Manager, Selectmen, Water/Sewer Commissioners

3.3 Develop a 20-Year Capital Infrastructure and Facilities Plan

Expand the time horizon for capital facilities and infrastructure planning to help the Town identify and prioritize infrastructure needs for Bourne's villages based on the community vision and projections described in the LCP with a particular focus on Comprehensive Wastewater and Water Supply Plans to support vision for economic health.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 5

OUTCOME: Capital Infrastructure and Facilities Plan

ACTION LEAD: DPW, Selectmen, Town Planner

3. Infrastructure Strategies (continued)

3.4 Prepare a Coastal Resources Management Plan

The Town should prepare a Coastal Resources Management Plan (CRMP) that addresses land use conflicts, coastal threats from natural hazards (erosion, sea level rise, flooding), and resource contamination from pollution.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 3-5

OUTCOME: Coastal Resources Management Plan

ACTION LEAD:

3.5 Participate in Cape Cod Canal Bridge Planning

The reliability of the Sagamore and Bourne Bridges is vital to the Town's future and to the entire region. While the potential "repair-not-replace" alternatives may have short-term benefits, they are temporary solutions and would perpetuate continued instability and uncertainty in the local and regional transportation system.

PRIORITY: HIGH

TIMEFRAME: ONGOING

OUTCOME: Comments, Recommended Strategy, Funding Commitments

ACTION LEAD: Board of Selectmen, DPW

3.6 Support Year-round Commuter Rail Service to Bourne

Year-round commuter rail service to/from Boston would provide expanded transit options not only for Bourne, but for all Cape Cod residents. Coordinated land use, infrastructure and land use planning in conjunction with a commuter rail stop in Buzzards Bay would further promote economic growth and transit-oriented development. Year-round commuter service has the potential to significantly reduce traffic in the area.

PRIORITY: HIGH

TIMEFRAME: ONGOING

OUTCOME: Continued Advocacy, Recommended Strategy

ACTION LEAD: Board of Selectmen, CCRTA

3.7 Expand Transportation Options

Improvements to and promotion of alternative modes of transportation will: reduce traffic, especially during the peak summer season; increase public transit opportunities; and increase the economic development potential of Buzzards Bay.

PRIORITY: HIGH

TIMEFRAME: YEARS 2-5

OUTCOME: Increased Options for Transportation

ACTION LEAD: Town State, CCC

3.8 Prioritize Infrastructure Investment to Support Housing Diversity, Increased Supply, and Business Activity

Develop a policy to support Infrastructure investments that provide capacity to serve potable water, wastewater treatment, transportation and broadband needs needed to support the creation of new housing stock in appropriate areas.

PRIORITY MEDIUM

TIMEFRAME: 3-5

OUTCOME: Unlocking Potential for New Supply

ACTION LEAD: Town Manager, Selectmen, Town Meeting

3.9 Improve and Increase Broadband Reliability and Accessibility

Access to higher capacity broadband is desired. OpenCape's public service connections have not been reliable for public safety users in Bourne which has limited the appetite for network expansion. Access to broadband has been limited by the electronic upgrade of the Comcast system. Resolution of the OpenCape Service connection, expansion of the municipal network and exploration of microwave and other alternatives may be explored.

PRIORITY: HIGH

TIMEFRAME: YEARS -1-3

OUTCOME: Improved Reliability and Enhanced Access

ACTION LEAD: Town Administration, Business Community

4 Land Use Planning and Regulation Strategies

Foster a business-friendly community that serves the interests of Bourne residents and visitors.

4.1 Develop Village/ Area Interactive/One Page – Illustrative Vision Statements

The Town has developed local zoning, incentives and administrative and executive practices and policies to support and expedite development consistent with the Community Vision for mixed use, commercial, technology and industrial areas. The development community is not fully aware of the local vision, zoning and regulatory process or resources.

PRIORITY: HIGH

TIMEFRAME: YEAR 1

OUTCOME: Concise Reports of Community Vision and Tools for Priority Planning Areas

ACTION LEAD: Town Planner, Planning Board, Intern

4.2 Target Areas with Existing Public Infrastructure for Development/ Redevelopment based on Market Opportunity

Improve regulatory environment, address infrastructure constraints and offer incentives where feasible to accommodate technology, research and development, and/or light manufacturing in strategic locations in Buzzards Bay and in targeted areas on MacArthur Boulevard and Bournedale.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 2-5

OUTCOME: Clarity for the Private and Public Sector of Redevelopment Potential

ACTION LEAD: Town Planner, Planning Board, Intern

4.3 Evaluate the Use of Cape Cod Commission Tools

As the Town develops village-level plans and identifies areas that are most suitable for infrastructure expansion and growth, consider the use of Cape Cod Commission tools (Chapter H, Growth Incentive Zones and DCPC) to support local development goals.

PRIORITY: LOW

TIMEFRAME: YEARS 4-5

OUTCOME: Report On Applicability, Desirability And Best Locations (if any) for Such Tools

ACTION LEAD: Town Planner, Planning Board, Intern

4.4 Improve Regulatory and Permitting Process	Clear, timely, and fairly administered permitting is an essential element of building a strong local economy and community. Businesses will be attracted to communities with a clear vision and supporting regulatory environment.	PRIORITY: HIGH TIMEFRAME: YEARS 1-5 OUTCOME: Clarity in Local Processes and Streamlined Review ACTION LEAD: Planning Board and Staff
4.5 Develop Design Guidelines for the Town of Bourne	Create design standards for development on regional roadways and in each of the village centers to promote attractive building and site design that is contextually appropriate for its location.	PRIORITY: HIGH TIMEFRAME: ONGOING OUTCOME: Design Guidelines Bylaw drafted for submission to Town Meeting ACTION LEAD: Town Planner, Planning Board
4.6 Develop a “Villages Plan” for Bourne’s Seven Villages	A villages plan should be a conceptual, place-based masterplan for each of Bourne’s villages, consistent with the LCP and developed through outreach and engagement with village residents. This high-level villages plan should be clearly articulated — and investments, incentives, land use strategies, and regulations should be developed — to support the place-based vision. The plan should articulate the community’s vision for each village and identify areas for infill and redevelopment where appropriate, as well as community assets to preserve and protect.	PRIORITY: LOW TIMEFRAME , YEAR 2-5 OUTCOME: Unity/Clarity of Vision for Villages of Bourne ACTION LEAD: Town Planner, Planning Board

5 Housing Supply and Affordability Strategies

Promote investment in a variety of housing types – in a range of affordability – to support a diverse population of Bourne residents.

5.1 Diversify the Town's Housing Supply

The region needs to create a variety of housing types at various densities to meet housing demand and the needs of a range of Cape Cod residents. The Town should identify, evaluate, and implement strategies for the provision of a mix of housing types to support the workforce and to meet demand for smaller-scale units and alternatives to single-family homes.

PRIORITY: HIGH

TIMEFRAME: YEARS 1 -10+

OUTCOME: An Increase in the Types of Housing to Support Bourne Residents

ACTION LEAD: Town Planner, Planning Board

5.2 Identify Opportunities for Infill and Redevelopment

Redevelopment and infill development in appropriate areas in the Town could incorporate housing in mixed-use settings. Infill development in village centers can allow for increased density at a scale appropriate to the community.

PRIORITY: MEDIUM

TIMEFRAME: 2-5

OUTCOME: Clearer Pathways for Infill and Redevelopment Projects

ACTION LEAD: Planning Department

5.3 Update Zoning to Support Housing Diversification

Update zoning to provide incentives for increased unit density when development is proposed that includes non-age restricted housing affordable to low- and middle-income residents. Update zoning to encourage the creation of small-scale housing types consistent with community character that can support increased density while contributing to a vibrant village center.

PRIORITY: MEDIUM

TIMEFRAME: YEAR 1

OUTCOME: Smaller Unit Size and Affordable Housing

ACTION LEAD: Town, Housing Authority; Bourne Affordable Homes

5.4 Update Bourne's 2014 Housing Production Plan

Identify updated housing needs in order to plan for and provide needed units into the future and meet the Chapter 40B standards requiring a Housing Production Plan.

PRIORITY: MEDIUM

TIMEFRAME: 3-5

OUTCOME: A Housing Production Plan

ACTION LEAD: Bourne Affordable Homes, Town

6 Strategies for Capitalizing on Community Assets

Community feedback from the Bourne Economy Summit highlighted the need to strengthen and connect existing community resources and assets. These strategies reflect suggestions to build upon local assets.

6.1 Strengthen Connections Between Educational Institutions and Local Businesses/Organizations and the Town

Fostering collaborations between local businesses/organizations and educational institutions would increase student awareness of work and internship opportunities on Cape Cod, expand community learning and training opportunities, and connect employers with a sustainable and trained workforce. Strengthening connections to Massachusetts Maritime Academy (MMA) would allow the community to better leverage the significant asset of having a four-year university in Town and expand opportunities for collaboration to better meet the needs of MMA, students, and the community.

PRIORITY: MEDIUM

TIMEFRAME: YEAR 1

OUTCOME: Alignment, Strong Community Relations.

ACTION LEAD: Town, Private Sector, MMA, Chamber of Commerce, Vocational School, High School, Cape Cod Commission, Score, WIB

6.2 Create Sustained Local Networks to Improve Communication & Support Local Businesses and Civic Organizations

Strong community associations and groups working together with local government can benefit the community at large and help carry out community vision. The Town and private interests would benefit from regular and sustained communications about community vision, values, projects and programs can improve community trust, build support for new initiatives and create a resource to meet community challenges.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 2-4

OUTCOME: Improved Communications and Shared Knowledge

ACTION LEAD: Town Civic Community and Business Groups

6. Strategies for Capitalizing on Community Assets (continued)

6.3 Activate, Arts, Culture and Heritage Uses on Main Street, in the areas supporting Buzzards Bay and Village Centers

The Town of Bourne has significant artistic, cultural, and historic assets that it should leverage and integrate into its physical improvements plans and business development strategy. Over 150 sites, properties, and landmarks of historic significance are recognized by the Commonwealth, and five are on the National Register of Historic Places. The Town should also consider outreach to engage the local arts and culture community to better assess the needs and challenges of the artists living and working there, and seek to identify solutions.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 2-4

OUTCOME: A Pattern of Culture and Historic Amenities Tied Together Through Physical Features, and Interactive Tools. Historic and Cultural Districts Application; Inventory of Historic Locations, Applications for Designations for Key Historical Assets.

ACTION LEAD: Arts Organization, Historical Society

6.4 Explore Opportunities for Expanded Boating, Beach and Waterfront Access

With a general consensus that better advantage could be taken of the town's waterfront, the town should identify opportunities and prioritize projects that increase public access to existing and future waterfront and water-related activities.

PRIORITY: LOW

TIMEFRAME: YEARS 3-5

OUTCOME: Plan for Increased Capacity/Better Utilization At Waterfront Access Points

ACTION LEAD: Town Community Beach Committee, Rec Committee

6.5 Improve the public realm including streetscape amenities, lighting, parks, and signage

Improvements to the Town's bicycle and pedestrian network would increase transportation options and support economic development opportunities linked to recreation and tourism. Consider a comprehensive town-wide study to identify areas for pedestrian and bicycle network improvements with focus on improving connectivity to village centers and the Cape Cod Canal, downtown Buzzards Bay and the Shining Sea Bikeway in collaboration with the Cape Cod Commission, which will be working with the Town to develop a bicycle master plan.

PRIORITY: MEDIUM

TIMEFRAME: YEARS 3-5

OUTCOME: Improved Bicycle Rider Experience and Network

ACTION LEAD: Town, CCC

6.6 Plan for Increased Youth Recreation Space/ Leverage Existing Assets to Meet Current and Potential Community Needs

Evaluate the demand condition and need for new recreational amenities to support youth recreation and related tournaments and year-round visitor program. New hotel facilities create the opportunity to support short-term visitors for ice hockey, figure skating and other tournaments in Bourne and throughout the region.

PRIORITY: LOW

TIMEFRAME: YEARS 3-5

OUTCOME: Needs Assessment

ACTION LEAD: Recreation Staff Or Committee

6.7 Develop Plan for additional improvements in the public realm including streetscape, lighting, parks, and signs.

Identify opportunities to improve streetscapes and areas supporting the public realm, such as pocket parks, street furnishings, and other amenities to make comfortable and inviting community spaces

PRIORITY: MEDIUM

TIMEFRAME YEARS 3-5

OUTCOME: Guidelines, Maintenance Plan

ACTION LEAD: Town Business Community

6.8 Identify sites for temporary uses and structure support “pop up” activities in season and throughout the year

Evaluate public and private sites for transient uses including food trucks, farmers markets and arts events. Plan for seasonal, flood resilient facilities to support an active village life

PRIORITY: HIGH

TIMEFRAME: YEARS 1-3

OUTCOME: Regulating Plan/Process

ACTION LEAD: Business Community, Town

7 Place-based Economic Development Strategies

This section is dedicated to specific actions suggested by stakeholders for the Villages of Bourne. Many of the actions outlined in sections 1-6 of the Action Plan will support the goals for each of the villages.

7.1 MacArthur Boulevard Plan

MacArthur Boulevard was identified as an area of opportunity. Planning focus is needed to improve access management, including multi-modal connectivity to adjacent neighborhoods, as well as strategies to improve the visual character of the area.

PRIORITY: MEDIUM

TIMEFRAME: ONGOING

OUTCOME: Consensus Vision Plan for MacArthur Boulevard

ACTION LEAD: Planning Board, Area Civic, Business Associations

7.2 Develop a Parking Management Strategy for Buzzards Bay

Consider ways to ease parking requirements in zoning and support more centralized and coordinated parking in Buzzards Bay, and as appropriate in each of the village centers, to improve parking access and reduce the potential for sprawl. Investigate parking partnership opportunities with Massachusetts Maritime Academy, the MBTA, and other institutions in or proximate to village centers.

PRIORITY: MEDIUM

TIMEFRAME: ONGOING

OUTCOME: Reliable and Flexible Parking Strategy for Special Events, High Demand & Daily Use

ACTION LEAD: Town Manager, Planning Department

7.3 Sagamore and Sagamore Beach Area

There is a vision for a defined center for Sagamore and for improved connections from Sagamore Beach to the greater Bourne Community.

PRIORITY: HIGH

TIMEFRAME: YEAR 1

OUTCOME: A prioritized, actionable set of goals with defined pathways toward achievement

ACTION LEAD: Planning Department, Community Groups

7.4 Cataumet & Pocasset Areas

There is a desire to draft a vision for the village centers and investment in better walkability, bike path connections and zoning to promote mixed uses.

PRIORITY: HIGH

TIMEFRAME: YEARS 3-5

OUTCOME: A prioritized, actionable set of goals with defined pathways toward achievement

ACTION LEAD: Planning Department, DPW, Community Groups

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX

1. Financial and Investment Strategies

Create a fiscal climate that promotes investment, expands desired services, and supports locally-owned new and existing year-round businesses

1.1 Finalize Wastewater Project Financing Plan

HIGH PRIORITY | TIMEFRAME: YEAR 1

Sustainable economic development and local investment is dependent on the predictability of expenses. Infill development in the near-term may be slowed by uncertainty about availability of flow, capital cost recovery, connection and service fees, and rates.

Implementation Strategies:

- Evaluate options for long-term wastewater project financing
- Adopt rates and fee schedule to reduce uncertainty and encourage economic development/local investment

OUTCOME	APPROVED STRATEGY, FEES, AND RATES
ACTION LEAD	FINANCE COMMITTEE, SEWER COMMISSIONERS, TOWN MANAGEMENT

1.2 Support a Revenue Enhancement Approach to Advance Community Self-sufficiency

LOW PRIORITY | TIMEFRAME: ONGOING

A sustained revenue enhancement approach will advance community self-sufficiency, and sustain and improve services, by generating more revenue for the Town.

Implementation Strategies:

- Regularly review existing and potential revenue sources, including fees and location option taxes (see Town Finance Policy), to determine if fees support operations and are regionally competitive
- Evaluate revenue options to sustain and improve current level of service and expand programs to support public investment and economic development

OUTCOME	ONGOING EVALUATION OF FEES AND REVENUES RAISED VS. FUNDS NEEDED TO SUPPORT COMMUNITY GOALS
ACTION LEAD	FINANCE COMMITTEE, SEWER COMMISSIONERS, TOWN MANAGEMENT

1.3 Investigate District Improvement Financing

MEDIUM PRIORITY | TIMEFRAME: YEARS 2-5

Assess the feasibility of using District Improvement Financing (DIF), a tool available under state law, to promote redevelopment through public/private partnerships in the Town. DIF channels tax dollars towards building infrastructure in targeted redevelopment districts.

Implementation Strategies:

- Work with the State Office of Business Development to assess the feasibility of using DIF
- Review case studies of DIF use in similar communities across the state
- Identify the geographic areas in Bourne where DIF would be appropriate
- Develop staff-level and community familiarity with this tool and its potential applicability
- Determine what tax increment could be generated through use of the DIF program in target areas in Bourne
- Determine if projected captured revenues would be sufficient to support identified infrastructure goals, resulting in increased private investment
- Work with appropriate state agencies to complete this assessment

OUTCOME	REPORT AND RECOMMENDATION ON NEXT STEPS
ACTION LEAD	WORKING GROUP, TOWN STAFF, CHAMBER OF COMMERCE, BUSINESS IMPROVEMENT GROUP, DHCD

1.4 Consider a Business Improvement District

MEDIUM PRIORITY | TIMEFRAME: YEARS 3-5

Business Improvement Districts (BID) are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by the town. Services and/or programs may include; marketing and public relations, improving the downtown, or village centers, other capital improvements, public safety enhancements and special events

Implementation Strategies:

- Initiate information sharing with village and other associations to learn more about BIDs
- Consider authority authorized under M.G.L. Chapter 40O.
- Identify Geographic Area for BID. A BID must be a contiguous geographic area in which at least 75% of the land is zoned or used for commercial, retail, industrial or mixed uses

OUTCOME	A BUSINESS IMPROVEMENT DISTRICT
ACTION LEAD	LOCAL BUSINESS COMMUNITY WITH TOWN TECHNICAL SUPPORT

1.5 Consider Payment in Lieu of Taxes (PILOT) Agreement

LOW PRIORITY | TIMEFRAME: YEARS 5

Payment in Lieu of Taxes (PILOT) agreements are negotiated agreements with nonprofit institutions intended to reduce the burden on local governments or host communities supporting larger nonprofit uses such as hospitals, arts and cultural organizations, human services providers, and public colleges and institutions.

Implementation Strategies:

- Identify any future needs for public services or investment, particularly where expansions or other changes are envisioned to services, programs, or scale.
- Identify institutions that could benefit disproportionately from desired public investments
- Based on the information gathered as part of feasibility assessment, estimate demand for services and potential need for PILOT agreements to help defray costs
- Engage with the State Department of Revenue Technical Assistance Program to educate Town staff on the appropriate use of PILOT agreements and how to establish a PILOT program with local institutions

OUTCOME	NEEDS ASSESSMENT, HIGH-LEVEL ANALYSIS OF PAYMENT PURPOSE, REVENUE GENERATED, POSSIBLE OFFSETS, AND RELATIVE SERVICES AND INVESTMENTS, EVALUATION OF POTENTIAL NEXT STEPS
ACTION LEAD	TOWN ADMINISTRATOR, FINANCE DIRECTOR, ELECTED OFFICIALS, STATE AGENCY, TAX EXEMPT INSTITUTIONS

1.6 Investigate Tax Increment Financing

LOW PRIORITY | TIMEFRAME: YEARS 4-5

Tax Increment Financing (TIF) is an economic tool available under state law that promotes redevelopment by use of public/private partnerships. TIF offers tax breaks to promote desired development, ideally development that creates new jobs.

Implementation Strategies:

- Assess feasibility of using TIF in Bourne
- Review case studies of their use in similar communities across the state
- Identify geographic areas in Bourne where this tool would be appropriate
- Develop staff-level and community familiarity with TIF and potential applicability
- Evaluate the Coast of TIF. Will the tax incentive provide a substantive incentive to businesses/employment growth to compensate for any short-term losses through improvements to the overall tax base
- Work with appropriate state agencies to complete assessment and recommend next steps

OUTCOME	RECOMMENDATION
ACTION LEAD	WORKING GROUP, TOWN STAFF, CHAMBER OF COMMERCE, STATE AGENCIES, BUSINESS IMPROVEMENT GROUPS

2. Business Development Strategies

This section focuses on detailed community-based recommendations to strengthen core sectors of the local economy by enhancing opportunity for existing and future businesses.

2.1 Establish a Business Retention and Expansion Program

PRIORITY MEDIUM | TIMEFRAME: YEARS 3-5

The establishment of a business retention and expansion program would help businesses address affordability issues associated with regulations and the high cost of doing business.

Implementation Strategies:

- Engage directly with local business community to improve the permitting process
- Plan, develop and fund a business loan and or grant program to support small business development and defray costs of regulatory compliance (particularly in floodplain areas);
- Conduct a baseline assessment by engaging local businesses through a visitation program, survey, and meetings to identify key challenges of doing business in Bourne and obstacles to business expansion/property improvement
- Develop a plan for the business retention and expansion program specifying actions to be pursued based on the findings from the baseline assessment
- Provide resources and technical assistance to improve performance
- Partner with local, regional, and state agencies to support business diversity and workforce availability

- Identify/direct resources to business development program implementation
- Identify of business opportunities/gaps in local markets, and business management training

OUTCOME	ENGAGEMENT, BUSINESS LOAN FUND, PLAN FOR BUSINESS RETENTION AND EXPANSION PROGRAM, IMPLEMENTATION OF IDENTIFIED ACTIONS
ACTION LEAD	TOWN STAFF, CONSULTANT TO TOWN

2.2 Develop an Economic Development Marketing Strategy

HIGH PRIORITY | TIMEFRAME: YEARS 1-2

An economic development, marketing and branding strategy would improve Bourne's profile as a place to live and run a business, thus attracting private investment, jobs, and workers. The first step will be to engage residents and businesses in developing shared economic development goals which reflect the community's vision, as articulated in the LCP, with a focus on the kind of community people want to live in.

Implementation Strategies:

- Implementation Strategies:
 - Work with marketing professionals to develop an economic development marketing strategy which could feature locations appropriate for economic development within the Town and/or sites available for business investment
 - Develop shared goals for developing a business attraction program for the Town
 - Identify target industries based on the shared goals (e.g., education, tourism, or marine sciences)
 - Work with regional and state agencies, development professionals, and commercial realtors to identify key locations and properties appropriate for different types of development
 - Inventory benefits and issues related to these locations, including what regulations would apply and which permits would be required for desired types of land uses
 - Identify state and regional incentives that could be applied in different locations
 - Using models, determine the types of development in these locations that would have a positive economic and fiscal impact on the town
 - Fund the marketing and branding strategy
- Host a Developer's Expo to introduce potential developers to the area and highlight specific properties that could be targeted for redevelopment for commercial and housing projects in Buzzards Bay Develop a Scope or Work for a professional skilled in business and workforce attraction, permitting and development regulations, and development impact analyses to oversee the program, evaluate potential development projects on the Town's behalf, and work with state and regional partners to support projects endorsed by the Town. Hire staff or consultant to fulfill defined scope.

OUTCOME	ECONOMIC DEVELOPMENT MARKETING PLAN
ACTION LEAD	TOWN ADMINISTRATOR. BOARD OF SELECTMEN. BUSINESS PARTNERS: CONSULTANT

2.3 Support Marine Technology Sector Development

PRIORITY HIGH | TIMEFRAME: YEARS 2-4

Cultivate and develop opportunities to support the marine technology sector in Bourne through partnerships with UMass Dartmouth, Woods Hole Oceanographic Technology Transfer Innovations Center and Office of Technology Innovation, and Blue Economy Foundation.

Implementation Strategies:

- Consider a local accelerator/incubator facility
- Conduct a needs assessment to determine the supply of similar facilities on the Cape/South Coast and to evaluate the demand for this type of facility in Bourne
- Collaborate with Joint Base Cape Cod to support long term mutual goals for facilities and to support private sector technology transfer.

OUTCOME	INCREASED OPPORTUNITY
ACTION LEAD	TOWN STAFF, CHAMBER OF COMMERCE, AGENCIES, MASS MARITIME, UMASS DARTMOUTH

2.4 Promote Local Tourism

PRIORITY HIGH | TIMEFRAME: YEARS 1-3

Engage the Cape Cod Chamber of Commerce and the Canal Region Chamber of Commerce to enhance marketing opportunities for seasonal visitors in Bourne and promote Bourne's recreational, cultural, and other assets. This tourism marketing effort should be coordinated with the Economic Development Marketing Strategy action outlined above.

Implementation Strategies:

- Collaborate with Economic Development Branding Campaign to including businesses involved in the tourism industry in Bourne. Community branding should support local tourism promotion
- Develop marketing materials (both online and in print publications) to showcase Bourne's tourism/recreation assets
- Develop a special events strategy/program in collaboration with restaurants, hotels/bed and breakfasts, museums, historical sites, arts/culture venues and other entities
- Foster new business collaborations and promote package deals (lodging, restaurants, recreational assets, other venues, etc.) to encourage visitors to stay in Bourne

OUTCOME	INCREASED VISITORSHIP
ACTION LEAD	CHAMBER OF COMMERCE; BUSINESS COMMUNITY

3. Infrastructure Strategies

Includes broad community strategies to align Bourne's progress and investments with regional and statewide initiatives in the areas of transportation, water quality and wastewater and highlights specific local infrastructure interests.

3.1 Complete Expansion of Wastewater Treatment Facility

HIGH PRIORITY | TIMEFRAME: YEARS 1

The Town is working on an expansion of its wastewater treatment facility. Funds were approved at Town Meeting on 5/6/19 to complete the expansion.

Implementation Strategies:

- Complete bidding and award project
- Oversee construction and complete expansion of wastewater treatment facility
- Tie in new services & commence full operation of expanded service area

OUTCOME	BID AWARD, COMPLETION OF FACILITY EXPANSION
ACTION LEAD	FINANCE COMMITTEE, SEWER COMMISSIONERS, TOWN MANAGEMENT

3.2 Develop a Wastewater Flow Allocation Plan

MEDIUM PRIORITY | TIMEFRAME: YEAR 1

Establish a wastewater flow allocation policy and regulations that reflect the community's vision and priorities for housing and business expansion and growth; directing growth to desired/appropriate areas, in conjunction with the Town's Comprehensive Wastewater Management Plan (CWMP).

Implementation Strategies:

- Review projects permitted but not constructed that received sewer allocation
- Determine available capacity and assess additional anticipated capacity needs including areas outside of sewer service area
- Develop a policy and regulations to help the Town prioritize future allocations based on remaining and planned future capacity
- Focus enhanced water quality solutions in areas targeted for growth/village centers

OUTCOME	WASTEWATER FLOW ALLOCATION PLAN
ACTION LEAD	TOWN MANAGER, SELECTMEN, WATER/SEWER COMMISSIONERS

3.3 Develop a 20-Year Capital Infrastructure and Facilities Plan

MEDIUM PRIORITY | TIMEFRAME: YEARS 5

Expand the time horizon for capital facilities and infrastructure planning to help the Town identify and prioritize infrastructure needs for Bourne's villages based on the community vision and projections described in the LCP with a particular focus on Comprehensive Wastewater and Water Supply Plans to support vision for economic health.

Implementation Strategies:

- Evaluate infrastructure systems and capital needs across the Town
- Prioritize upgrades and new systems to support existing development
- Assess future needs and the ability to increase capacity
- Plan for strategic public investment in village areas to support private investment

OUTCOME	CAPITAL INFRASTRUCTURE AND FACILITIES PLAN
ACTION LEAD	DPW, SELECTMEN, TOWN PLANNER

3.4 Prepare a Coastal Resources Management Plan

MEDIUM PRIORITY | TIMEFRAME: YEARS 3-5

The Town should prepare a Coastal Resources Management Plan (CRMP) that addresses land use conflicts, coastal threats from natural hazards (erosion, sea level rise, flooding), and resource contamination from pollution.

Implementation Strategies:

- Assess and prioritize coastal infrastructure needs identified in the 2016 Hazard Mitigation Plan/2019 Municipal Vulnerability Preparedness (MVP) workshop
- Develop a CRMP
- Incorporate a resiliency and recovery plan for Buzzards Bay into the CRMP

OUTCOME	COASTAL RESOURCES MANAGEMENT PLAN
ACTION LEAD	

3.5 Participate in Cape Cod Canal Bridge Planning

HIGH PRIORITY | TIMEFRAME: ONGOING

The reliability of the Sagamore and Bourne Bridges is vital to the Town's future and to the entire region. While the potential "repair-not-replace" alternatives may have short-term benefits, they are temporary solutions and would perpetuate continued instability and uncertainty in the local and regional transportation system.

Implementation Strategies:

- Review and comment on MassDOT Canal Area Study
- Continue to work with the ACOE and MassDOT to promote plans to replace both Cape Cod Canal Bridges and improve the surrounding Canal area roadway system
- Advocate for replacement of both bridges and for funding commitments

OUTCOME	COMMENTS, RECOMMENDED STRATEGY, FUNDING COMMITMENTS
ACTION LEAD	BOARD OF SELECTMEN, TOWN MANAGER

3.6 Support Year-round Commuter Rail Service to Bourne

HIGH PRIORITY | TIMEFRAME: ONGOING

Year-round commuter rail service to/from Boston would provide expanded transit options not only for Bourne, but for all Cape Cod residents. Coordinated land use, infrastructure and land use planning in conjunction with a commuter rail stop in Buzzards Bay would further promote economic growth and transit-oriented development. Year-round commuter service has the potential to significantly reduce traffic in the area.

Implementation Strategies:

- Continue to support and advocate for year-round commuter rail provided by CCRTA/MBTA by continuing the Town's existing partnership agreement
- Establish a commuter rail task force to develop a recommended strategy

OUTCOME	CONTINUED ADVOCACY, RECOMMENDED STRATEGY
ACTION LEAD	BOARD OF SELECTMEN, CCRTA

3.7 Expand Transportation Options

PRIORITY HIGH | TIMEFRAME: YEARS 2-5

Improvements to and promotion of alternative modes of transportation will: reduce traffic, especially during the peak summer season; increase public transit opportunities; and increase the economic development potential of Buzzards Bay.

Implementation Strategies:

- Consider options, evaluate feasibility, and prioritize improvements to public transportation options for commuters and residents (e.g., rail; transit; trolley)
- Improve bus service within Bourne and bus links to other Cape towns
- Expand the bicycling facility network connections within the Town and between the Town and surrounding communities to reduce traffic and provide healthy transportation options
- Evaluate non-auto alternatives for crossing the Canal, especially if the Sagamore Bridge and Bourne Bridge are upgraded (e.g., pedestrian/bike lanes; water taxi).
- Improve connections between residential areas and Buzzards Bay Main Street, including pedestrian crossings, and improved/expanded sidewalks
- Negotiate the transfer of the Bypass from the Commonwealth to the Town
- Evaluate the feasibility of a local water taxi between villages

OUTCOME

INCREASED OPTIONS FOR TRANSPORTATION

ACTION LEAD

TOWN STATE, CCC

3.8 Prioritize Infrastructure Investment to Support Housing Diversity. Increased Supply, and Business Activity

PRIORITY MEDIUM | TIMEFRAME: 3-5

Develop a policy to support Infrastructure investments that provide capacity to serve potable water, wastewater treatment, transportation and broadband needs needed to support the creation of new housing stock in appropriate areas.

- Evaluate the opportunity to increase water withdrawal capacities and wastewater treatment

OUTCOME

UNLOCKING POTENTIAL FOR NEW SUPPLY

ACTION LEAD

TOWN MANAGER, SELECTMEN, TOWN MEETING

3.9 Improve and Increase Broadband Reliability and Accessibility

HIGH PRIORITY | TIMEFRAME: YEARS -1-3

Access to higher capacity broadband is desired. OpenCape's public service connections have not been reliable for public safety users in Bourne which has limited the appetite for network expansion. Access to broadband has been limited by the electronic upgrade of the Comcast system. Resolution of the OpenCape Service connection, expansion of the municipal network and exploration of microwave and other alternatives may be explored.

Implementation Strategies:

- Seek a reliability analysis of broadband service for public safety facilities
- Conduct needs assessment and identify opportunities to increase telecommunications access and speed
- Evaluate existing resources and partners by geographic area and identify user groups most in need of improved service
- Explore microwave solutions for smaller service areas

OUTCOME	IMPROVED RELIABILITY AND ENHANCED ACCESS
ACTION LEAD	TOWN ADMINISTRATION BUSINESS COMMUNITY

4. Land Use Planning and Regulation Strategies

Foster a business-friendly community that serves the interests of Bourne residents and visitors to the town

4.1 Develop Village/Area Interactive/One Page – Illustrative Vision Statements

HIGH PRIORITY | TIMEFRAME: YEAR 1

The Town has developed local zoning, incentives and administrative and executive practices and policies to support and expedite development consistent with the Community Vision for mixed use, commercial, technology and industrial areas. The development community is not fully aware of the local vision, zoning and regulatory process or resources

Implementation Strategies:

- Draft a brief vision of each village areas, breaking down Buzzards Bay into at least three defined 'neighborhood' areas.
- Develop a narrative, map and visual images to support the area vision and identify specific zoning, incentives and institutional practices supporting specific land uses for each district.
- Publish in an interactive electronic format and as a brochure or hand out.

OUTCOME

CONCISE REPORTS OF COMMUNITY VISION AND TOOLS FOR PRIORITY PLANNING AREAS

ACTION LEAD

TOWN PLANNER, PLANNING BOARD, INTERN

4.2 Target Areas with Existing Public Infrastructure for Development/Redevelopment based on Market Opportunity

MEDIUM PRIORITY | TIMEFRAME: YEARS 2-5

Improve regulatory environment, address infrastructure constraints and offer incentives where feasible to accommodate technology, research and development, and/or light manufacturing in strategic locations in Buzzards Bay and in targeted areas on MacArthur Boulevard and Bournedale.

Implementation Strategies:

- Review Update existing analysis for redevelopment/infill opportunities and analyze market needs in Bourne (Buzzards Bay) and MacArthur Boulevard
- Evaluate zoning revisions to support marine sciences and technology-related businesses
- Develop plan and strategic redevelopment process for Stop and Shop properties
- Apply to the Urban Land Institute (ULI) Technical Assistance Program (TAP) to engage a team of development professionals to
- Engage in a strategic redevelopment process for key properties.
- Create a redevelopment task force
- Identify parcels to target for redevelopment based on [location – villages?]
- Evaluate development potential under current zoning. Prepare site plans showing potential scenarios.

OUTCOME

CLARITY FOR THE PRIVATE AND PUBLIC SECTOR OF REDEVELOPMENT POTENTIAL

ACTION LEAD

TOWN PLANNER, PLANNING BOARD, INTERN

4.3 Evaluate the Use of Cape Cod Commission Tools

LOW PRIORITY | TIMEFRAME: YEARS 4-5

As the Town develops village-level plans and identifies areas that are most suitable for infrastructure expansion and growth, consider the use of Cape Cod Commission tools (Chapter H, Growth Incentive Zones and DCPC) to support local development goals.

Implementation Strategies:

- Review 2018 Growth Incentive Zone Regulations to evaluate whether a GIZ may be feasible or appropriate in other villages in Bourne.
- Evaluate benefits of changing DRI Threshold (Chapter H) in additional areas in the of the community. The Town already has higher thresholds in their industrial parks; consider threshold changes as the concept of a technology Park in Bournedale develops. Also consider areas outside of village centers for lower DRI thresholds as a tool to help steer development activity into the targeted growth areas with higher thresholds.
- Consider RESET Program Request for Planning Area Studies to Support Economic Development and Environmental Sustainability or DCPC as a tool for Economic Development/Resiliency Planning

OUTCOME	REPORT ON APPLICABILITY, DESIRABILITY AND BEST LOCATIONS (IF ANY) FOR SUCH TOOLS
ACTION LEAD	TOWN PLANNER, PLANNING BOARD, INTERN

4.4 Improve Regulatory and Permitting Process

HIGH PRIORITY | TIMEFRAME: YEARS 1-5

Clear, timely, and fairly administered permitting is an essential element of building a strong local economy and community. Businesses will be attracted to communities with a clear vision and supporting regulatory environment.

Implementation Strategies:

- Evaluate local permitting procedures to clarify the process and reduce existing complications associated with navigating multi-board scheduling
- Develop permit guidance materials to help developers navigate the current permitting process
- Develop guidance materials about floodplain regulations, best practices, and funding opportunities to meet FEMA standards (medium priority)
- Following a review of existing procedures, identify opportunities to reduce duplicative permitting board review requirements and overlapping jurisdiction and where allowing more by-right development would be effective and appropriate
- Create permitting process and guidelines that support new and existing businesses through a clear and fair permitting process.
- Modernize permitting system through electronic permitting for building and planning to allow for greater citizen access

OUTCOME	CLARITY IN LOCAL PROCESSES AND STREAMLINED REVIEW
ACTION LEAD	PLANNING BOARD AND STAFF

4.5 Develop Design Guidelines for the Town of Bourne

HIGH PRIORITY | TIMEFRAME ONGOING,

Create design standards for development on regional roadways and in each of the village centers to promote attractive building and site design that is contextually appropriate for its location.

Implementation Strategies:

- Consider Best Regulatory Approach for Town Wide Design Guidelines; voluntary; through site plan or design review
- Draft Town Wide Guidelines calling out specific types of development and context areas ie; residential, mixed use, large building, village center, downtown, etc.
- Create place-based design guidelines for each village to provide guidance to developers on the types and styles of multifamily housing preferred in the context of specific planning areas

OUTCOME	DESIGN GUIDELINES BYLAW DRAFTED FOR SUBMISSION TO TOWN MEETING
ACTION LEAD	TOWN PLANNER, PLANNING BOARD

4.6 Develop a “Villages Plan” for Bourne’s Seven Villages

LOW PRIORITY | TIMEFRAME , YEAR 2-5

A villages plan should be a conceptual, place-based masterplan for each of Bourne’s villages, consistent with the LCP and developed through outreach and engagement with village residents. This high-level villages plan should be clearly articulated — and investments, incentives, land use strategies, and regulations should be developed — to support the place-based vision. The plan should articulate the community’s vision for each village and identify areas for infill and redevelopment where appropriate, as well as community assets to preserve and protect

Implementation Strategies

- Determine scope of Villages Plan
- Develop multi year planning horizon to plan for one – two areas each year
- Consider Planning Support or engage Town staff to facilitate/draft the plan
 - Review zoning in village centers to evaluate consistency with the place-based vision for each village, to include review of form issues, allowed density, and zoning impacts on business mix in village centers
 - Conduct community visioning for infill and redevelopment, with emphasis on evaluating forms and types of multifamily housing developments supported by the community in defined planning areas
 - Consider Form-Based Code(s)

OUTCOME	UNITY/CLARITY OF VISION FOR VILLAGES OF BOURNE
ACTION LEAD	TOWN PLANNER, PLANNING BOARD

5. Housing Supply and Affordability Strategies

Promote investment in a variety of housing types – in a range of affordability – to support a diverse population of Bourne residents

5.1 Diversify the Town's Housing Supply

HIGH PRIORITY | TIMEFRAME: YEARS 1 -10+

The region needs to create a variety of housing types at various densities to meet housing demand and the needs of a range of Cape Cod residents. The Town should identify, evaluate, and implement strategies for the provision of a mix of housing types to support the workforce and to meet demand for smaller-scale units and alternatives to single-family homes.

Implementation Strategies:

- Evaluate existing zoning districts and identify areas to incorporate multi-family housing by right
- Identify areas where infill or small scale housing unit types can be incorporated into the community vision
- Identify incentives and disincentives for housing creation in Buzzards Bay and in the central core of the smaller historic villages in Town

OUTCOME	AN INCREASE IN THE TYPES OF HOUSING TO SUPPORT BOURNE RESIDENTS
ACTION LEAD	TOWN PLANNER, PLANNING BOARD

5.2 Identify Opportunities for Infill and Redevelopment

MEDIUM PRIORITY | TIMEFRAME: 2-5

Redevelopment and infill development in appropriate areas in the Town could incorporate housing in mixed-use settings. Infill development in village centers can allow for increased density at a scale appropriate to the community.

Implementation Strategies:

- Identify underutilized parcels in village centers where increased housing density makes sense.
- Work with property owners to identify roadblocks to redevelopment.

OUTCOME	CLEARER PATHWAYS FOR INFILL AND REDEVELOPMENT PROJECTS
ACTION LEAD	PLANNING DEPARTMENT

5.3 Update Zoning to Support Housing Diversification

MEDIUM PRIORITY | TIMEFRAME: YEAR 1

Update zoning to provide incentives for increased unit density when development is proposed that includes non-age restricted housing affordable to low- and middle-income residents. Update zoning to encourage the creation of small scale housing types consistent with community character that can support increased density while contributing to a vibrant village center

- Consider Inclusionary Zoning to support the creation of affordable housing
- Review existing zoning and amend to support higher density small scale infill development by right where appropriate.

OUTCOME	SMALLER UNIT SIZE AND AFFORDABLE HOUSING
ACTION LEAD	TOWN, HOUSING AUTHORITY; BOURNE AFFORDABLE HOMES

5.4 Update Bourne's 2014 Housing Production Plan

MEDIUM PRIORITY | TIMEFRAME: 3-5

Identify updated housing needs in order to plan for and provide needed units into the future and meet the Chapter 40B standards requiring a Housing Production Plan.

Implementation Strategies:

- Identify Timeframe
- Fund and Implement new Plan
 - Data collection, analysis.
 - Compare new data to old plan to establish lessons learned and make recommendations for future production.
 - Community outreach
 - Land use Inventory and Assessment of Tools to promote affordable housing.

OUTCOME	A HOUSING PRODUCTION PLAN
ACTION LEAD	BOURNE AFFORDABLE HOMES, TOWN

6. Strategies for Capitalizing on Community Assets

Community feedback from the Bourne Economy Summit highlighted the need to strengthen and connect existing community resources and assets. These strategies reflect suggestions to build upon local assets.

6.1 Strengthen Connections Between Educational Institutions and Local Businesses/Organizations and the Town

MEDIUM PRIORITY | TIMEFRAME: YEAR 1

Fostering collaborations between local businesses/organizations and educational institutions would increase student awareness of work and internship opportunities on Cape Cod, expand community learning and training opportunities, and connect employers with a sustainable and trained workforce. Strengthening connections to Massachusetts Maritime Academy (MMA) would allow the community to better leverage the significant asset of having a four-year university in Town and expand opportunities for collaboration to better meet the needs of MMA, students, and the community.

Implementation Strategies:

- Collaborate with local educational institutions, businesses, and organizations, to identify training, mentoring, and internship opportunities for students
- Establish a “Town/Gown” working group consisting of Town staff, community leaders, and MMA leadership to facilitate collaboration in addressing downtown infrastructure needs, local services for students, accommodations for parents and visitors, and community character and development goals
- Encourage college-friendly businesses on Main Street and

embrace being a college town

- Coordinate with MMA in promoting events of interest to students and the community
- Support scientific or technology-related spinoffs from local educational institutions
- Increase the number of events that would draw visitors, parents, other businesses, and educational groups to Buzzards Bay

OUTCOME

ALIGNMENT, STRONG COMMUNITY RELATIONS.

ACTION LEAD

TOWN , PRIVATE SECTOR, MMA, CHAMBER OF COMMERCE, VOCATIONAL SCHOOL, HIGH SCHOOL, CAPE COD COMMISSION, SCORE, WIB

6.2 Create Sustained Local Networks to Improve Communication & Support Local Businesses and Civic Organizations

MEDIUM PRIORITY | TIMEFRAME: YEARS 2-4

Strong community associations and groups working together with local government can benefit the community at large and help carry out community vision. The Town and private interests would benefit from regular and sustained communications about community vision, values, projects and programs can improve community trust, build support for new initiatives and create a resource to meet community challenges

Implementation Strategies:

- Identify leadership/contacts representation of a variety of businesses and support regular networking and outreach
- Develop an internal and external Communications Strategy
- Develop Community Liaison Program – regular communication and briefing
- Identify resources to support and sustain the strategy over time
- Start small and grow from consistent base

OUTCOME	IMPROVED COMMUNICATIONS AND SHARED KNOWLEDGE
----------------	----------------------------------------------

ACTION LEAD	TOWN CIVIC COMMUNITY AND BUSINESS GROUPS
--------------------	------------------------------------------

6.3 Activate, Arts, Culture and Heritage Uses on Main Street, in the areas supporting Buzzards Bay and Village Centers

MEDIUM PRIORITY | TIMEFRAME: YEARS 2-4

The Town of Bourne has significant artistic, cultural, and historic assets that it should leverage and integrate into its physical improvements plans and business development strategy. Over 150 sites, properties, and landmarks of historic significance are recognized by the Commonwealth, and five are on the National Register of Historic Places. The Town should also consider outreach to engage the local arts and culture community to better assess the needs and challenges of the artists living and working there, and seek to identify solutions.

- Support Future Completion of National Marine Life Center and use of property on Main Street. The National Marine Life Center is located on a town owned site.
- Support options for alternative and integrated uses a the NMLC to diversity revenue and better connect resources to the Village.
- Use underutilized Parking Area to support community needs and promote NMLC
- Create an Arts and Culture Guide to leverage and Town of Bourne artistic, cultural, and historic assets. Over 150 sites, properties, and landmarks of historic significance are recognized by the Commonwealth, and five are on the National Register of Historic Places. Many others are not recognized.
- Create a map-based inventory of historic resources in Bourne (areas, buildings, burial grounds, objects, and/or structures) using the state's MACRIS (Massachusetts Cultural Resource Information System) and MACRIS maps on-line database as a starting point. Identify properties with the greatest cultural significance and the greatest risk of negative impacts (from the natural environment or development) and pursue historic designations to better protect these assets.
- Evaluate feasibility of establishing historic and cultural districts in the Town of Bourne to capitalize on historic assets.

- Study the feasibility of an Art Center including Live Work Space. Town staff should conduct outreach to engage the local arts and culture community to better assess the needs and challenges of the artists living and working there, and seek to identify solutions that other towns in the region are implementing.
- Incorporate Public Art and History into Streetscape and Public Areas. Develop practices, policies and funding strategies to support and require public-facing art, history and marine heritage features in public and private spaces visible to the public to enhance community pride and promote cultural and heritage tourism.
- Actively collaborate/partner with the Cape Cod Chamber of Commerce Marine Heritage Trail.

OUTCOME	A PATTERN OF CULTURE AND HISTORIC AMENITIES TIED TOGETHER THROUGH PHYSICAL FEATURES, AND INTERACTIVE TOOLS. HISTORIC AND CULTURAL DISTRICTS APPLICATION; INVENTORY OF HISTORIC LOCATIONS, APPLICATIONS FOR DESIGNATIONS FOR KEY HISTORICAL ASSETS.
ACTION LEAD	ARTS ORGANIZATION, HISTORICAL SOCIETY (NEEDS REVIEW)

6.4 Explore Opportunities for Expanded Boating, Beach and Waterfront Access

LOW PRIORITY | TIMEFRAME: YEARS 3-5

OUTCOME	PLAN FOR INCREASED CAPACITY/BETTER UTILIZATION AT WATERFRONT ACCESS POINTS
ACTION LEAD	TOWN COMMUNITY BEACH COMMITTEE, REC COMMITTEE

6.5 Improve the public realm including streetscape amenities, lighting, parks, and signage

MEDIUM PRIORITY | TIMEFRAME: YEARS 3-5

Improvements to the Town's bicycle and pedestrian network will increase transportation options and support economic development opportunities linked to recreation and tourism. Consider a comprehensive town-wide study to identify areas for pedestrian and bicycle network improvements with focus on improving connectivity to village centers and the Cape Cod Canal, downtown Buzzards Bay and the Shining Sea Bikeway in collaboration with the Cape Cod Commission, which will be working with the Town to develop a bicycle master plan.

Implementation Strategies:

- Complete Phase 1 of the Bourne Rail Trail – 5-year -Complete Initial Design funded by Rails Program
- Explore low cost and short-term improvements
- Prepare town-wide bicycle plan
- Participate in MassDOT Complete Streets program

OUTCOME	IMPROVED BICYCLE RIDER EXPERIENCE AND NETWORK
ACTION LEAD	TOWN, CCC

6.6 Plan for Increased Youth Recreation Space/Leverage Existing Assets to Meet Current and Potential Community Needs

LOW PRIORITY | TIMEFRAME: YEARS 3-5

Evaluate the demand condition and need for new recreational amenities to support youth recreation and related tournaments and year-round visitor program. New hotel facilities create the opportunity to support short-term visitors for ice hockey, figure skating and other tournaments in Bourne and throughout the region.

- Conduct a program needs and facility condition assessment for youth recreation facilities.
- Identify priority opportunities for expansion and repair of existing facilities and plan for new as needed.
- Update Open Space and Recreation Plan

OUTCOME	NEEDS ASSESSMENT
ACTION LEAD	RECREATION STAFF OR COMMITTEE

6.7 Develop Plan for additional improvements in the public realm including streetscape, lighting, parks, and signs.

MEDIUM PRIORITY | TIMEFRAME YEARS 3-5

Identify opportunities to improve streetscapes and areas supporting the public realm, such as pocket parks, street furnishings, and other amenities to make comfortable and inviting community spaces

Implementation Strategies:

- Evaluate Site Plan review program and other zoning to ensure integrated design and landscaping into village vision plans.
- Develop site feature guidelines and standards for new public and private investment
- Develop an integrated signage program to direct visitors to recreational and cultural amenities and destinations.
- Develop Long Term Maintenance Plan

OUTCOME	GUIDELINES, MAINTENANCE PLAN
ACTION LEAD	TOWN BUSINESS COMMUNITY

6.8 Identify sites for temporary uses and structure support “pop up” activities in season and throughout the year

HIGH PRIORITY | TIMEFRAME: YEARS 1-3

Evaluate public and private sites for transient uses including food trucks, farmers markets and arts events. Plan for seasonal, flood resilient facilities to support an active village life

Implementation Strategies:

- Develop site Inventory
- Improve Permitting Process for food trucks .
- Develop prototype/preferred models for temporary structures
- Install access points to electricity and hot and cold water to support food service and other needs.
- Assess licensing protocol for ‘beer tent’ and ‘wine gardens’

OUTCOME	REGULATING PLAN/PROCESS
ACTION LEAD	BUSINESS COMMUNITY, TOWN

7. Place-based Economic Development Strategies

This section is dedicated to specific actions suggested by stakeholders for the Villages of Bourne. Many of the actions outlined in sections 1-6 of the Action Plan will support the goals for each of the villages.

7.1 MacArthur Boulevard Plan

MEDIUM PRIORITY | TIMEFRAME: ONGOING

MacArthur Boulevard was identified as an area of opportunity. Planning focus is needed to improve access management, including multi-modal connectivity to adjacent neighborhoods, as well as strategies to improve the visual character of the area

Implementation Strategies:

- Hold a community visioning workshop, with area residents and business representatives, to identify vision and goals
- Consider zoning changes such as reduced setbacks and landscaping buffer areas, to improve the visual quality
- Evaluate and improve landscaping and lighting
- Develop design guidelines for buildings, site layout, landscaping, lighting, and other standards
- Better define area the Water Resource Districts
- Expand wastewater planning and treatment facilities to facilitate commercial development; evaluate potential for small scale plant
- Improve Shore Road and Barlows Landing Road intersection.
- Encourage development of a business association

OUTCOME

CONSENSUS VISION PLAN

ACTION LEAD

PLANNING BOARD, AREA CIVIC, BUSINESS ASSOCIATIONS

7.2 Develop a Parking Management Strategy for Buzzards Bay

HIGH PRIORITY | TIMEFRAME: YEAR 1

Consider ways to ease parking requirements in zoning and support more centralized and coordinated parking in Buzzards Bay, and as appropriate in each of the village centers, to improve parking access and reduce the potential for sprawl. Investigate parking partnership opportunities with Massachusetts Maritime Academy, the MBTA, and other institutions in or proximate to village centers

Implementation Strategies:

- Continue efforts funded at May 2019 Town Meeting
 - Evaluate existing parking requirements.
 - Identify partnership and public parking opportunities.
 - Make recommended changes to parking requirements & policies and regulating approach

OUTCOME

RELIABLE AND FLEXIBLE PARKING STRATEGY FOR SPECIAL EVENTS, HIGH DEMAND & DAILY USE

ACTION LEAD

TOWN MANAGER, PLANNING DEPARTMENT

7.3 Sagamore and Sagamore Beach Area

MEDIUM PRIORITY | TIMEFRAME: ONGOING

There is a vision for a defined center for Sagamore and for improved Connections from Sagamore Beach to the greater Bourne Community.

Implementation Strategies:

- Increase water capacity for North Sagamore Water District (they are near capacity and it can take years to permit an increase in capacity, restricting development) (Partners: Water Districts, DEP)
- Create a defined village center, possible GIZ; Get GIZ/Village Center/Chapter H designation in the area of McDonald's/Dunkin Donuts (the infrastructure exists and will not encroach into neighborhoods) (Partner: CCC) Connect bike/pedestrian routes from Sagamore Beach onto the existing/new bridge to the Shining Sea bike path and/or Service Road (Partners: MADOT, USACE) Better Utilize and create access to public and recreational assets in Sagamore & Sagamore Beach.
- Connect Bike Path Routes from Sagamore/Sagamore Beach and
- Improve Beach Parking
- Improve Transit including Summer Trolley & Expanded RTA Access to Scusset Beach

OUTCOME	A PRIORITIZED, ACTIONABLE SET OF GOALS WITH DEFINED PATHWAYS TOWARD ACHIEVEMENT
ACTION LEAD	PLANNING DEPARTMENT, COMMUNITY GROUPS

7.4 Cataumet & Pocasset Areas

MEDIUM PRIORITY | TIMEFRAME: ONGOING

Create vision for village center.

Top Priorities

- Redefine water district resource areas
- Make zoning favorable for mixed use development
- Promote complete streets and support bike path extension
- Improve Barlows Landing/Shore Rd intersection
- Re-zone MacArthur Blvd

Other Actions

- Support future rail trail connection into village
- Further develop micro-wastewater treatment areas
- Make zoning favorable for mixed-use development (i.e. Route 28A) to support workforce housing and encourage more mixed-use in B-4 and V-B districts to create more rental apartments for affordable places for younger residents to live and Consider zoning to support single-room occupancy or micro-units to create more affordable rental options for younger residents.
- Redefine water resource areas for development opportunities
- Liberate frontage land from JBCC for development opportunities

OUTCOME	A PRIORITIZED, ACTIONABLE SET OF GOALS WITH DEFINED PATHWAYS TOWARD ACHIEVEMENT
ACTION LEAD	PLANNING DEPARTMENT, COMMUNITY GROUPS

RESOURCES

GENERAL

- Regional Policy Plan
- Comprehensive Economic Development Strategy
- Cape Cod Economic Development Guide

FINANCIAL AND INVESTMENT STRATEGY

- Mass DOR
- <https://www.mass.gov/how-to/request-consulting-services>
- MGLA Chapter 59, section 5 and MGL Chapter 5, section 2
- DOR Technical Assistance
- MHP
- Private Consultants
- DLTA
- TIF/DIF Information: <https://www.mass.gov/service-details/smart-growth-smart-energy-toolkit-modules-district-improvement-financing-diftax>
- Town of Yarmouth MHP Program.

BUSINESS DEVELOPMENT

- MOBD, Mass Development
- State and national economic developer's associations
- CDP and Coastal
- SBA, SCORE

INFRASTRUCTURE

- MassDOT Complete Streets
- Funding opportunities (\$50,000 technical assistance grant) currently exist under MassDOT's Complete Streets Program for towns to prepare a Complete Streets Prioritization Plan to identify

priority areas for implementation. MassDOT funding is also available to towns for Complete Streets construction projects up to \$400,000. Is this a resource for the End

- <https://www.mass.gov/complete-streets-funding-program>
- Town of Falmouth EDIC – Fiber Optic Network (downtown Broadband solution)

HOUSING SUPPLY AND AFFORDABILITY

- MHP
- MassHousing
- CRBD Program
- CNU
Strongtown
- Smart Growth Coalition
- Community Preservation Coalition

CAPITALIZING ON COMMUNITY ASSETS

- Canal Region Chamber of Commerce: <https://www.capecodcanalchamber.org/>
- Cape Cod Chamber of Commerce: <https://www.capecodchamber.org/>
- Leveraging Cultural Assets for Economic Development: A Practical Guide for Municipal Investment in Arts & Culture on Cape Cod: <http://www.capecodcommission.org/resources/economicdevelopment/ArtsGuide122309.pdf>.
- MAPC Arts and Planning Toolkit: <http://artsandplanning.mapc.org/>
- Bourne Historical Society: <https://www.bournehistoricalsociety.org/historic-bourne-village/>
- Massachusetts Historical Commission: <http://mhc-macris.net/>
- National Register of Historic Places: <https://www.nps.gov/subjects/nationalregister/index.htm>
- Mass.Gov