



Rapid Recovery Plan

2021

Eastham



Acknowledgements



Eastham
MASSACHUSETTS

Town of Eastham

Jacqueline Beebe, Town Administrator
Rich Bienvenue, Assistant Town Administrator
Lauren Barker, MS, MPA, Economic Development Planner
Paul Lagg, Director of Community Development
Silvio Genao, P.E., Superintendent, Department of Public Works (DPW)



CAPE COD
COMMISSION

Cape Cod Commission

Planning and Transportation Staff



ZAPALAC ADVISORS
REAL ESTATE & ECONOMIC DEVELOPMENT

Zapalac Advisors, LLC

Laurie Zapalac, PhD, Principal



Innes Associates Ltd.

Innes Associates, Ltd.

Emily Keys Innes, AICP, LEED AP, Principal



Cambridge Retail Advisors

Grant Cohen, Managing Partner
Joe Lawlor, Managing Partner



www.BETA-Inc.com

BETA

Jack Madden, P.E., Sr. Project Manager / Asset Management
Dan McCormack, P.E., Associate

This plan has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

For more information, contact DHCD:
100 Cambridge St, Suite 300
Boston, MA 02114
617-573-1100
mass.gov/DHCD

The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

The Business Community of North Eastham

Eastham Chamber of Commerce

Better Block

Krista Nightengale

Cape Cod Blue Economy Foundation

Bert Jackson

CapeForward

Angela Hurwitz

Community Development Partnership

Pam Anderson

Harwich Ecumenical Council on Housing

Kim Bourgea

Hyannis Main Street Business
Improvement District

Elizabeth Wurf Bain

Love Live Local

Amanda Converse

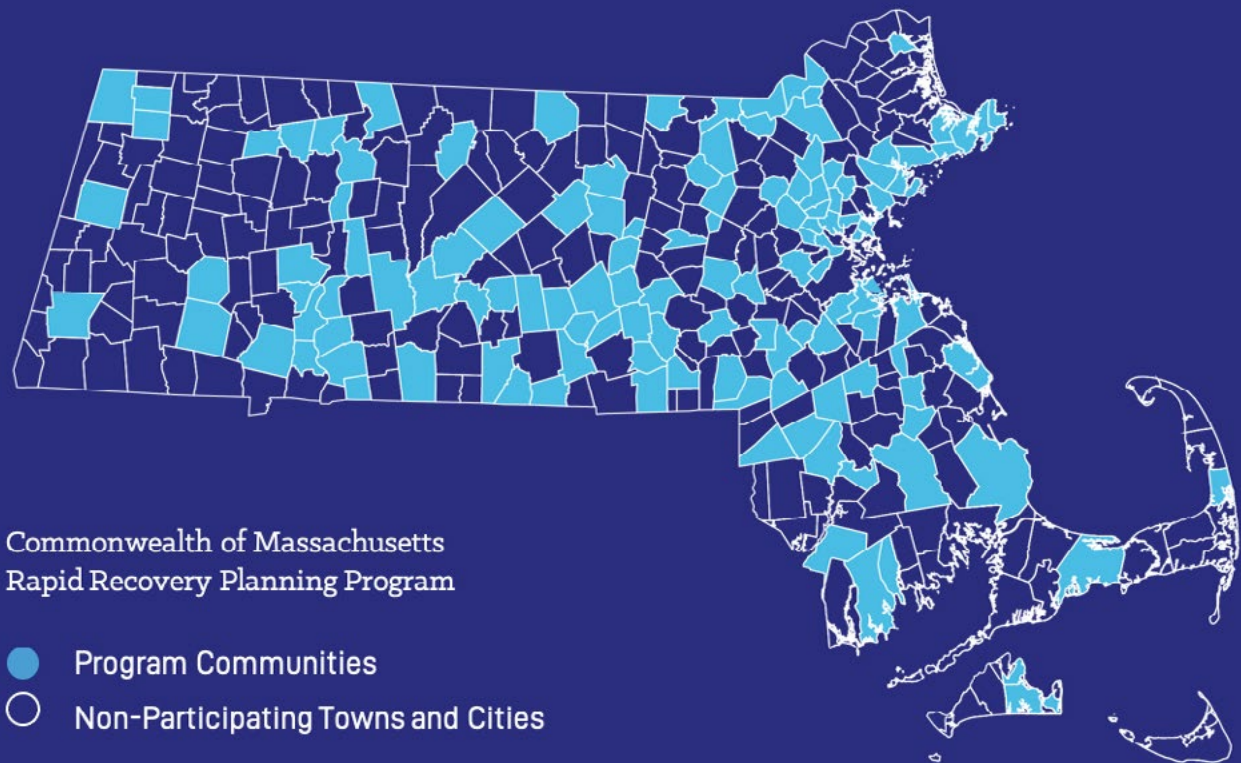
Table of Contents

Rapid Recovery Program	6
Introduction	7
Approach/Framework	8
Executive Summary	9
Diagnostic Key Findings	12
Customer Base	13
Physical Environment	13
Business Environment	14
Administrative Capacity	14
Project Recommendations	18
(1) Exterior Improvement Program (Private Realm)	19
(2) "Doing Business in Eastham" website (Administrative Capacity)	23
(3) Route 6 Mobility and Infrastructure Plan (Public Realm)	27
(4) Eastham Block Party (Revenue and Sales)	32
(5) North Eastham DIF (Administrative Capacity)	37
Appendix:	42
Preliminary Budgets and Potential Funding Sources	

125 communities participated in the Rapid Recovery Plan Program

52 Small Communities
51 Medium Communities
16 Large Communities
6 Extra Large Communities

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



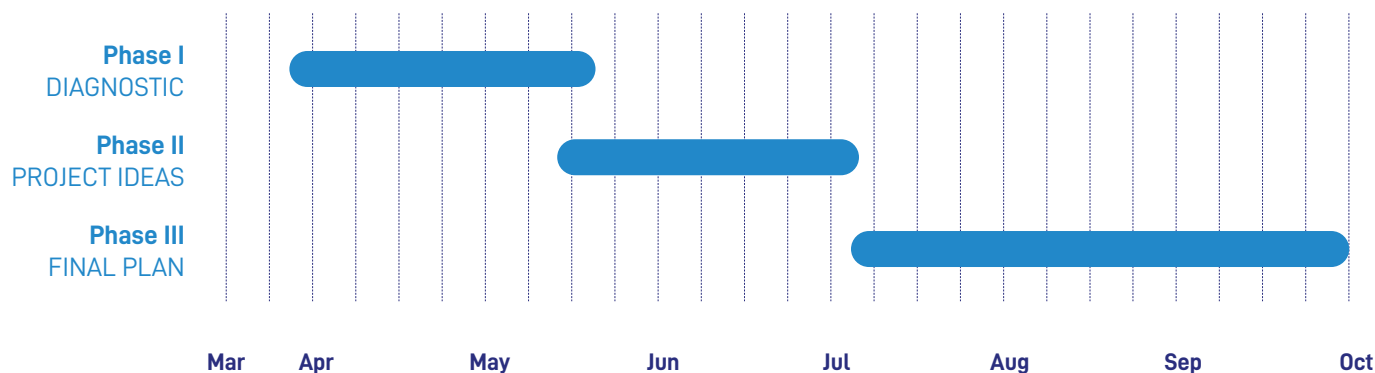
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the Commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic", and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework



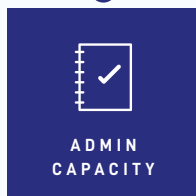
Who are the customers of businesses in the Study Area?



How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Nauset Light
Source: George Vorsgerichian, @Overcapecod

Executive Summary

A historic, seaside community with a vision for smart and targeted growth

The Town of Eastham is a coastal community on the outer part of Cape Cod, bounded by the neighboring towns of Orleans and Wellfleet, the Atlantic Ocean, and Cape Cod Bay. Though Eastham has – in recent history – boasted a “small-town” feel, the town has more than 5,000 year-round residents and annually sees a five-fold increase in population during the busy summer months.

Located on a narrow strip of Cape Cod, with water on each side, Eastham is the sole “bridge” and access point leading to the other three Outer Cape towns of Wellfleet, Truro, and Provincetown. The town is home to 1500 acres of the Cape Cod National Seashore, a one-of-a-kind national park that attracts millions of visitors yearly, as well as numerous freshwater kettle ponds, many miles of hiking and bike trails, and public beaches. In addition to its natural resources, Eastham is rich in culture and history. The area was originally home to the native Nauset people, and the bay side of Eastham was the site of the historic “First Encounter” between native peoples and Pilgrim settlers.

Late 20th century patterns of auto-centric development dominate on Cape Cod, and Eastham is no exception. State Highway Route 6 through Eastham is one of Cape Cod's major transportation corridors, and business activity in Eastham is concentrated at key activity centers along Route 6. As a result, this 4-lane highway also serves as Eastham's Main Street. The sprawling, car-dependent pattern of development along Route 6 bifurcates the town and presents a challenge to efforts that could improve public safety, walkability, economic opportunity for businesses and residents, and overall quality of life.

Eastham – like the majority of Cape Cod towns – lacks a centralized wastewater collection and treatment system, leaving the town's commercial and residential properties dependent on on-site sewage treatment and disposal. Along with the rest of the Outer Cape subregion, Eastham's broadband connectivity is slower, less reliable, and dependent on a single provider – a stark contrast to the high-speed services found in neighboring communities. This lack of infrastructure in Eastham's commercial activity centers contributes to further sprawl and abandonment of properties, and limits opportunities for business growth and redevelopment.

Eastham's economy is heavily influenced by seasonal second homeownership and summer tourism, which presents both opportunities and challenges for economic development. However, in recent years, Eastham's year-round population has also seen steady growth. Further, a spike in new residents during the COVID-19 pandemic has created additional challenges as the town plans for municipal services, infrastructure, housing, and other community needs.



*Hole in One bakery, an Eastham institution. Both business and customers have had to adjust to COVID-19 conditions, including staff shortages.
Source: @theholeinone_eastham*

In November 2020, Eastham created a new office of economic development with a full-time staff person dedicated to business outreach, business development and retention, and community and economic development project management. In early 2021, the town wrote an economic development work plan with the following priorities:

1. Support recovery of local businesses impacted by COVID-19
2. Cultivate relationships with commercial business & property owners
3. Create a website for "Doing Business in Eastham"
4. Explore partnerships for infrastructure improvement in N. Eastham
5. Encourage commercial redevelopment
6. Improve multi-modal connectivity
7. Grow key business sectors & job opportunities
8. Add workforce housing
9. Develop a branding plan
10. Facilitate collaboration between regulatory land use boards

The RRP process has offered an invaluable and timely opportunity to move forward with planning for the majority of these priorities, while reframing each through the lens of pandemic-related impacts and needs. In particular, the diagnostic process underlined just how urgent recovery planning is to our community: 60% of Eastham businesses surveyed reported they generated less revenue in 2020 than they did in 2019 and 40% of businesses reported fewer on-site customers in January and February of 2021 than before COVID-19. The process has also helped us consider the longer term impacts of the pandemic, and how the town may be able to support increased resiliency for the business community in the future.

While we experienced a rebound in visitor numbers in the 2021 summer season, the local labor supply remains constrained, placing many businesses in a challenging position to meet demand. Additionally, in just the last year (2020-21), Eastham welcomed more than 700 new year-round residents. While this residential growth, brought about by pandemic conditions, certainly presents business opportunities, it also places further stress on our already limited infrastructure and housing stock. In many cases, the challenges and constraints were not new. For example, from 2000 to 2019, the median home price in Eastham increased more than 60% (from \$192,000 to \$520,000) and Eastham lost 201 rental housing units during this same period. The pandemic certainly exacerbated existing trends and highlighted the undeniable connections between issues such as labor supply, housing stock, and infrastructure.

Challenges that are this interconnected require systemic solutions. The five priority proposals defined through the RRP process are intended to be complementary in nature, each one driving Eastham closer to the vision of a less car-dependent, more economically diversified year-round community that retains its core identity to the benefit of residents, visitors, and businesses alike. They are about shaping the growth already in progress through smart, targeted concepts that support a mix of both short- and long-term business resiliency. They include:

(1) **Exterior Improvement Program** - Address deferred maintenance and other necessary exterior improvements (such as outdoor dining infrastructure) via technical assistance and matching award funding.

(2) **"Doing Business in Eastham" website** - Market Eastham's strengths as a place to do business, promote economic diversification and further development of key industries (i.e. blue economy, ecotourism, agritourism) and provide a one-stop resource for doing business in the town.

(3) **Route 6 Mobility and Infrastructure Plan** - Improve access and build long-term prosperity for businesses and residents through a comprehensive strategy for a safer, less car-dependent roadway transportation network; identify a mix of funding opportunities to expedite this work.

(4) **Eastham Block Party** - Offer shared marketing and brand-building opportunities for businesses and test redevelopment concepts for Town-owned property through a tactical urbanism / placemaking event.

(5) **North Eastham DIF** - Harness the benefits of planned public and private investment in North Eastham by establishing a locally sourced, reoccurring funding stream from growth in property tax revenue; use this dedicated source of funding to support ongoing district improvements.

Completing these projects will ensure that we guide our growth and build in resiliency, while retaining key aspects of Eastham's small-town identity, history, and heritage. We are well aware of the challenges before us, but we have a vision of what is possible, now fortified through the RRP process.

Diagnostic



*Joey's Joint & Food Trucks offers tacos and levity.
Source: @joeystacoshop*

Key Findings



The Town's customer base is composed of several distinct demographics -- often united by appreciation for Eastham's well-preserved nature environment.

From the standpoint of its customer base, Eastham is deeply interconnected with other nearby Cape communities; many Cape Cod locals live in one community and work or play in another. Eastham also hosts visitors who use the town as a base, and venture to many different locations on the Cape during their stay. The well-preserved natural landscape of Eastham is a major draw, with the Cape Cod National Seashore tallying more than 4 million visitors a year (National Park Service). Coast Guard Beach is regularly named one of the most beautiful beaches in America (Leatherman, 2021). But Eastham's attraction is about more than just beachgoing. Residents and visitors share many active recreational interests, including: boating, fishing, hiking, walking, running, cycling, kayaking, stand up paddle boarding and birding, as well as learning about the unique cultural heritage and culinary traditions of Cape Cod.

While the demographics of Eastham's visitors vary, the demographics of Eastham's residential population is a bit more homogeneous. ESRI identifies Eastham's dominant tapestry segment as *Rural Resort Dwellers: close to retirement, conservative spenders who dedicate a significant portion of disposable income on gear to support their hobbies* (ESRI, 2021). With a median age of 60.2, this population also spends on wellness and health care services, and is concerned about aging in place. Eastham also includes families with children; it is home to Nauset Regional High School, which draws students from Lower and Outer Cape communities (and is the only high school on the East Coast located within a national park). The town is home to an elementary school that educates two hundred students, and town government actively supports the needs of local families through childcare vouchers and other programs.



Completing improvements to Route 6 in a timely and strategic way is vital to Eastham's future.

Multiple segments of Route 6 through Eastham have been designated by the Massachusetts Department of Transportation (MassDOT) as high-risk locations for pedestrians and cyclists (MassDOT Safety Analysis Tools: state.ma.us) This is in addition to the vehicular accidents that occur on Route 6 with all too great a consistency.

Further, Eastham residents travel on average 26.7 miles to work (Eastham Market Study, 2021). This alone makes Eastham a heavily "car-dependent" community, but we believe that targeted improvements to the physical environment will increase alternative modes of transit for local trips, including errands and other types of daily business. Walkability – defined by proximity to necessary goods/services and how pedestrian-friendly an area is – is valued by people of a variety of ages and incomes. In studies on living preferences and housing choice, both working-age adults and seniors rank a walkable neighborhood as important to them (strongtowns.org).

The Cape Cod Rail Trail already provides a safe and enjoyable path for many cyclists and walkers – including commuters – reaching certain areas of our town and beyond. Additionally, Eastham serves as a destination for dining and outdoor recreation activity (Eastham Market Study, 2021). Changing car dependency, especially for local trips, may simply be a matter of improving a few important linkages and path improvements to make circulating by bicycle or on foot a safer option for all.



Eastham is ripe for more concentrated mixed-use development - but only if we can ensure the necessary infrastructure to support it.

Safer access and more mobility choice will benefit all businesses in recovery and set the stage for economic diversification and key cluster development. Eastham's median household income is \$72,075 (below median for County and State), and 58% of Eastham's jobs are currently in industries where average wages are below \$50,000 per year (American Community Survey; Eastham Market Study, 2021). These numbers indicate room for growth in higher paying jobs, with related community benefits that could be realized in the following ways:

- More local jobs and more job diversification will give residents the option to avoid long commutes for work. More year-round jobs will allow residents to compete for a limited supply of housing.
- More local jobs year-round mean more consistent demand for local goods and services (coffee, restaurants, stores). These are the "third places" where our residents (and visitors) connect with one another and tap into the social pulse of our community.
- Shared marketing and promotion of local businesses and entrepreneurs will put the spotlight on our business community, including testimony about why businesses choose Eastham. More peer-to-peer networking and knowledge-sharing opportunities will help build relationships and encourage partnerships.
- New marketing approaches can communicate value for residents and build relationships with visitors, all of whom may choose our town for the local lifestyle and remote work opportunities.
- Continued innovation and investment in broadband infrastructure, as well as transit and wastewater, will be key to supporting a broad range of businesses, as well as those working remotely.

Eastham's economy will likely always be seasonal to some degree. However, capitalizing on opportunities for economic diversification will help the community guide the types of tourism we want to host, stand out as a unique destination, and - most importantly - build quality of life for all.

SUPPORTING TENANT DIVERSIFICATION AND YEAR-ROUND SERVICES

Of those businesses that closed during COVID-19, some were businesses providing specialized "discretionary" services (such as pet care and gym-based fitness). Given stay-at-home requirements, it is not surprising that these businesses were challenged. Based upon the increase in year-round population as well as evidence of longer occupancies by second homeowners and visitors staying in short-term rentals (STRs), we believe Eastham's market for these and other services is returning and will likely grow in the near future. Shared marketing approaches, together with improved access to the commercial district and improving the quality of both the public and private realms, will ensure greater economic resiliency for a diversity of businesses going forward.



The Town has assembled a planning and economic development team capable of guiding complex projects.

Eastham's decision to hire an economic development planner in the midst of the pandemic and to complete a market study (June 2021) shows the Town's commitment to long-term planning. The Town is targeting to establish a DIF (District Increment Financing) plan. Further, Eastham works very closely with the Cape Cod Commission and a number of other regional organizations on issues such as mobility/transit that require a regional approach to problem-solving.



Highlights from the Physical Environment

EASTHAM: BRIDGE TO THE OUTER CAPE AND TO EXTRAORDINARY NATURAL BEAUTY

Eastham's long history as a fishing and farming community is still manifest in the relative low density of its town plan. The creation of the Cape Cod National Seashore in 1961 ensures the conservation of a large area of open space - including both its world class beaches as well as natural woodlands and kettle ponds. As a result, Eastham does not have as high a concentration of commercial activity as many other towns on the Cape. Instead, it offers the businesses and residents it hosts (both year-round and seasonal) access to a vast variety of nature.

This proximity to open space makes Eastham ideal for growth of recreational activities and a recreational economy, especially those that creatively promote what the Cape has to offer in the off-season. Eastham is ripe for more recreational events (run/swim/bike races) and outdoor destinations (beer garden, pop-up markets, etc).

REVITALIZING KEY SITES AND ACTIVITY CENTERS

From a standpoint of goods and services offered, Eastham's activity centers provide a variety of options and have not veered toward over-concentration; Eastham does not, for instance, have an overabundance of t-shirt shops. Almost all of the activity centers along Route 6 were constructed in the mid- or late 20th century to be auto-centric (with large parking lots and multiple curb cuts) and are currently in a condition to be classified as Class B or even Class C commercial space. With the emphasis on outdoor dining and other outdoor activities to ensure social distancing, many need not just maintenance but also new approaches to site utilization.

LEVERAGING THE CAPE COD RAIL TRAIL

The Shared Use Paths Impact Study conducted by MassTrails confirmed that the Cape Cod Rail Trail generated \$9.2 million for businesses near the trails during the four-month study alone (Impacts of Shared Use Paths, 2021). The Cape Cod Rail Trail and the National Park Service Trail System, including the Nauset Trail, connects visitors to a wide variety of sites -- but even more can be done to ensure connectivity between Eastham's businesses and these invaluable networks. This, in turn, could take some pressure off of Route 6 as a "local" road.



The Route 6 and Brackett Road intersection. Mobility improvements, supported by the transformation of Town Center Plaza and the T-Time sites to the north, have the potential to establish a defined mixed-use Eastham center safely connected to existing trail networks. This coordinated redevelopment would in turn improve access to all businesses along the corridor.
Source: Google Earth



Four vehicle crash in 2013 along Route 6. Traffic accidents along Route 6 in August, September and October of 2021 have all resulted in life-threatening injuries and regional traffic disruptions, underscoring the need for improvements.
Source: Cape Cod Times / Ron Schoerb



Highlights from the Business Environment

EASTHAM'S UNIQUE FLAVOR OF CAPE CULTURE

There are already interesting overlapping trends visible among North Eastham businesses, representing nascent industry clusters that can be encouraged to develop through more business support and community branding.

In Eastham, "Cape culture" is casual, creative, playful and inclusive, while also being rooted in shared values: protect and take inspiration from this beautiful setting; explore the sea and enjoy its bounty; and make time for self-care, friends and family.

From an industry lens, many of Eastham's small businesses sit within or at the crossroads of industries that were rapidly growing before COVID-19. For example, the recreational economy, wellness industry, home improvement, landscape design, and gardening have all seen increased demand through the pandemic. "Mini-clusters" ripe for creative shared marketing include:

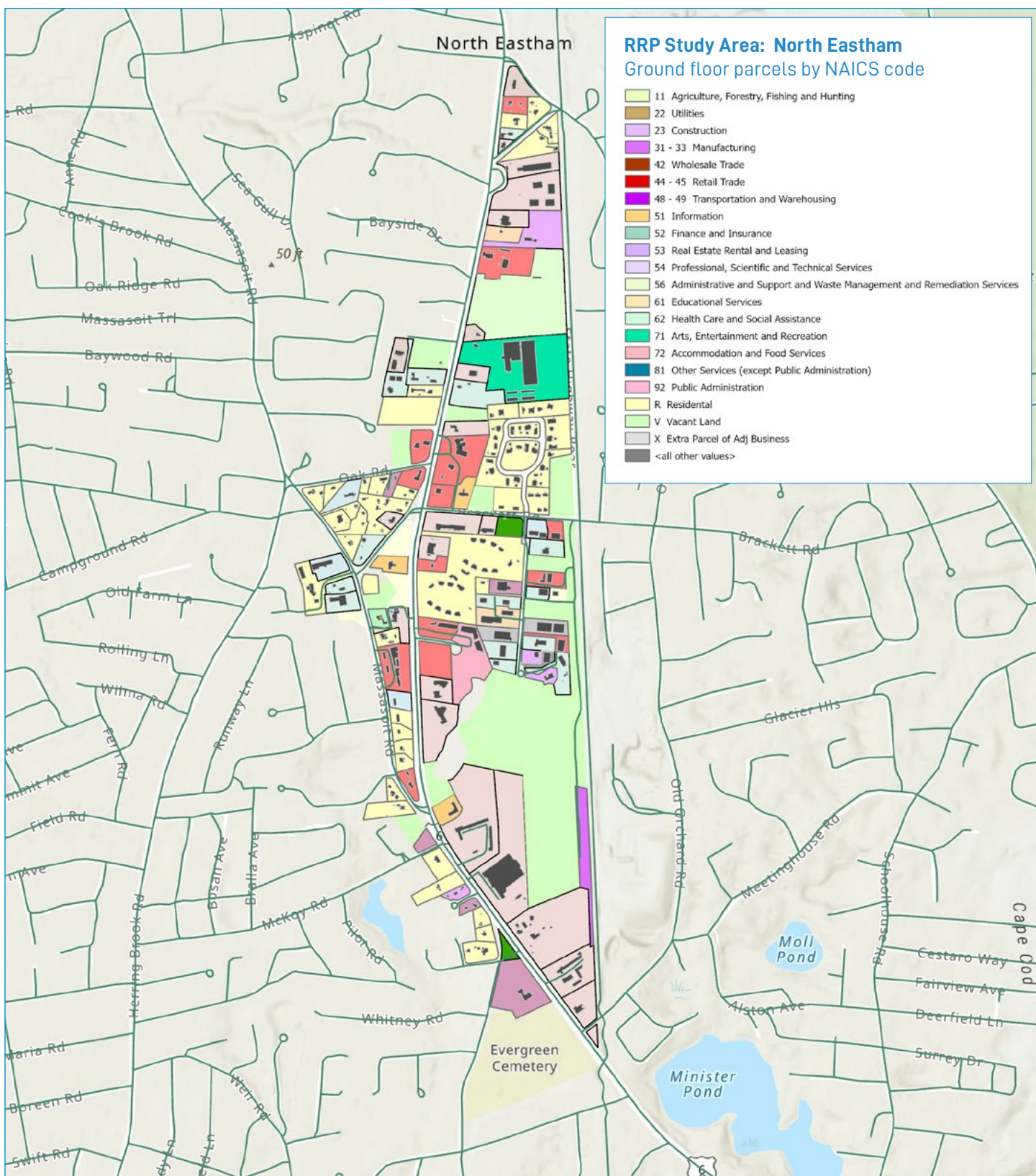
- Events & Reunion activities (especially in a post-COVID-19 context): Eastham's motels and conference centers; Atlantic Oaks RV Resort, as well as its restaurants
- Wellness / Renewal: Willy's Gym, The Eastham Senior Center, Tula Studio Cape Cod, Pure Vita Modern Apothecary Studio
- Recreation and Adventure: Blackbeard's Bait and Tackle, Idle Times Bike Shop, Paddle Cape Cod
- Human Connection to the Ocean/Nature: Freckled Finn's Fishing Company, Night Photography Tours, Sacred Surf School
- Local Purveyors: Mac's Market and Kitchen, Holbrook Oyster, Beanstock Coffee Roasters, Four Sisters Granola
- Community Identity Manifest through Art and/or Branded Products ("souvenirs with purpose"): Longstreet Gallery, ARTichoke boutique, Cape Cod Gift Barn
- Home Improvement / Landscape Design / Gardening: The Coastal Companies, Eastham Ace Hardware, Ponderosa Marketplace Home and Garden Center, Landmark Fence, Cape Associates



*Cape Cod visitors ride the Nauset trail to reach Coast Guard Beach.
Source: @nicksdurban*



*Staff at ARTichoke boutique following the state's COVID-19 closure period, using art and creativity to encourage community resiliency.
Photo: @Art_ichoke*



RRP Study Area. Note some parcels include more than one business and/or NAICs code but have been characterized by a single NAICs code. Data current as of June 2021.

Source: Zapalac Advisors

- 136 Ground floor businesses identified in the study area.
- Five businesses have closed since March 2020. In three locations, new businesses have opened providing similar services to the prior businesses. (Current as of October, 2021)
- One additional vacancy pre-dates March 2020.

Project Recommendations

*Caroline's Bar and Grill, which opened in 2021.
Source: @Carolinescapecodbarandgrill*

Exterior Improvement Program

Category		Private Realm
Location		North Eastham
Origin		<ul style="list-style-type: none"> Lauren Barker, Economic Development Planner Paul Lagg, Director of Community Development
Budget		Medium Budget (\$50,000-\$200,000). Preliminary estimate of \$125,000 per year. See Appendix for preliminary budget detail and possible funding sources.
Timeframe		Short Term (<5 years) See Process section for details.
Risk		Low Risk – Property owners may be wary of making major investments prior to anticipated Route 6 construction. Therefore, we aim to keep this project focused on limited but strategic upgrades.
Key Performance Indicators		<ul style="list-style-type: none"> Number of applicants in year one of the program Total dollar amount of grant funding provided - year one Number of facades, storefronts, and/or sites improved - year one Increase in sales at the property/business improved within one year of work completed Number of businesses retained after 3 years
Partners & Resources		<ul style="list-style-type: none"> Town of Eastham - planning, permitting and counsel Technical Assistance: condition assessment, architectural design + signage design, engineering support, construction cost estimator and contractors – emphasis on local, Eastham-based businesses



Exterior improvements such as signage, ADA accessibility, outdoor dining frameworks, and facade maintenance / enhancement are needed in the district.
Source: Zapalac Advisors

How does this project respond to the key challenges and opportunities that were identified during the diagnostic phase of this project?

30% of businesses indicated that licensing or permitting regulations pose an obstacle to business operation, and 56% expressed an interest in receiving business support assistance. This project seeks to respond to the desire for low-cost financing for Storefront/Facade improvements, expressed by 28% of the business respondents. Given that in many cases the survey was answered by business owners who are not property owners, we believe the demand for assistance in this area is likely even higher.

Cape Cod is currently seeing a dramatic increase in tourism, but for Eastham to be competitive long-term, it needs to present itself as an attractive and well-maintained destination, in a way that is true to the character of the town.

What are the harmful impacts of COVID-19 that this project seeks to address?

60% of businesses generated less revenue in 2020 than they did in 2019 and 40% of businesses had fewer on-site customers in January and February of 2021 than before COVID-19.

There is an immediate need to support competitiveness of businesses along Route 6 -- especially after maintenance deferred during the pandemic -- and yet some property owners are in limbo about upgrading as they wait to learn more about the impact and timing of transportation, wastewater, and other possible improvements, which will take years to achieve.

Some property owners (and/or business owners) may lack the vision for how to transform relatively modest buildings incrementally ("Phase 1" improvements) or may not have access to capital for necessary undertakings.

For some properties, there may also be an opportunity to address ADA accessibility and improve energy efficiency -- potentially taking advantage of MA Green Community funding programs for upgrades. (Eastham is the process of meeting criteria for the program).

Eastham has a high number of individuals employed in construction and some related fields. The goal would be to draw from this local expertise for technical assistance, as well as to encourage hiring locally for actual construction.

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

For some, the constrained economic conditions of the pandemic meant they deferred maintenance or postponed planned upgrades.

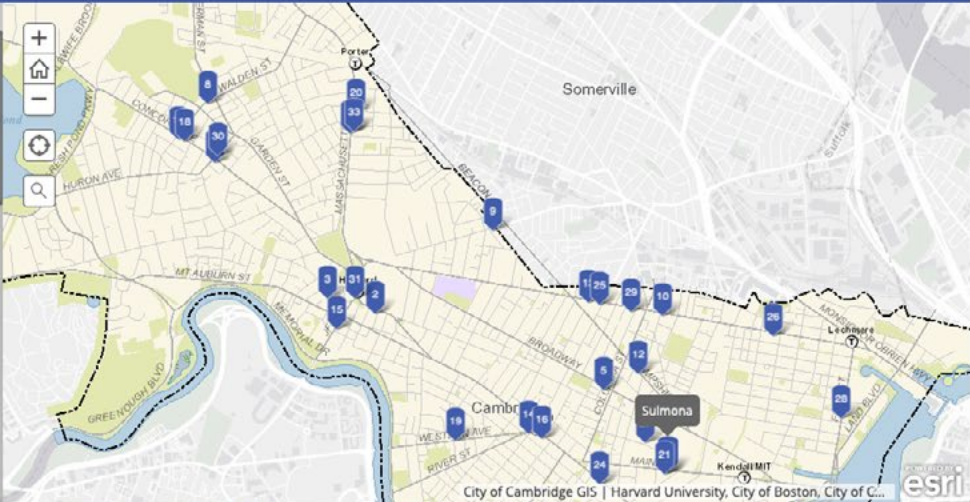
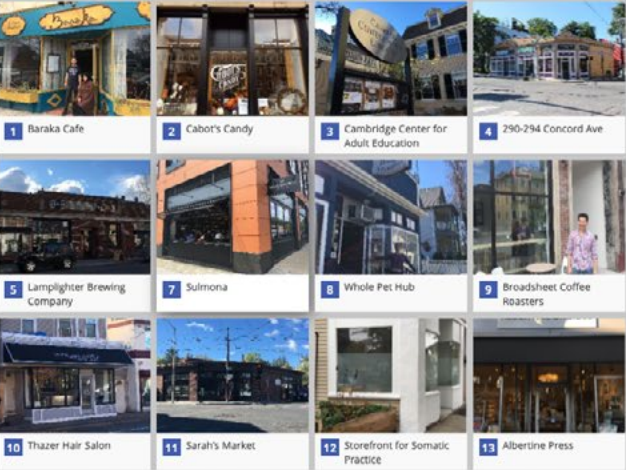
We are also aware that the district, for which new zoning has been created, includes several pre-existing non-conforming properties. While there is a direct and noted need for facade and signage improvements, we would also like to explore how the program could be structured (now or in the future) to address a variety of site improvement needs.

Finally, the Town of Eastham has gained more than 700 new residents in the past year, indicating that the need may be increasing for businesses that provide quality, year-round goods and services. With this COVID-19-induced increase in residents, there is also a growing demand for "third spaces" that can provide opportunities for residents to meet, interact, and develop a sense of community while remaining safe and healthy.



The former Nickerson Garage building is ripe for transformation and revitalization.
Source: Zapalac Advisors

<div>Action Item</div>	<div> <div>Design & Implement an Exterior Improvement Program</div> <p>Launch a grant program with pilot funding by the Town. Make awards available at up to \$25,000 per business applicant, with both property owners and tenant businesses (with permission from owner) eligible to apply. A maximum of four businesses will be accepted in the pilot / year 1 of the program. Selected businesses will be required to contribute 20% of the total project costs as matching funds. Projects must be completed within six months of funding.</p> <p>If successful, this pilot could be expanded to include a business development component via additional contract support. To ensure availability of funding in the future, the program could be converted from a grant-based model to a forgivable, payment-free loan with conditions to ensure business stability.</p> </div>
<div>Process</div>	<div> <div>Key Steps:</div> <ul style="list-style-type: none"> Develop full program brief and secure funding. Confirm selection process: first come, first served, etc. and targets for having completed applications to review. Promote program, do in-person visits with business owners/property owners, and hold information sessions. Photograph before and after; promote results for economic development as well as marketing purposes While underway, collect data on internet performance/access, infrastructure conditions and broader building improvements to determine what other district wide upgrades need to be explored – and if so, what funding may be available for specific needs. <div>Goals:</div> <ol style="list-style-type: none"> 1) Address the need for increased capital investment and Town regulatory support for exterior upgrades to declining commercial building space in Eastham. 2) Mitigate pandemic-related impacts on the local business community by activating underutilized exterior spaces. 3) Increase opportunities for businesses to ensure the health and safety of customers through outdoor space enhancements such as serving windows, outdoor dining/seating, parking/landscaping improvements, and outdoor retail. <div>Timeframe Details:</div> <ul style="list-style-type: none"> Fall 2021: Continue program design and identify funding sources November 2021: Draft outdoor dining bylaw and complete internal review Fall-Winter 2021: Finalize program structure and prepare for 2022 Town Meeting warrant March 2022: Planning Board review/approval of outdoor dining bylaw May-June 2022: Town Meeting vote September 2022: Implement program using combination of Town Meeting-approved funds and grant funding September 2022 – September 2023: Track and report on program performance </div>



Best Practice

Storefront Improvement Program



Private Realm

Entire City

Cambridge, MA

- Cambridge Storefront Improvement Program. <https://www.cambridgema.gov/CDD/econdev/smallbusinessassistance/smallbusinessprograms/storefront>
- This program has evolved to be highly scalable and to serve a wide variety of businesses and building improvements needs. Reimbursement grants range from \$2,500 to \$35,000 based on the scope of work.
- Projects to improve or replace doors and window systems due to ongoing COVID-19 restrictions are eligible for funding.

Cambridge property owners or tenants can access financial resources to renovate or restore commercial building exterior facades through the Storefront Improvement Program. The Program improves the physical appearance of independent businesses and enhances Cambridge's commercial districts.

The Program seeks to increase accessibility into storefronts, improve the physical appearance of independent businesses and enhance the commercial districts of Cambridge.

This program provides:

90% matching grant up to \$20,000 for ADA improvements to entrance, including ramps, lifts, doors hardware and automatic openers, accessible parking, and signage.

50% matching grant up to \$15,000 for other facade improvements, including better windows, paneling, architectural details and restoration of historic features.

50% matching grant up to \$2,500 for signage, lighting and awning improvements.

“Doing Business In Eastham” Website

Category		Administrative Capacity
Location		Town of Eastham (entirety)
Origin		Contributor/Champions: <ul style="list-style-type: none"> • Lauren Barker, Economic Development Planner • Paul Lagg, Director of Community Development
Budget		Medium Budget (<\$200,000) \$96,000 for website and related items. See Appendix for preliminary budget details and possible funding sources.
Timeframe		Short Term (<5 years). See Process section for details.
Risk		Low Risk – Schedule meetings with the business community outside of shoulder/peak season when possible. Strike right tone in the narrative.
Key Performance Indicators		<ul style="list-style-type: none"> • Total online views of the “Doing Business” web page within the first year after launch (to be tracked monthly) • No. of inquiries from potential businesses and developers by year • No. of business permits issued by year
Partners & Resources		<ul style="list-style-type: none"> • Business Owners • Commercial Property Owners • Local Developers • Town Planning and Development Staff • Town Administration Staff • Cape Cod Chamber of Commerce • Eastham Chamber of Commerce • National Parks Service/Cape Cod National Seashore • Eastham Market Study (2020) • See “doing business” guides for Truro and Orleans



Left: Wellfleet shellfish farm Holbrook Oyster located a wholesale, e-commerce support and direct-to-consumer pick-up location in North Eastham in 2021, finding that locating along Route 6 helped expand brand identity and customer convenience. Right: Beanstock Coffee, wholesale coffee company with roasting facility in North Eastham. Sources: @holbrook_oyster; Beanstock Coffee

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

The direct impact of Covid-19 on Eastham businesses in the year following the start of the pandemic has been variable: five businesses have closed since March 2020, while others, such as those providing equipment and services for outdoor recreation, construction, home improvement, and landscaping – have seen an uptick in business. Overall, 60% of businesses generated less revenue in 2020 than they did in 2019 and, for 28% of businesses, revenue declined by 25% or more.

The pandemic has had an impact on the Cape Cod housing market, with a surge in demand for houses to be used as second homes, as well as home purchases related to relocation to the Cape, particularly from higher priced real estate markets. There are some benefits from what appears to be growth in an expanded shoulder season as well as year-round activity, but with growth comes concerns about additional pressure on affordable housing and infrastructure – specifically wastewater infrastructure and broadband – and potential for increased local demand in both public and private sector services.

What are the harmful impacts of COVID-19 that this project seeks to address?

76% percent of businesses reported being negatively impacted by COVID-19 in some way and 48% percent of businesses indicated that the regulatory environment poses an obstacle to business operation in some way. Our goal is to bring data to the forefront and clarify information so that COVID-19 does not lead to a domino effect of business closures. Further, we believe that strengthening the district overall positions Eastham not only to be more competitive, but also to be selective about what activity takes place. Expanding shoulder season and year-round activity can help lead to a healthier, more diversified economy. To do this well, we must attract businesses and investors that will be community-minded, synergistic, and interested in mixed-use development.

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

While we currently have a relatively low commercial vacancy rate, we are hearing that property owners who have vacancies do not necessarily have the cash flow (post many months of closures or low activity) to make building improvements – and we fear this may slow or deter future occupancy. Additionally, businesses that are weathering the pandemic storm through process or business model changes have expressed a desire to expand or adjust their business spaces to accommodate this activity – however there is a lack of available and/or suitable space for them to do so.

Further, prior to COVID-19, Eastham had been largely absent from discussions on Cape Cod about opportunities to cultivate Blue Economy businesses. We have nascent “clusters” of activity and expertise in coastal construction, fishing/shellfishing production and distribution, and outdoor/recreational good and services. Attracting complementary businesses will strengthen local supply chains, increase industry collaboration, and improve the employment ecosystem for businesses.

Finally, with more than 700 new residents gained during the pandemic, Eastham is seeing increased need for home-based business accommodations and support. Capturing interest and activity via tracking on the Doing Business in Eastham website will help to better pinpoint planning and infrastructure needs, such as for broadband service improvements, public meeting space, or collaborative workspaces.

We believe Eastham is at an inflection point – with potential to attract new businesses; expand and retain existing businesses; and encourage redevelopment of underutilized properties. To do so, Eastham must promote its strengths as a place to do business, while working closely with developers and property owners to ensure that development activity stays aligned with the values and character of the community.

Action Item

Create a web-based portal for doing business in Eastham.

Leverage data compiled through the Market Study, Strategic Plan, and other studies to thoughtfully market Eastham's strengths as a place to do business, generate business interest/activity, and provide a single “portal” for relevant Town-related and community business information.

Eastham has made tremendous progress in developing dialogue about desired development through recent participatory planning initiatives, including the engagement processes around the T-Time site, and more recently, the public vote for the Town to acquire Town Center Plaza. To build on this progress, guide economic recovery and ensure resilience in the future, a clear and up-to-date set of resources is needed so that any would-be business or property developer can quickly understand community values and community vision post-pandemic, see current development needs and opportunities, and efficiently navigate zoning review and the permitting process – even when working remotely.

Key Steps:**PROJECT PLANNING, GOALS AND KEY NARRATIVES:**

- Hire a graphic designer and confirm technical integration with Town website.
- Review Eastham business environment based upon Northeastern University economic development self-assessment tool - EDSAT (or similar process).
- Discuss with commercial real estate brokers complementary best practices, including introducing interested parties to pertinent town staff as early in the due diligence phase of projects as possible and periodic development opportunity tours.
- Develop key content: introductory narrative with key themes, description of the local economy and workforce; identify the "why" – welcome businesses and let them know what Eastham has to offer.
- Strike the right tone in the narrative about "development opportunities" in a way that is representative of community values and speaks to resilient activity that is appropriately scaled for the town's infrastructure and conservation of natural resources. The T-Time community engagement process - and community input received through this effort - includes many good examples of visionary statements

BUSINESS DATA AND INDUSTRY CLUSTER DATA:

- Include "call outs" to types of businesses / developments the community is most interested in seeing. Build on excitement of recent achievements and momentum.
- Outline key industry clusters, educational and workforce resources, demographic information, and other relevant market information for Eastham.

LICENSING, PERMITTING AND THE DEVELOPMENT PROCESS:

- Develop infographic-based description of permitting process and introduction of/linking to key town departments.
- For land development/construction: create flow chart for review processes for small projects as well as large projects.
- Develop maps/graphics showing business by type as well as locations for new businesses / developable land.

REAL ESTATE DATA INTEGRATION:

- Create a linked resource or embedded Commercial MLS map through partnership with the Cape Cod & Islands Association of Realtors.
- Assemble links to all current real estate cut sheets; communicate to realtors that these should be shared anytime a property becomes available.
- Test the live site content. Ensure all links to other town resources are easy to find. Monitor analytics.
- Plan updates – quarterly or annual to be integrated with overarching economic development marketing strategy. Expand written and video profiles of local businesses over time.

Timeframe Details:

- Work with Town website consultant to develop page structure and identify needed add-on features
- Perform EDSAT assessment and apply findings to strategically develop "community assets" content (month 2)
- Work with town website host and hire graphic designer; develop content (month 2-3)
- Market testing of site content with local businesses and developers (month 3)
- Launch site and promote (month 4+ ongoing)
- Plan distribution of paper-based / pdf version of content, including during key events, such as an in-person launch event, developer tours, etc. (month 4+ ongoing)



Source: Salem for Business

AT THE FOREFRONT OF COMMERCE FOR ALMOST 400 YEARS.

As the first and formerly wealthiest seaport in the New World, Salem has a rich heritage which it continues to build on with modern day flare. Bursting with creativity, commerce and culture, today's Salem is home to technology firms, creative agencies, architects, film production companies and many other diverse and creative small and mid-size business who have found the city's bustling retail businesses, seemingly unlimited number of restaurants, breweries and hotels ideal for employees and visiting clients and customers alike. Complimented by a vibrant local community, which includes life-long residents, university students and academics, and commuters who take advantage of Salem's commuter rail and high-speed ferry service, Salem's got a lot to offer without the cost, traffic, and congestion of larger Massachusetts cities.

Best Practice

Salem for Business

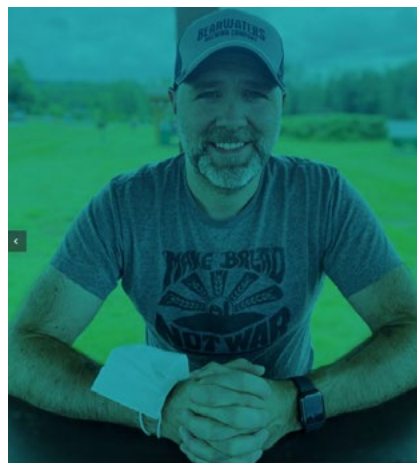


Public Realm

Salem Economic Development

Salem, MA

- Leads with a response to the question, "Why Salem"?
- Opens with a strong narrative, profiles of Salem entrepreneurs and compelling photography that provide community feel.
- Includes helpful FAQs and links related to both business operation and property.
- May soon also integrate information on available real estate.
- Includes a "contact us" page, through this could be made more substantial and personable by including photos and bios of key town staff and other community contacts.



Andy King

Owner, A & J King Artisan Bakers

I started my business in 2006. At that time, there was a lot of private and public investment going into Salem to create new housing and retail, it was a city - not a town - on the North Shore, and we knew that we needed a fairly significant population to support a small bakery at that time. Also, Athens Bakery, the last bakery in Salem, had closed not too long before we opened - so there was definitely a need for a bakery! Salem reminded us of Portland, ME and Providence, RI, and both are cities we really love. It was a good fit for us. We're open and accessible to everyone. Loafs of bread, fresh croissants, muffins, and coffee are pretty universally loved, and we've tried to keep our prices in line with other cafes while still using local milk, wheat, eggs, produce, fruits, even meats and cheese for our sandwiches! Like many food businesses, we're in a unique position where we are not only a small business in Salem, and we also provide lots of breakfasts, lunches and treats for the business clientele and city workers of Salem on a daily basis. So we hear it from all sides, as the business community is one of our largest customer bases! The city has been extremely helpful in offering support when we need it, and it has been such a vocal advocate for the business community here. When we went through an expansion a few years ago and we chose to stay in Salem, the city really stepped up to help us through the process. Salem has such a vibrant culture for both residents and businesses, between it's incredible history and the recent boom in restaurants, breweries, and other craft operators in its historic downtown. Add Halloween into the mix, and you have a truly unique city on the North Shore.

Salem for Business provides first person testimony from Salem's entrepreneurs.
Source: Salem for Business.

Route 6 Mobility & Infrastructure Plan

Category		Public Realm
Location		North Eastham
Origin		<ul style="list-style-type: none"> • Lauren Barker, Economic Development Planner • Paul Lagg, Director of Community Development • Silvio Genao, Superintendent, Department of Public Works (DPW)
Budget		<p>Medium Budget (<\$200,000)</p> <p>Mobility & Infrastructure Plan: \$50,000-\$100,000, including preliminary elements to inform signage and wayfinding master plan. See Appendix for preliminary budget details (inclusive of broader improvements) and possible funding sources.</p>
Timeframe		Short Term (<5 years). Full implementation may require more than five years depending upon funding. See Process section for details.
Risk		Medium – The biggest challenges identified to date are navigation of MassDOT's process and prioritization system for roadway improvements, and identifying sufficient funding for the proposed work.
Key Performance Indicators		<ul style="list-style-type: none"> • Number of stakeholders in attendance at launch workshop in partnership with MassDOT • Total number of priority road improvements over 1/3/5 year periods, as identified through Eastham's Complete Streets plan • Average traffic speeds by month • Number of police-involved collisions by month • Bike-pedestrian counts at key intersections during peak summer period
Partners & Resources		<ul style="list-style-type: none"> • Town of Eastham Planning Department; Dept. of Public Works • MassDOT • Cape Cod Commission • Cape Cod National Seashore • Outer Cape State Legislative Delegation – Rep. Sarah Peake and Sen. Julian Cyr



Coordination of Route 6 improvements with planned site redevelopments and bike/pedestrian infrastructure is key to public safety and economic development. Source: Zapalac Advisors

Diagnostic	<p>How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?</p> <p>COVID-19 has led to delays in the schedule for planned Route 6 improvements; this presents challenges, but also means we may have opportunities for input based on our experiences during the pandemic.</p> <p>What are the harmful impacts of COVID-19 that this project seeks to address?</p> <p>60% of businesses generated less revenue in 2020 than they did in 2019 and 40% of businesses had fewer on-site customers in January and February of 2021 than before COVID-19. Safer access and more mobility choice will benefit all businesses in recovery and help create a more resilient business community overall.</p> <p>How did COVID-19 create or exacerbate the issue you are seeking to address with this project?</p> <p>COVID-19 slowed down timelines for necessary public input and engagement processes. It also increased need for safe bike/pedestrian transit options and outdoor recreation due to physical distancing and closures. These needs were on our agenda pre-pandemic, however, COVID-19 underscores the numerous ways they contribute to community resiliency – from public health to enabling choices about how to reign in personal spending (car expenses) during economic crises.</p>
------------	--

Action Item	<p>Develop an Eastham Mobility and Infrastructure Plan in conjunction with planned Route 6 improvements</p> <p>In tandem with MassDOT's planned improvements to Route 6, work to enhance bike/pedestrian infrastructure & mobility across Eastham. Develop a Mobility Plan to ensure that several projects come together to generate systemic improvements and to identify opportunities for logical sequencing of investment/construction by both the public sector and the private sector.</p> <p>Goals:</p> <ol style="list-style-type: none"> 1. Plan sequential implementation of Route 6 improvements in key "activity areas" along this 7-mile state highway through Eastham, while also accounting for needed state-to-local roadway connections through the town's "Complete Streets" priority plan. 2. Employ a people-centered design approach to plan for a transportation system that is safe and effective for all users. 3. Identify key sources of funding for both state and local roadway projects. 4. Explore opportunities to coordinate improvements with broadband, wastewater, and public transit infrastructure. 5. Build community prosperity and equity through improved access for businesses and residents.
-------------	--

Precedents:

This work builds on several critical planning efforts that outline the importance for mobility and infrastructure improvements (as well as the relationship between the two):

- The Route 6 Road Safety Audit (2017)
- The ULI Technical Assistance Program and Report (2017)
- Eastham Low-Lying Roads Assessment (2019)
- Eastham Complete Streets Prioritization Plan approved by MassDOT (2019)
- The Town of Eastham Strategic Plan FY 2020-2024 (2019)
- Route 6 Corridor Study (2018-2020)
- Eastham Hazard Mitigation Plan (2020)

Key Steps:

- Develop Activation Plan for T-Time site, funded in part with Shared Street and Spaces grant funding. Also coordinate with near term plans for Town Center Plaza.
- Host Mobility Plan/ Route 6 stakeholder launch workshop with MassDOT.
- Analyze entire Route 6 corridor and Complete Streets prioritization plan to identify key intersections or "activity centers".
- Develop a plan for strategic sequencing of improvements.
- Obtain funding for design/engineering of key projects.
- Set up Mobility/Infrastructure Ad Hoc Committee (or determine if an existing committee/working group will suffice).
- Plan/undertake public input process on proposed Route 6 improvements, sharing feedback with MassDOT and the Cape Cod Commission.
- Communicate with business and property owners about impacts and timing on local businesses.
- Develop interim strategies for any businesses negatively impacted during construction.

Risk Details:

The biggest challenge identified to date is navigating MassDOT's process and prioritization system for roadway improvements. Improvement funding and resources are largely allocated based on crash data, rather than proactive or preventative measures of transportation need. Eastham may be able to accelerate the timeline and raise the profile of this project by securing initial design/engineering funding independent of MassDOT.

The planning, design, and ultimate implementation of this project will be a significant long-term undertaking with tremendous potential for regional impacts in the areas of economic and community development, public health and safety, and climate resiliency, among others. As a result, the project proposed here is not one that could be funded solely through Eastham's existing state funding, local capital resources, or traditional grants. A more comprehensive, regional, and collaborative approach is needed to ensure sufficient momentum, funding, and political will to see all aspects of the project through to completion. Coalition building and streamlined messaging will be critical in this process to convey the critical need for resources and partners.

CHARETTE PROGRAM:

One-day event involving key stakeholders and experts to develop strategy around anticipated improvement of Route 6 through Eastham and associated community development

PRE-PLAN (Town may lead on some of these; consultants may lead on some):

- Identify desired outcomes.
- Confirm who should be invited, agenda and work session format, tools/resources.
- Confirm location, date, invites/RSVPs
- Confirm food/beverages, tour program if needed.
- Prepare charette memo/goals/expectations and circulate to participants in advance. (Determine who will make short presentations, etc.)
- Decide on method for documenting during the day, deliverables or package envisioned, and other follow up.

POTENTIAL TOPICS:

1. Outline multiple goals of Route 6 improvements. For each, have team member/subject matter expert present key background, data, challenges to resolve, and workshop task to complete (in teams):
2. Improve local, tourist, service/delivery as well as evacuation traffic/transport to/from Outer Cape
3. Address broad impacts of COVID-19 on:
 - Infrastructure: Increased tourism on Cape Cod; increase use of second homes; increased remote work population; increased awareness of need for improved access to healthcare resources (hospitals, clinics) and for emergency vehicle access (EMS, etc.)
 - Eastham Businesses: Improve public realm and access conditions. Encourage private realm investment in response.
 - Public Health: Enhance the shared use path system to allow for social distancing at outdoor experiences (including revenue generating events by local businesses), and to encourage public health practices - walking, biking, recreational and social engagement opportunities - especially in the event the pandemic persists.
4. Climate change mitigation and, specifically, storm intensity preparedness
 - Eastham status / projects related to MA Green Communities
5. Coordination with other critical infrastructure: water/wastewater, broadband - including coordinated planning with Outer Cape communities as required
6. Changes in mobility technology: EV infrastructure, driverless, route data made available to drivers to encourage behavioral change (driving off peak hours, etc.)
7. Coordination between Route 6 improvements and redevelopment of T-Time and Town Center Plaza properties. Address RFPs for redevelopment to begin Fall 2021 and project status.
 - Potential for bicycle/pedestrian crosswalks, islands, a rotary or other traffic calming device, and other multi-modal accommodations near the T-Time site
 - Planning consolidation of curb cuts for general safety
8. Connectivity and Wayfinding:
 - Location of shared use path — along Route 6 or with deviations through key sites?
 - Selective updating and realization of Eastham's Complete Streets program
 - Coordination with private property owners
 - Coordination with Town and Cape Cod National Seashore parking management strategies
 - Signage and wayfinding (physical and virtual)
9. Implementation Strategy:
 - Additional data needs / ongoing need for data / establishing KPIs
 - Sequencing of key project elements
 - Funding: preliminary estimates and sources
 - Communication with all Outer Cape communities
10. Confirm next steps for design and implementation.



Best Practice

Go Boston 2030 (Mobility Plan)



Public Realm

City of Boston



Boston, MA

- Developed through a variety of public engagement strategies
- Addresses transportation challenges and their relationship to other issues, such as housing and job access
- Takes a systems thinking approach: unifies all projects and policy updates necessary to achieve community-directed mobility goals
- Designed to expand transit options, connectivity and safety while helping prepare the community for climate change and tech changes impacting mobility
- Serves as a blueprint to direct capital plan funding and as a tool for matching work to state and federal funding
- Process could be scaled appropriately for Eastham

VISION	BOSTON TODAY	PUBLIC VISIONING	GOALS & TARGETS	EARLY ACTION PROJECTS
DRAFT FOR PUBLIC REVIEW				
<h2>Access</h2> <p>Make Boston's neighborhoods interconnected for all modes of travel</p>				
<h3>Vision</h3> <p>"Seamless," "convenient," and "easy to navigate" could be new ways to describe traveling in Boston. Residents and visitors alike will have multiple travel options to any destination, regardless of their personal ability, income, or background. Quality jobs, educational opportunities, healthy food, and cultural facilities will be accessible from every community. Getting between neighborhoods or connecting to the surrounding region will be easy to do without having to travel downtown.</p>	<h3>Goals</h3> <p>Provide many travel choices that close to every home</p> <p>Every resident will have a variety of transportation options within a short, walkable distance from their home and workplace. Transit stops, Hubway stations, and car-share amenities will be available in every neighborhood and connected seamlessly to facilitate trip making. A resident who wants to visit, say Franklin Park from her home in Savin Hill, and prefers not to drive, will have around-the-corner access to transit or be able to ride-share with a neighboring family.</p> <p>Transit, bicycle, and roadway cross-town connections between neighborhoods</p> <p>Boston's transportation networks will no longer be focused on funneling traffic and people into downtown but will provide high-quality circumferential connections as well. Direct routes and hubs for transfers will provide cross-town options by foot, bike, transit and car, connecting Brighton and Dorchester, Roslindale and Columbia Point, or Fenway and South Boston. An expanded ferry system will link communities along the Harbor.</p>	<p>Streets and transit accessible for everyone from ages 8 to 80</p> <p>Boston's streets will become user-friendly for people who have not historically been at the center of roadway design. Travelers of all backgrounds will have easy access to all parts of the city at all times, especially populations that face personal mobility challenges, including parents with small children, older adults, young people, and people who are differently-abled. Roadway and station improvements, maintenance decisions, and snow clearance will demonstrate a commitment to being walk-friendly, transit-supporting, and bike-welcoming.</p> <p>Connect low-income communities to job-rich districts</p> <p>Recognizing that many neighborhoods outside of downtown contain important job clusters but lack robust transit access, areas such as Longwood, Logan Airport, and the South Boston waterfront will be prioritized for improved transportation options that connect to low-income communities. Expanding the hours of train and bus service and providing transportation subsidies to access improved educational choices and start new jobs will benefit residents who have been disconnected from these opportunities.</p>		
<p>Go Boston 2030 48</p>				

Excerpt from GoBoston2030: Defined Vision and Goals for Access
Source: GoBoston2030

Eastham Block Party

Category		Revenue/Sales
Location		T-Time Site, Town Center Plaza and Route-6 and Brackett Road Intersection, with participation of local businesses
Origin		<ul style="list-style-type: none"> • Lauren Barker, Economic Development Planner • Paul Lagg, Director of Community Development
Budget		<p>Medium Budget (\$50,000-\$200,000)</p> <p>\$60,000 estimated total budget (not including the \$29,809 in T-Time site improvements funding through the Shared Streets & Spaces Grant). See Appendix for preliminary budget details and possible funding sources.</p>
Timeframe		<p>Short Term (<5 years)</p> <p>See Process section for details.</p>
Risk		Low Risk – See Process for details.
Key Performance Indicators		<ul style="list-style-type: none"> • Estimated number of participants at event (police crowd count) • Positive comments from visitors • New ideas collected for long-term use of Town-owned properties, permanent public realm improvements, etc. • Number of businesses participating • Daily use counts on the T-Time Site and types of uses documented • Revenue of Town Center Plaza businesses during programs/events as well in the months of the events • Expressed interest in the RFPs for site development of each site that can be tied to Block Party program
Partners & Resources		<ul style="list-style-type: none"> • Town of Eastham: Building, Planning, Department of Public Works, Board of Health • Small steering committee consisting of business owners and town planning staff • Business owners in Town Center Plaza and on adjacent parcels • Other Eastham businesses that may want to be involved through volunteering, donation of labor, or other ways • Town of Eastham Public Library



The T-Time site is full of possibilities, including linkage with the Cape Cod Rail Trail and the potential to promote foot traffic to nearby businesses.
Source: Zapalac Advisors

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

In the RRP survey, 40% of businesses reported being interested in a shared marketing/advertising campaign. We believe a Block Party concept can serve this purpose and, importantly, demonstrate the relationship among businesses as well as the convivial nature of our community that many visitors to the Cape fail to experience. Further, 42% of businesses reported some dissatisfaction with the public realm (condition of public space, streets, sidewalks).

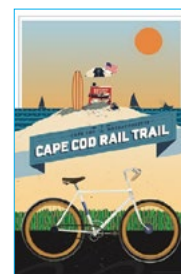
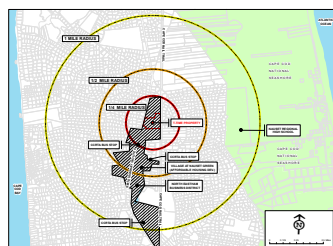
What are the harmful impacts of COVID-19 that this project seeks to address?

Expanding revenue generation opportunities during the shoulder season is one way we can help businesses recover from 2020 losses. Strengthening the center of North Eastham as a mixed-use destination that is accessible to pedestrians and bikes (and connected to the Cape Cod Rail Trail) will be good for community cohesion and public health on many levels, in addition to driving foot traffic and increased sales.

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

While much of the improvements of the public realm are tied to MassDOT's future improvement of Route 6 - for which planning has been delayed because of COVID-19 - focusing on these large publicly owned parcels gives us a chance to make clear and immediate improvements that are under our direct control, while also testing the success of - and response to - proposed longer term plans for the district.

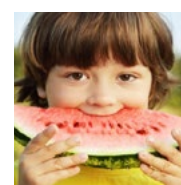
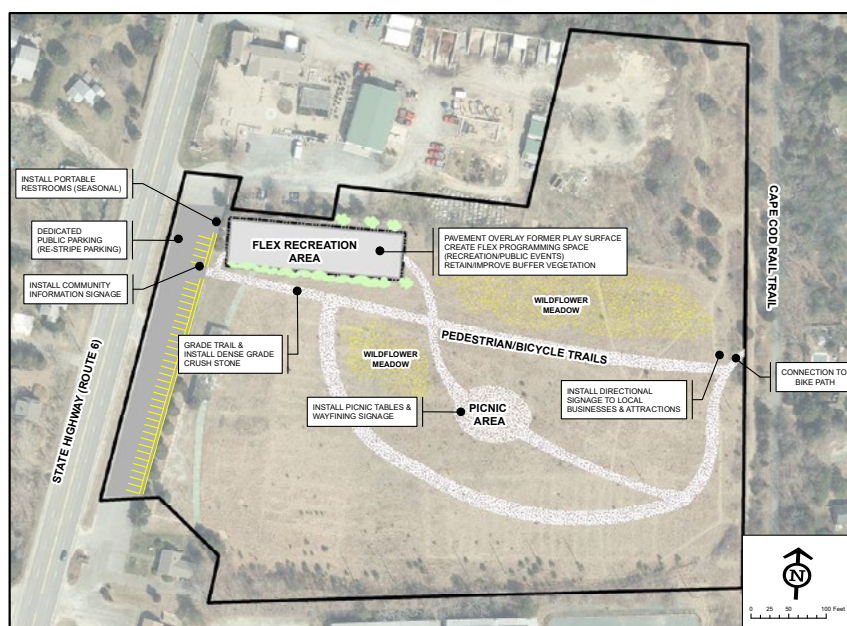
EASTHAM: T-TIME SITE ACTIVATION



WAYFINDING & LINKS TO BUSINESSES



SHARED USE PATH W/ WILDFLOWERS



PICNIC AREA



CHALK ART ZONE

Concept design for the activation of the T-Time site.
Source: Town of Eastham + Zapalac Advisors

Develop a Block Party event concept that offers shared marketing opportunities for North Eastham businesses; tests a variety of public realm-related regulatory changes, infrastructure improvements, and programming; and creates a sense of shared identity and community for residents and neighbors.

In 2019, the citizens of Eastham voted to acquire the 11-acre T-Time site with the intent to guide a redevelopment strategy through participatory planning for a critical parcel that sits nearly at the center of the North Eastham commercial district. It should be noted that this site includes some important covenants/restrictions (no development leading to off-site food consumption, for instance.)

In 2021, the citizens of Eastham voted to purchase 3.5-acre Town Center Plaza, a shopping center with six current tenants that is located just a short walk from T-Time. (This site has no significant development covenants.) Coordinated, strategic redevelopment of the two sites - anticipated to occur through a Master Planning process - has the potential to radically enhance both services and sense of place in the Eastham community.

The North Eastham Block Party event (not the final event name) will be a one-day event, between 2-4 hours in duration. The event will site outdoor activities, retail displays, and temporary public realm improvements at three key locations:

1) Town-owned T-Time Property

- Prior to Block Party - site improvements for passive recreation, including a shared use connector path through the site linking Route 6 to the Cape Cod Rail Trail, picnic tables, and a paved active recreation/program area.
- Public art piece displayed on-site in collaboration with local artists and the Association of Realtors Placemaking Grant
- On Event Day - Pop-up food vendors (on-site consumption only) and/or local makers/artisans display
- On Event Day - Family-friendly movie on the outdoor big screen

2) Town-owned Town Center Plaza Property

- Outdoor "parklet" in parking lot area with temporary seating, turf grass, potted plants for greenery
- Possible mobile/pop-up shellfish market with Shellfish Constable and mobile wholesaler to extend season of local growers and producers

3) Brackett Road at Route 6

- Road closure from Route 6 to Old Orchard for duration of event
- Pavement markings created with local artists for safe pedestrian access at three locations across Brackett Road

Other associated event-day activities may include neighboring business "sidewalk" displays and activities, temporary outdoor seating provided by businesses, music, community art installations, a contest for long-term design of the space, and/or other participatory activities.

Eastham lacks a nice "downtown" area where you can walk/gather to get a community atmosphere. There's nowhere to walk and Eastham "downtown" is honestly a joke as it's 99% dominated by the busy route 6 traffic.

The lot is quite deep (areas away from road) so could be a nice park area with tennis/pickle ball courts, farmers market (wasn't mentioned in q 3 above). Could have walking trails, grass areas to sit, benches and small outdoor exercise areas spread out. If possible, suggest some stands where you can buy food & drinks (soda etc.) and buy fresh veggies during later spring until early fall.

Truly a unique opportunity to get Eastham on par with other quaint small towns and take away the unpleasant look at ugly motels, hotel buildings etc. along route 6. I would gladly volunteer planting flowers etc. to make it beautiful. Lots of people will soon look for something bringing folks together post Covid. Here's the chance!

-- T-Time Community Input Survey Participant

Process

Key Steps:

1. Continue concept development begun with Shared Street & Space grant application and map out program schedule with input from participating businesses and organizations. Plan promotion for program/key events
2. Establish ad hoc committee for phased tactical urbanism strategies / Block Party Planning
3. Coordinate with area property owners, partner organizations and sponsors
4. Time site improvements and installations
5. Plan advertising and outreach (including long lead publications)
6. Plan and manage event
7. Measure impacts

Risk Details:

Low Risk - Issues to plan for:

- 1) Energy/effort required for coordination among multiple parties and for promotion of event.
- 2) Timing/Schedule: Determine how to launch the first part of this program in the shoulder season, working around and between the timing of other established community activities/events. Coordinate with Town closing on Town Center Plaza property and planned site improvements. Determine which components could be maintained after the Block Party event and which are for "one day only."
- 3) Critical to identify strategic improvements that test or pilot key aspects of the Town's long-range vision for the North Eastham area and include metrics to gauge success/interest.
- 4) Weather – have an alternate date and/or modified plan in the event weather becomes an issue. Plan for cooler weather with outdoor heaters.
- 5) Permitting/Licensing – Provide a streamlined one-day permit or application process for businesses to do outdoor displays, activities, or seating in coordination with the Block Party. Permit food trucks or other pop-up vendors at T-Time.

Timeframe Details:

- Aug-Dec 2021: initial improvements to the T-Time site for recreational activities
- Nov-Dec 2021: assemble interested business owners, community members to help with planning process
- January 2022: Master Planning process begins for town-owned T-Time and Town Center Plaza properties
- April 2022: Town closes on Town Center Plaza purchase
- May 2022: Town completes septic and other site work
- June-August 2022: Summer Season – continue event planning
- September-October 2022: Block Party kickoff event
- Dec 2022: Some Block Party components stay installed through the end of the year; report on impacts and other findings
- Spring 2023: Town Meeting voters approve Master Plan for town-owned properties



Source : Manchester Connects

Best Practice

Create a walking loop to attract customers and test ideas for long-term implementation



Revenue & Sales

Susan Silberberg, Civic Moxie

Manchester, NH

- An "early win" pilot project growing out of the Manchester Connects land use and multi-modal transportation plan for the Manchester NH Downtown and Amoskeag Millyard/ Riverfront.
- The intervention focused on three key questions:
 - How can public art and space programming help reduce the perceived distance between Millyard and downtown to better connect the two?
 - Would it be possible to establish a route that could be the focus of short and long-term improvements to encourage pedestrians and cyclists?
 - Could a pilot project test the collaborative power of a citizen-led project steering committee and demonstrate the long-term viability of a bricks and mortar project to enhance connections?



The Loop was identified and carefully programmed by the consultants after a brainstorming session with the client steering committee who prioritized physical connections as a good pilot project to begin plan implementation.
 Source: Susan Silberberg, Civic Moxie

North Eastham DIF

Category		Administrative Capacity
Location		North Eastham – portion of Eastham Corridor Special District (ECSD)
Origin		<ul style="list-style-type: none"> • Lauren Barker, Economic Development Planner • Paul Lagg, Director of Community Development
Budget		<p>Small (Less than \$50,000)</p> <p>Preliminary estimate: \$25,000. Mostly cost of staff to shepherd the process of policy development, review, and adoption. See Appendix for preliminary budget details and possible funding sources.</p>
Timeframe		<p>Short Term (<5 years)</p> <p>See Process section for details.</p>
Risk		Low Risk -- See Process section for details.
Key Performance Indicators		<ul style="list-style-type: none"> • Successful adoption of DIF fund and overlay district by Eastham Select Board and voters • Total dollar amount of property tax gains at 1 year, 3 years, and 5 years • Total number of business representatives serving on an advisory committee • Overall business/commercial property owner satisfaction with public realm conditions
Partners & Resources		<ul style="list-style-type: none"> • Town of Eastham Planning and Development staff • Town Administration staff • Town Finance staff • Town of Eastham Select Board • North Eastham business and commercial property owners • Commonwealth of Massachusetts • MassDevelopment or Massachusetts Downtown Initiative



A DIF would allow for consistent maintenance and could also be used for physical improvements (lighting, power) to support hosting annual community events, similar to LoveLocalFest in Hyannis. Source: @Lovelivelocal

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

42% of businesses responded some dissatisfaction with the public realm (condition of public space, streets, sidewalks). 62% of businesses said they wanted cultural events/activities to bring people to the district.

What are the harmful impacts of COVID-19 that this project seeks to address??

Strengthening the center of North Eastham as walkable, mixed-use community hub will be good for community cohesion and public health on many levels.

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

The pandemic led many property owners to defer maintenance during periods of closure or limited activity. Having a DIF in place, a plan for district improvement, and an identified source of funding would ensure the district is consistently attractive and well-maintained.



The Town of Eastham recently received voter approval to acquire the 3.5 acre Town Center Plaza property, and will soon release an RFP for master planning services, to be followed by an RFP for development. Redevelopment would vastly change the amount of taxes the property generates.

Source: Zapalac Advisors

Harness benefits of planned redevelopment activity in North Eastham through District Improvement Financing (DIF).

Develop a District Improvement Financing (DIF) structure for North Eastham to help fund public realm and infrastructure improvements, attract investment, and facilitate the development of a walkable village center.

Work within the Commonwealth of Massachusetts regulatory framework to develop a DIF for North Eastham that comprises, at the minimum, the town-owned T-Time and Town Center Plaza properties. Establishment of the DIF will require both policy/local legislative action and the establishment of a fund for revenue generated. The Town will implement the DIF at an appropriate time to capture property tax gains through anticipated development and redevelopment activity in the North Eastham commercial district. This funding will then be applied to public realm improvements such as sidewalks, parking lot improvements, public transit stop enhancements, landscaping, and Route 6 improvements. Funding priorities will be determined with advisement from a to-be-established advisory committee consisting of district business owner representatives.

The Town of Eastham has – through its 2020-24 Strategic Plan and earlier North Eastham Village Concept Plan – a well-established vision to create a walkable village center in the North Eastham area, with increased opportunities for redevelopment and diverse, year-round economic activity. The Town has completed a series of thoughtful and intentional actions to move the community closer to this vision:

- In 2019, a set of new zoning regulations were adopted by the Town for the North Eastham area in tandem with a "District of Critical Planning Concern" (DCPC) designation by the Cape Cod Commission.
- Also in 2019, the citizens of Eastham voted to acquire the 11-acre T-Time site with the intent to guide a redevelopment strategy through participatory planning for a critical parcel that sits nearly at the center of the North Eastham commercial district. It should be noted that this site includes some important covenants/restrictions (no development leading to off-site food sales, for instance.)
- In 2021, the citizens of Eastham voted to purchase a 3.5 acre developed site known as Town Center Plaza, which includes a shopping center with six current tenants that is located just a short walk from T-Time. (This site has no significant development covenants.) Strategic redevelopment of the Town Center Plaza and T-Time sites, beginning with a Master Planning process, provides potential to radically enhance economic supply of goods/services and a sense of place in the Eastham community.
- The Town is now completing a multi-year, town-wide installation of municipal water infrastructure to serve both residents and businesses. The availability of town water in the commercial district, coupled with the revised zoning mentioned above, has spurred development activity and interest in the district in recent years.

There is an opportunity to capture the gains of further anticipated redevelopment activity on the two town-owned parcels, as well as other properties in the district, and direct this funding to shared space improvements that enhance the overall look and feel of the area. Improvements to public spaces and infrastructure are, in turn, expected to establish a foundation for greater business and worker success, increase resident quality of life, and contribute to a greater overall sense of community and shared identity for Eastham.

Creating a more walkable environment is also anticipated to bring increases in convenience, public health, and social benefits to users (residents and well as visitors to the district). The development of logically linked shared use paths, lighting, wayfinding and landscape elements -- for aesthetic purposes as well as to provide shade and to mitigate heat island effect – all play an important role in realizing the North Eastham Village Center concept. Studies have found, for instance, that tree-lined retail districts encourage more frequent visits, more time spent shopping and more spending by consumers (Journal of Forestry, 2005).

Process

Risk Details:

1. Consider political will and capacity to create and adopt the required local policy document(s)
2. Staff to shepherd process of developing and presenting policy, and facilitation of Select Board decision-making
3. Explore opportunities for parallel process to designate the same area as a "GIZ" - Growth Incentive Zone – by the Cape Cod Commission, which would allow for an expedited regional regulatory review process
4. Determine certification process once local adoption is complete

Process and Timeframe Details:

- Develop timeline for drafting and adoption of DIF using State best practices guide for DIFs as reference (month 1)
- Discuss goals and process for adoption with Select Board (month 1)
- Present draft DIF to Select Board (month 4)
- Finalize DIF document and fund preparations (month 5)
- Take to Town Meeting voters for approval (month 6)
- Create DIF fund to receive and expend money collected (month 7)
- Establish a DIF advisory board consisting of district business owner representatives to oversee fund management and assist in prioritizing expenditures (month 9+)



Best Practice

Determine a District Management Model for Downtown Reading



Admin Capacity

Ann McFarland Burke,
Downtown Consultant

Reading, MA

- A Massachusetts Downtown Initiative grant provided Technical Assistance; Reading provided staff support and early coordination.
- While Reading's process eventually led to the formation of a BID (not a DIF) many aspects of the process apply. See RRP Compendium: Administrative Capacity for more details and other Best Practice examples.

In the case of Reading, the goal was the establishment of a sustainable downtown organization with a defined program, sustainability model, and appropriate staff support.

- A large broad-based community advisory committee was formed to provide input and feedback. A survey that was widely distributed to community residents, businesses and other stakeholders provided insight into program priorities and community preferences.
- In addition to community outreach events and community forums, panels featuring executive directors of different types of downtown organizations described their programs, challenges and models.
- A consultant facilitated work sessions with the advisory committee to discuss specific model alternatives, review cost-benefit scenarios, and build consensus to arrive at a preferred model.
- The effort transitioned from a city-led effort to a BID steering committee comprised of property owners, businesses, and other stakeholders. While a BID structure may not necessarily be the right outcome for Eastham, a similar process would ensure key priorities for district maintenance and enhancement are established by the community.

Appendix



Work of artist Keith MacLelland, "Beacons" at Longstreet Gallery
Source: @longstreetgallery

Preliminary Budgets and Funding Sources - Details

1) Exterior Improvement Program

Medium Budget (<\$200,000)

Preliminary estimate: \$125,000, year one

As of April 2021, there were 134 businesses in the Eastham Corridor Special District, also known as the North Eastham Business District.

We estimate that just under 20% of "storefronts" need some type of improvement ranging from (\$10,000-\$30,000).

Costs

4 locations x \$25,000 = \$100,000 direct cost of grants
4 x \$5,000 = \$20,000 Technical Assistance (on-call design/engineering support provided by an outside consultant(s) but administered by the town)

2% Contingency = \$5,000
= \$125,000

Possible funding sources:

- Short-term rental tax income
- ARPA Funding
- EDA Competitive Tourism Grants
- Commonwealth Places Grant via MassDevelopment
- Regional Economic Development Grant via MOBD
- Hometown Grant Program via T-Mobile
- MA Downtown Initiative
- Historic preservation funding
- Community Preservation Act funding
- Commonwealth Places OneStop
- Green Communities Grant
- District Local Technical Assistance (DLTA) via Cape Cod Commission

2) "Doing Business in Eastham" website

Medium Budget (<under \$200,000)

Preliminary estimate: \$96,000, with \$18,000 for annual service and subscriptions

- Doing Business in Eastham + E-permitting (integrated portals): \$80,000
- Additional funding for graphic design, photography and film content: \$12,000
- Software/Add-ons: \$2,000
- Related print materials, including graphic design: \$2,000

Possible funding sources:

- Town of Eastham funding for in-progress website redesign will be leveraged for this project.
- Community Compact IT Grant (Mass.gov)

Preliminary Budgets and Potential Funding Sources

3) Route 6 Mobility and Infrastructure Plan

Medium Budget (<\$200,000)

Preliminary estimate for Mobility Plan: \$50,000 - \$100,000, including preliminary elements to inform signage and wayfinding master plan.

Full implementation:

Comprehensive Route 6 Corridor Improvements (7 miles of roadway):

- Design/Engineering: est. \$21.1 million
- Construction: est. \$105 million

North Eastham Improvements (4 miles of roadway):

- Design/Engineering: est. \$9.5 million
- Construction: est. \$47.5 million

MassDOT Route 6 Improvements, Eastham: schedule TBD

Funding already secured:

MassDOT Shared Streets and Spaces Grant (July 2021): \$29,809 for use on T-Time site, with a required completion date of Dec. 31, 2021.

Possible funding sources:

- AARP funding – identified as a source to explore.
- REDO Grant funding via Cape Cod Chamber of Commerce collaboration
- State ARPA Funding (pending legislative process)
- Federal Infrastructure Bill (pending legislation)
- District Improvement Financing (DIF) overlay
- MassWorks Infrastructure Grant
- Complete Streets
- MVP Funding for Low-Lying Roadways
- MassDevelopment technical assistance
- MassDevelopment Commonwealth Places
- MA Downtown Initiative technical assistance
- Building Resilient Infrastructure (Mass Emergency Management)

4) Eastham Block Party

Medium Budget (<\$200,000)

Preliminary estimate: \$60,000 total budget (not including the \$29,809 in T-Time site improvements)

- Tactical urbanism "kit" (shade frameworks and seating, movable chairs, lighting) - \$50,000
- Site improvement work at T-Time (connector pathway, paving) - \$29,809 (received)
- Temporary public art and pathway painting - \$5,000
- Small program grants for local musicians and organizations offering performances and other participatory activities. - \$1,500
- Outdoor heaters - \$1,500
- Additional interpretive signage and event banners - \$1,000
- Other event supplies - \$500
- Advertising - \$500
- Site cleaning/clearance - TBD
- Police presence and road closure expenses - TBD
- Streamlined permitting process for participating businesses - TBD, if any

Potential Funding Sources:

- MassDOT Shared Streets and Spaces Grant (July 2021): \$29,809 (received)
- Cape Cod & Islands Association of Realtors Placemaking Level 2 Grant (for public art): \$5,000 (application in progress)
- Local sponsors for Block Party event/program: likely (estimate \$30,000 – aim for match to SS&S)
- In-Kind Sponsors for labor assistance (i.e., assembly and placement of temporary amenities)
- Eastham Visitor Services Board Fund (for musicians)
- Bloomberg Foundation Asphalt Grant (up to \$25,000)
- AARP grant
- MassCreative – public art funding that can be used for Fall 2021 or Spring 2022

Preliminary Budgets and Potential Funding Sources

5) North Eastham DIF

Small Budget (Less than \$50,000)

Preliminary estimate: \$25,000

Funding mostly cost of staff to shepherd the process of policy development, review, and adoption, as well as community engagement process.

Potential Funding Sources:

- MassDevelopment technical assistance or MDI Technical Assistance



Sunset from First Encounter Beach
Source: @lightshiprealtygroupofcapecod