



Agenda

Economic Development Committee (EDC) Meeting Agenda

Tuesday, October 14, 2025, 9:00 AM, Nauset Meeting Room, **Hybrid Meeting**

Link to join Webinar: us02web.zoom.us/j/89697511453

By Phone: (646) 558-8656 | Webinar ID: 896 9751 1453

The purpose of the Economic Development Committee is to facilitate action on priorities that encourage a thriving year-round community, where our natural assets are cherished, our businesses evolve, and our diverse resident base welcomes visitors so we can all live, work, and play in Orleans.

1. Call to Order
2. Public Comment + Correspondence
3. EDC meeting minutes from September 9, 2025 [Enclosed]
4. Updates
 - a) Staff Update – Amanda Converse, Economic Development Coordinator + Public information Officer [Enclosed]
5. Annual Small Business Survey Presentation – Intern Kailey Cordeira
 - a) Summary of results can be found [here](#) [Enclosed]
6. November 17 - Special Town Meeting Warrant
7. New Business
8. Next Meeting: date TBD, 9:00 AM, Nauset Meeting Room
9. Adjourn

Enclosures:

- September 9, 2025, EDC Meeting Minutes
- Memorandum – Staff Update
- Summary of Annual Small Business Survey Results



Minutes

Economic Development Committee (EDC) Meeting Agenda

Tuesday, September 9, 2025; 9:00 AM, Nauset Meeting Room, **Hybrid Meeting**

A hybrid meeting of the Orleans Economic Development Committee (EDC) was called to order at 9:00 a.m.

Present: Michael McNamara; David Currier; Alisa Magnotta; Debbie Oakes, *Planning Board Representative*; Judy Lindahl, Orleans Chamber of Commerce Executive Director (ex-officio, non-voting member); Andrea Shaw Reed, *Select Board Liaison*; Amanda Converse, *Staff*

Absent: Rosalin Acosta

Comment

No Public Comment

Public Correspondence

No Public Correspondence

Approval of minutes

Motion: On a motion by Debbie Oakes seconded by Mike McNamara for approval of minutes of June 10, 2025

Vote: 4-0-0. The motion passed unanimously to approve the minutes.

event organizers who are contributing to Orleans' year-round economic vitality and community connection.

Staff Update – Amanda Converse

- **Summer Activities:** Busy season with progress on several committee goals.
- **Orleans Local Impact Grant Program:**
 - Pilot year launched based on the Economic Development Plan.
 - Open to Orleans-based businesses and nonprofits.
 - Selection committee included staff, EDC members, and Orleans Cultural District representatives.

- 22 applications received; 9 awarded, ranging from \$2,000–\$10,000 (approx. \$54,000 total).
- Examples:
 - *Wild Water Collective* – façade/signage improvements.
 - *Adorn* – equipment to expand small-scale jewelry manufacturing.
- Not all applications fully funded; committee focused on one priority area per application.
- Final reports from recipients will be compiled, and a program evaluation will be presented to EDC.
- **Summer Intern (Kaylee):** Assisted with economic indicators and analysis of the business survey; will present results in October.
- **Business Survey:** 46 questions, 100 responses; strong response rate. Results presentation scheduled for next meeting.

Wastewater Management Discussion

- **Memo Review:** Committee discussed July 24 memo from the Wastewater Management Advisory Committee (WMAC).
- **Update from Rich Waldo:**
 - WMAC committed to improving communication and addressing business concerns.
 - Key issue: connection costs remain burdensome for businesses.
 - Exploring ways to expand AquiFund to businesses.
 - Adjustments being made to sewer regulations, including potential variance options for grease trap (FOG) pumping requirements.
- **Committee & Business Feedback:**
 - Chamber of Commerce reported businesses continue to struggle with sewer-related costs.
 - Business owners emphasized immediate financial burdens (connection fees; increased operating costs due to betterments and FOG requirements).

- Concerns that Phase 1 businesses bear disproportionate costs; relief package remains top EDC priority.
- Calls for greater collaboration among Select Board, Finance Committee, and WMAC to identify financial relief solutions.
- Frustration expressed over slow pace of response; requests for structured, actionable plans.
- Suggestions included convening Finance Committee, Board of Water & Sewer Commissioners, and WMAC in joint session.

Zoning Modernization Discussion

- **Planning Board Update (Elizabeth Jenkins):**

- Comprehensive zoning reorganization underway; article to Town Meeting will focus on reorganization/renumbering only.
- New Downtown Housing Overlay District proposed to incentivize mixed-use and multifamily development.
- Overlay would allow development by right if projects meet standards.
- Key elements:
 - Two subzones: Village-Scale Corridor (smaller-scale) and Commercial Center (larger-scale with bonus for affordable/attainable housing).
 - Incentives: height and footprint bonuses for projects with $\geq 25\%$ affordable/attainable housing.
 - Design standards include pitched roofs, active ground-floor uses in core areas, setbacks, and façade requirements.
 - Parking reductions for mixed-use projects.
- Next steps: Planning Board public hearing scheduled September 30, 2025.

- **Committee Feedback:**

- Emphasis on prioritizing year-round family housing (3+ bedrooms) to support schools and community vitality.
- Interest in reducing commercial space requirements outside of the downtown core to maximize housing potential.

- Suggestions for density bonuses for 100% year-round housing.
- Discussion of innovative uses such as rooftop farms or green roofs as qualifying commercial space.
- Recognition that retail follows residential; housing density seen as critical economic driver.

Adjournment

Motion to adjourn was made at 10:22am by David Currier, and the meeting was adjourned.

List of Handouts:

- June 10, 2025, EDC Meeting Minutes
- Memorandum – Staff Update
- WMAC Response to EDC 7-24-25



Memorandum

To: Economic Development Committee

From: Amanda Converse

Subject: Monthly Staff Update

Date:

CC: Kim Newman, Town Manager; Mark Reil, Assistant Town Manager

1. Community Indicators Insights

- The EDC's indicator table and will share it at the November or December meeting.

2. Upcoming Events or Deadlines

- Special Town Meeting is coming up on November 17. The warrant will be available online on October 17 and in print form 1-2 weeks after that.
 - Among other things, this Special Town Meeting is expected to include articles that advance work in three important areas: [Zoning updates](#), the [Fire-Rescue Station project](#), and [Recreational opportunities](#) for all ages.
 - The Downtown Housing Overlay District that will be voted on at Town Meeting is summarized as follows:
 - Purpose & Goals - The Town of Orleans is proposing changes to zoning in the downtown area (between Exit 89 and the Orleans Rotary) with a "Housing Overlay District" over existing downtown commercial zones. town.orleans.ma.us

The main goals are to:

- Encourage more housing (especially for year-round residents) in the downtown area town.orleans.ma.us
- Diversify housing types and tenure (rentals, ownership, varied sizes) town.orleans.ma.us
- Strengthen the downtown commercial core by increasing the year-round population to support local businesses town.orleans.ma.us

- Protect water quality by focusing development in areas already served by sewer town.orleans.ma.us
- Preserve and enhance the visual and pedestrian character of the downtown, shifting away from auto-oriented development town.orleans.ma.us
- Key Proposed Changes & Requirements:

1. Year-Round Occupancy & Affordability

- New housing in the overlay must deed-restrict **50% of residential units** to year-round occupancy. town.orleans.ma.us
- For developments of 10 or more units:
 - 10% must be “affordable” (\leq 80% of area median income) town.orleans.ma.us
 - An additional 15% must be “attainable” (\leq 200% of area median income) town.orleans.ma.us

2. By-Right & Tiered Zoning

- Mixed-use and multi-family housing would be allowed **by right** (i.e. with less discretionary review) in the overlay. town.orleans.ma.us
- Two “subdistricts” with slightly different standards are proposed:

A. Village-Scale Corridor Subdistrict - Along historic village streets and parts of Route 6A town.orleans.ma.us

- **Standard height:** 2.5 stories town.orleans.ma.us
- **Incentivized height:** Up to 3.5 stories when full deed restrictions (affordability + year-round) are met town.orleans.ma.us

B. Commercial Center Subdistrict - focused on more compact housing development near the heart of downtown town.orleans.ma.us

- **Standard size:** up to 3.5 stories, with an 8,000 ft² footprint for residential buildings
town.orleans.ma.us
- **Incentivized size:** up to 10,000 ft² footprint if the full deed restrictions are met
town.orleans.ma.us

- **3. Design & Site Standards**

The proposal introduces detailed standards on:

- Lot placement, spacing, and open space
- Building form, façade articulation, number of stories, entry placement, fenestration (windows), etc.
- Parking (amount, placement, design), curb cuts, bicycle parking, loading zones
- Landscape and stormwater management
town.orleans.ma.us
- A new definition of “building height” is proposed specifically for this overlay to suit these design rules.

3. Community and Stakeholder Feedback

- At the request of Select Board members two short surveys were sent out through the Orleans Business Newsletter gauging how the summer season was and understanding the financial impact of sewer costs. The takeaways are as follows:
 - The Town of Orleans’ 2025 Summer Business Snapshot offers a quick look at how local businesses fared during the busy season. Among the thirteen respondents, most reported a positive summer overall, with nearly 70 percent rating their performance as good or excellent.
 - Business activity strengthened as the season went on - July was mixed, with many describing it as average, while August saw clear improvement and stronger sales. Compared to last year, most businesses said their revenue held steady, though only a few reported increases.

- Staffing challenges were relatively minor this year, with no respondents indicating significant shortages. However, cost increases and supply chain issues continued to create some pressure, with more than two-thirds reporting at least minor challenges.
 - Customer patterns appeared stable for most, though several businesses noted fewer international visitors than in past summers.
 - Overall, the snapshot paints a picture of a steady summer for Orleans' business community - resilient despite ongoing cost pressures and evolving visitor trends.
- To better understand how sewer connection costs are affecting local enterprises, the Town of Orleans surveyed businesses about their experiences and financial impacts. Ten businesses responded, most of them property owners. About half had already completed their connections to the new sewer system, while others were still preparing to do so. Prior to launching the survey, Town staff had begun reviewing potential models to help businesses manage sewer connection costs more sustainably. This research explored a range of approaches - including nonprofit revolving loan funds, municipal assistance programs, and private financing mechanisms - to better understand what role the Town might play in supporting affordability and easing the transition to the new system. The survey was designed in part to inform that ongoing work.
 - Those who shared cost information reported connection expenses ranging from roughly \$24,000 to \$40,000, often including engineering work, demolition, and property restoration. For many, these costs represented a significant challenge: four respondents described the expense as a very significant burden, while only one characterized it as minor. Most covered the cost directly from cash flow or by postponing other investments, and none reported using commercial loans or lines of credit.
 - Awareness of financing options was limited, and among those familiar with commercial loan products, interest rates of 9–10% were widely seen as too high. Some businesses indicated that they might consider financing if lower-cost or more flexible options were available - typically under 3% interest. This suggests that while not all businesses would pursue loans, more accessible financing could help those facing substantial one-time expenses.

- Overall, the survey findings reflect both the commitment of local business owners to compliance and modernization, and the financial strain that large infrastructure costs can pose. With thoughtful collaboration and creative financing tools, Orleans can help ensure its business community remains strong through this next phase of investment in the town's future.

4. Collaboration

- Toured the Provincetown Commons space in Provincetown.
- Attended the OneCape Summit – more information can be found [here](#).
- Attended the [Depot Square Redesign Open House](#).
- Attended the Orleans Chamber ribbon cutting for Latanzi Spaulding and Landreth on West Road.

5. Emerging Trends or Threats

- A small local restaurant in Austin, Minnesota generates far more property tax value per acre than the town's Walmart. [The article argues that compact, mixed-use downtown development is more financially productive](#) and sustainable for communities than sprawling big-box retail.

Responses Overview Closed

Responses

101



Average Time

70:55



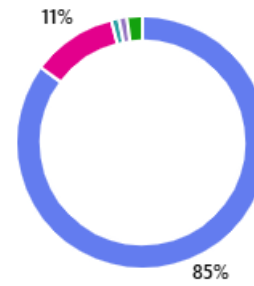
Duration

156 Days



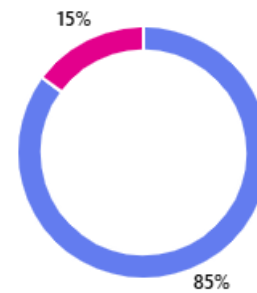
1. Which best describes your role?

● Owner/Operator	86
● Manager	11
● Supervisor	1
● Employee	1
● Other	2



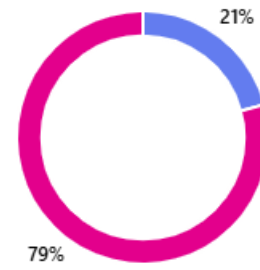
2. When does the business typically operate?

● Year Round	86
● Seasonal	15



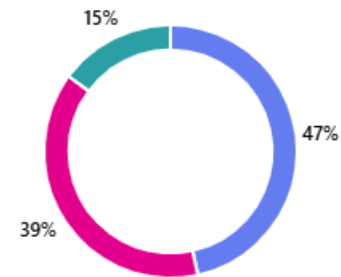
3. Is your business a home-based business?

- Yes 21
- No 80



4. If you are a brick-and-mortar location, do you own or lease the space?

- Own 47
- Lease 39
- Other 15



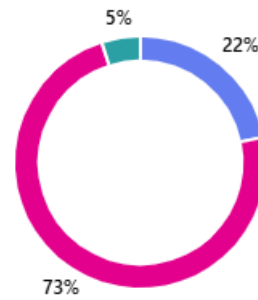
5. Is your business:

● Locally-owned (owner is based on Cape Cod)	96
● A franchise	2
● A regional chain	0
● A national chain	1
● Cooperatively-owned	2



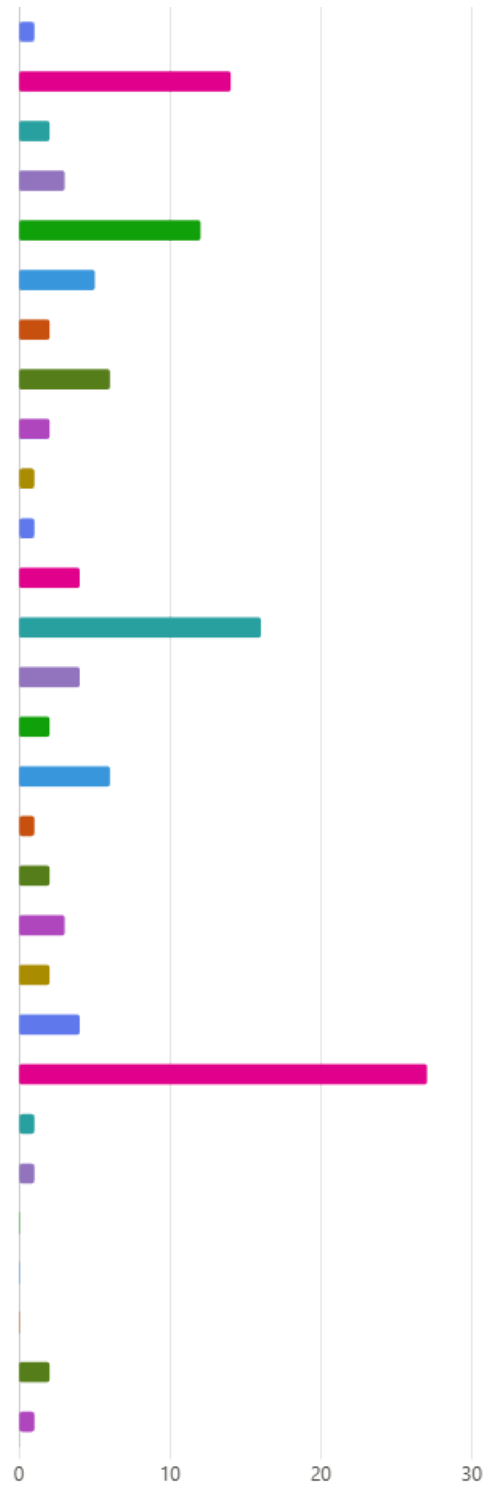
6. Does your business manufacture a unique product sold either direct to consumer or through another business (e.g. apparel, coffee, craft beer)

● Yes	22
● No	74
● Not yet, but planning on it	5



7. Which category(ies) best describes your business (please select the best fit)?

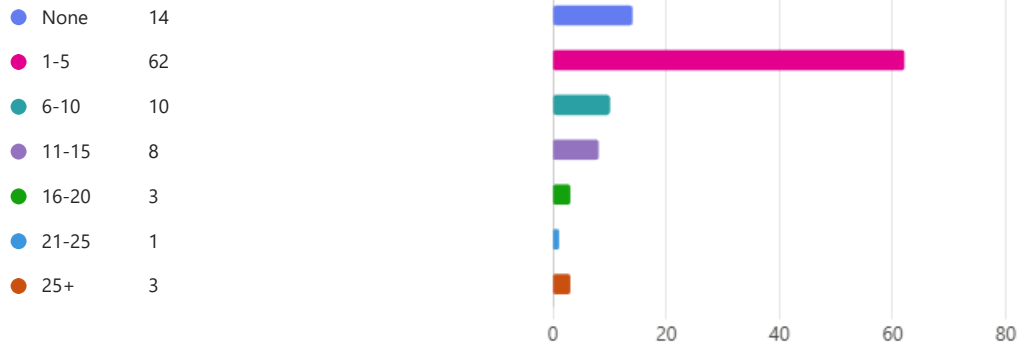
- Agriculture 1
- Arts and Culture 14
- Automotive 2
- Business Services 3
- Construction 12
- Consulting 5
- Consumer Services 2
- Design 6
- Education/Youth Services 2
- Energy/Utilities 1
- Engineering 1
- Entertainment or Recreation 4
- Food & Beverage 16
- Health, Beauty, Fitness 4
- Healthcare 2
- Hospitality & Tourism 6
- Insurance/Financial Services 1
- Legal 2
- Marine 3
- Media 2
- Real Estate 4
- Retail 27
- Software 1
- Technology, Computers & Electronics 1
- Telecommunications 0
- Transportation 0
- Storage 0
- Travel & Leisure 2
- Wholesale & Distribution 1



8. How long have you been operating in Orleans?

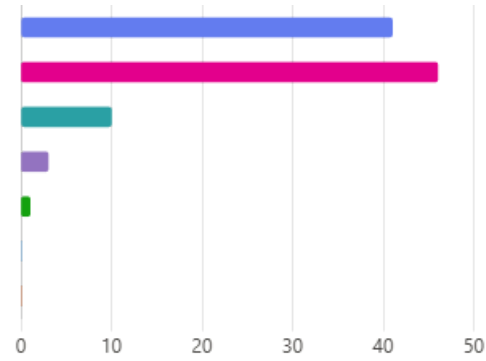


9. How many full-time, year-round employees (including yourself) do you employ in the Town of Orleans?



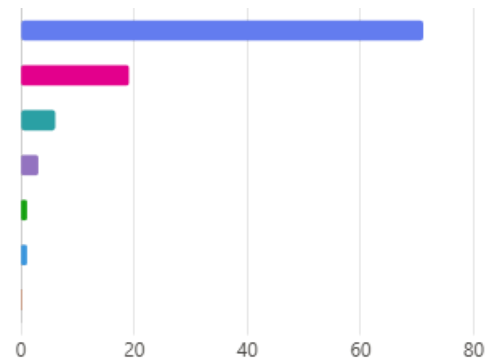
10. How many part-time, year-round employees (including yourself) do you employ in the Town of Orleans?

● None	41
● 1-5	46
● 6-10	10
● 11-15	3
● 16-20	1
● 21-25	0
● 25+	0

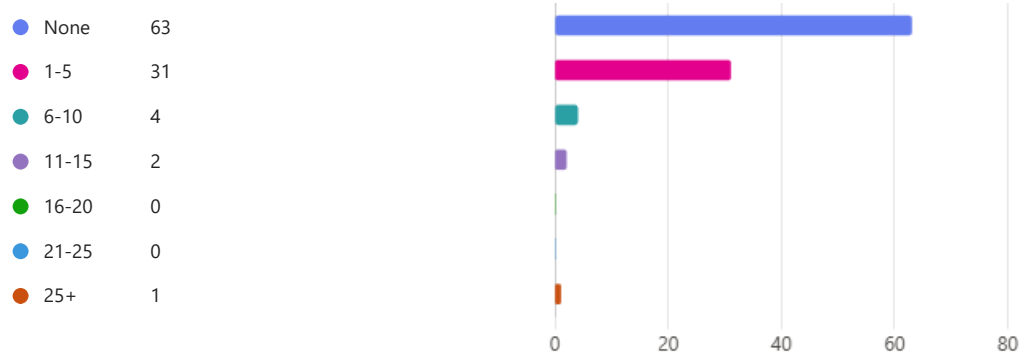


11. How many full-time, seasonal employees do you employ in the Town of Orleans?

● None	71
● 1-5	19
● 6-10	6
● 11-15	3
● 16-20	1
● 21-25	1
● 25+	0



12. How many part-time, seasonal employees do you employ in the Town of Orleans?



13. Do you have locations in other towns?



14. In what town is your other location(s)?

24
Responses

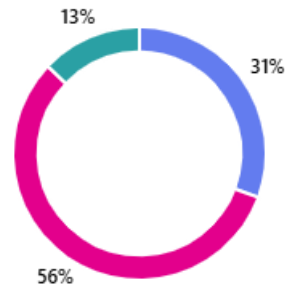
Latest Responses
"Chatham MA"
"Barnstable Village, Provincetown"
...

5 respondents (21%) answered Chatham for this question.



15. How does Orleans compare as a place to do business with other locations

● Better	19
● About the same	35
● Worse	8



16. Please explain:

41
Responses

Latest Responses

"Other location is additional boat storage space."

"Easily accessible"

"Interactions with town administration is minimal, and straightforward. My central ..."

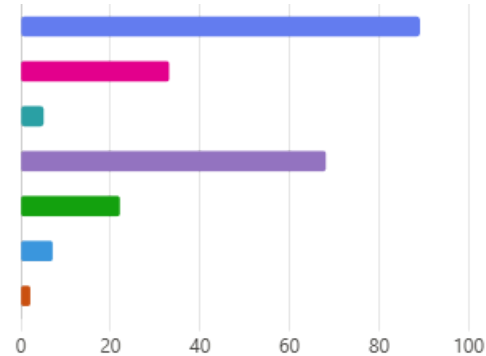
...

12 respondents (29%) answered Town for this question.



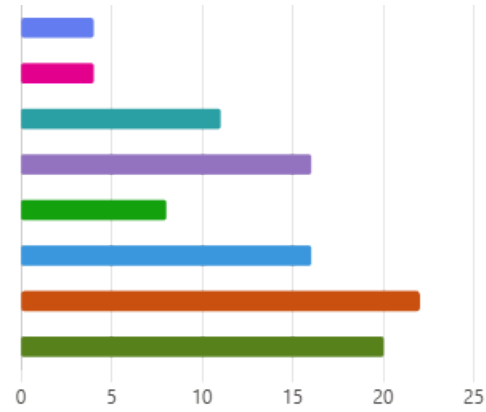
17. Does your business have an online presence (please select all that apply)

● Website	89
● Online shop or sales platform	33
● Listing on third-party platforms (e.g. Etsy)	5
● Social Media Profiles	68
● Profiles on third-party platforms (e.g. Yelp)	22
● No	7
● Other	2



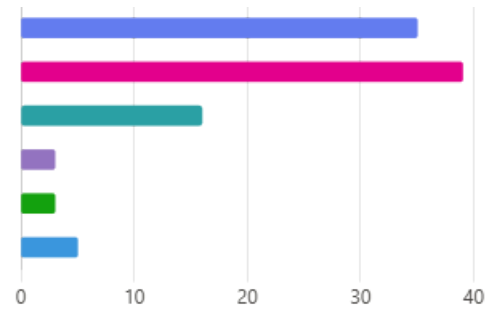
18. What is your business' Annual net revenue?

● \$25,000	4
● \$25,000 - \$49,999	4
● \$50,000 - \$99,999	11
● \$100,000 - \$249,000	16
● \$250,000 - \$499,999	8
● \$500,000 - \$999,999	16
● Over \$1million	22
● Do not know/Prefer not to say	20



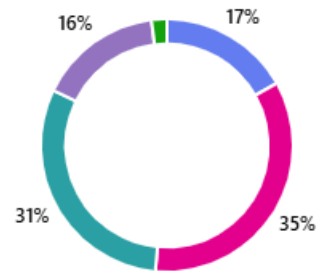
19. How much of your business is generated online

● None	35
● 1 - 10%	39
● 11 - 25%	16
● 26% - 50%	3
● 51% - 75%	3
● 75% - 100%	5



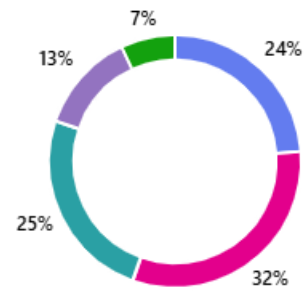
20. Do you think of Orleans as business friendly? "Business friendly" can include factors like local regulations, permitting process, municipal support, and overall business climate.

● Very	17
● Somewhat	35
● Neutral	31
● Not Really	16
● No	2



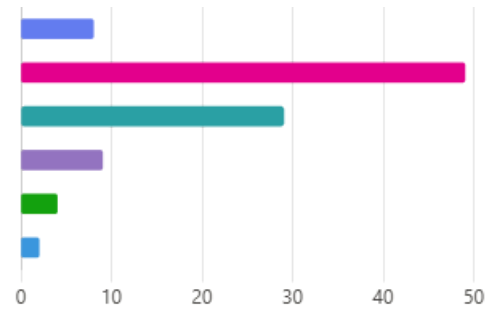
21. How would you describe your "sense of belonging" to the Town of Orleans business community?

● Very Strong	24
● Somewhat Strong	32
● Neutral	25
● Somewhat Weak	13
● Very Weak	7



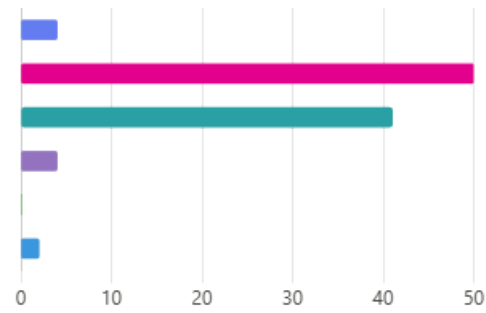
22. How would you rate the health of the Orleans economy?

● Excellent	8
● Good	49
● Fair	29
● Poor	9
● Very Poor	4
● Don't Know	2



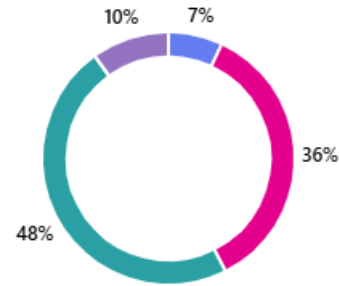
23. How would you rate the health of the Cape Cod economy?

● Excellent	4
● Good	50
● Fair	41
● Poor	4
● Very Poor	0
● Don't Know	2



24. Over the past year, do you think the local economy has...

● Improved	7
● No Change	36
● Worsened	48
● Don't Know	10



25. Why do you think it has changed, for better or worse?

66
Responses

Latest Responses

"More wealth"

"More seasonal, (not good), less discretionary spending as worries about the econ... "

...

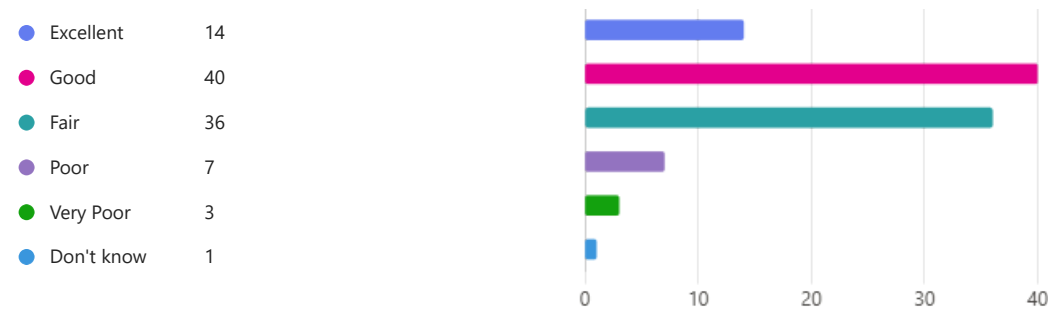
13 respondents (20%) answered businesses for this question.



26. How optimistic are you about your business and business prospects over the next 6 months?



27. Overall, how would you rate the Town of Orleans as a place to do business? Consider factors such as customer base, location, infrastructure, business resources, and overall opportunities.



28. Please rate Orleans as a place to do business in the following areas:

● Excellent ● Good ● Fair ● Poor ● Very Poor



29. What are the main reasons for locating in Orleans; what do you see as its greatest strengths?

88
Responses

Latest Responses
"Location"
"Been here for 56 years."
"Lower cape shopping destination."
...

26 respondents (30%) answered business for this question.

A word cloud of business-related terms. The most prominent words are "business Orleans" and "town". Other visible terms include "shops have been in Orleans", "business in Orleans", "greatest strength", "good", "generation Cape", "type of business", "lower Cape", "Outer Cape", "community", "Orleans is a hub", "towns on the Cape", "Cape Cod", "location on Cape", "year-round Cape Codder", "Orleans business", and "round business".

30. What challenges do you encounter, if any, due specifically to your location in Orleans?

79
Responses

Latest Responses

"Lack of housing for skilled labor force"

"Can't hire professional. Lack of housing, lack of childcare, lack of social life for yo... "

"Incessant roadwork, including access from East Orleans, and whatever is going on..."

...

15 respondents (19%) answered businesses for this question.



31. Any suggestions for making it a better place to do business?

70
Responses

Latest Responses

"More housing availability"

"Finishes the sewer project and start developing downtown"

"Incentivize locally owned business."

...

24 respondents (34%) answered Town for this question.



34. What are your hours during your busiest months of the year?

101
Responses

Latest Responses

"8 am - 4 pm"

"8-5"

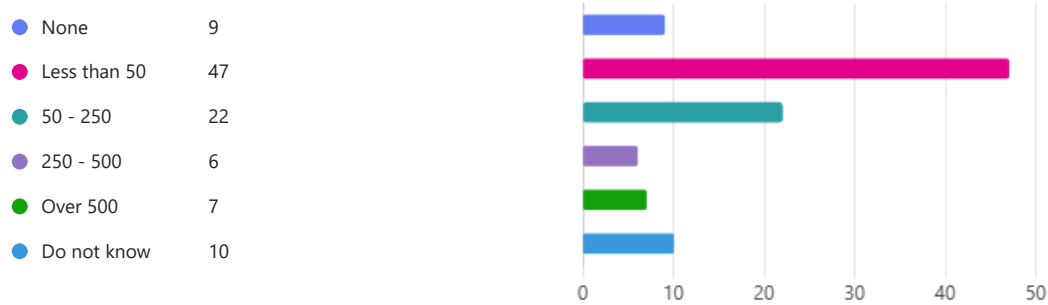
"9 - 7"

...

15 respondents (15%) answered pm for this question.

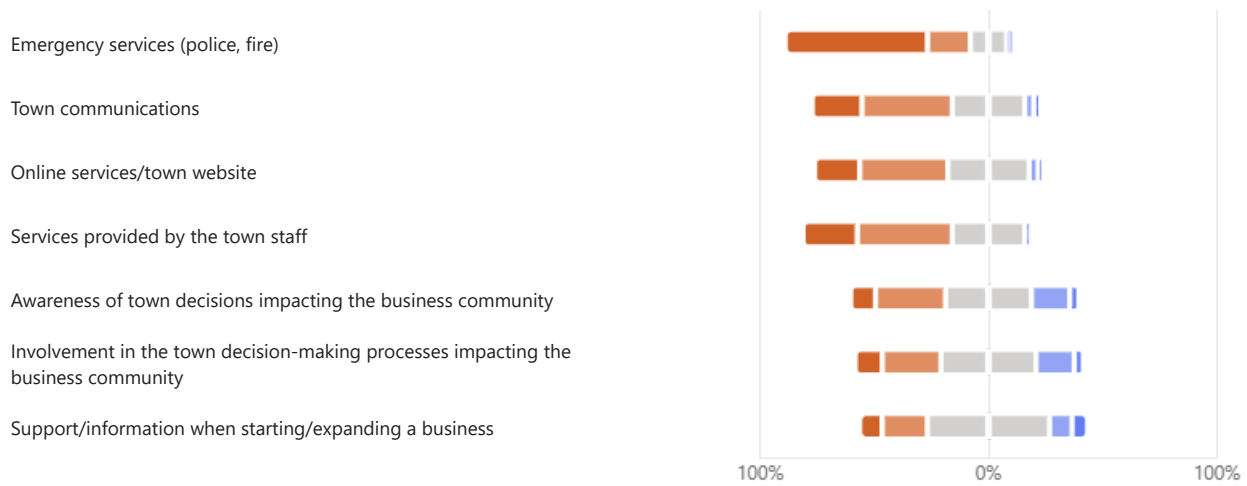
A word cloud visualization of responses for the question "What are your hours during your busiest months of the year?". The word "pm" is the largest and most prominent, indicating it was the most common response. Other visible words include "Class throughout the day", "hours/week", "worst day", "Tuesday - Saturday", "hours", "days a week", "days work", "am-5 pm", "Monday", "m", "Sunday", "f", "year round", "hours hotel", "hours day", "closed Sundays", "open year", "haha 24/7", and "PM on weekends".

37. How many customer transactions do you do per week during the slowest months?



38. Please rate your satisfaction with the following Town of Orleans services, supports and infrastructure

Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied



39. Which community events increase traffic to your business?

101
Responses

Latest Responses

"not sure"

"Not applicable"

"'First Friday' early evening street performances, other activities that draw foot traf... "

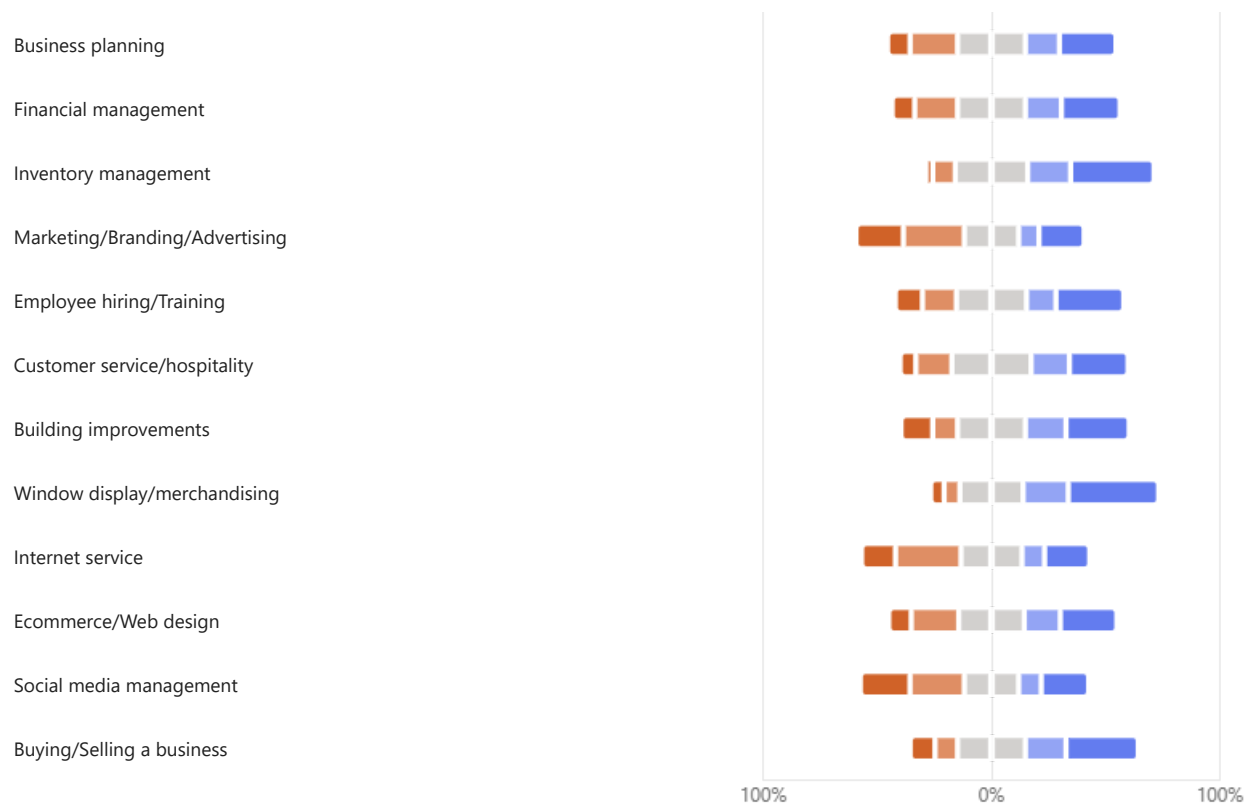
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18 respondents (18%) answered None for this question.



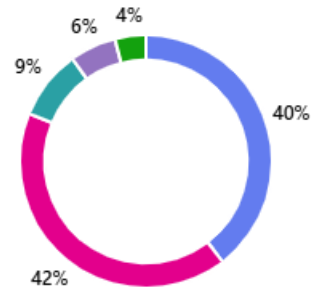
40. Please indicate the degree to which you and/or your employees would be interested in receiving information, assistance and training for each of the following topics.

Very Much Somewhat Neutral Not Much Not At All



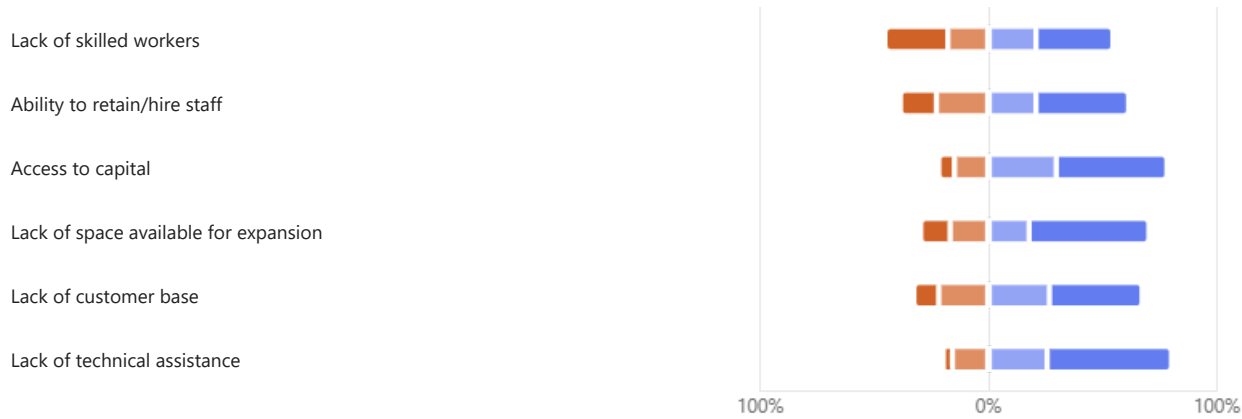
41. Over the next few years, do you plan to:

● Expand	40
● Maintain	42
● Scale Back	9
● Sell	6
● Close	4



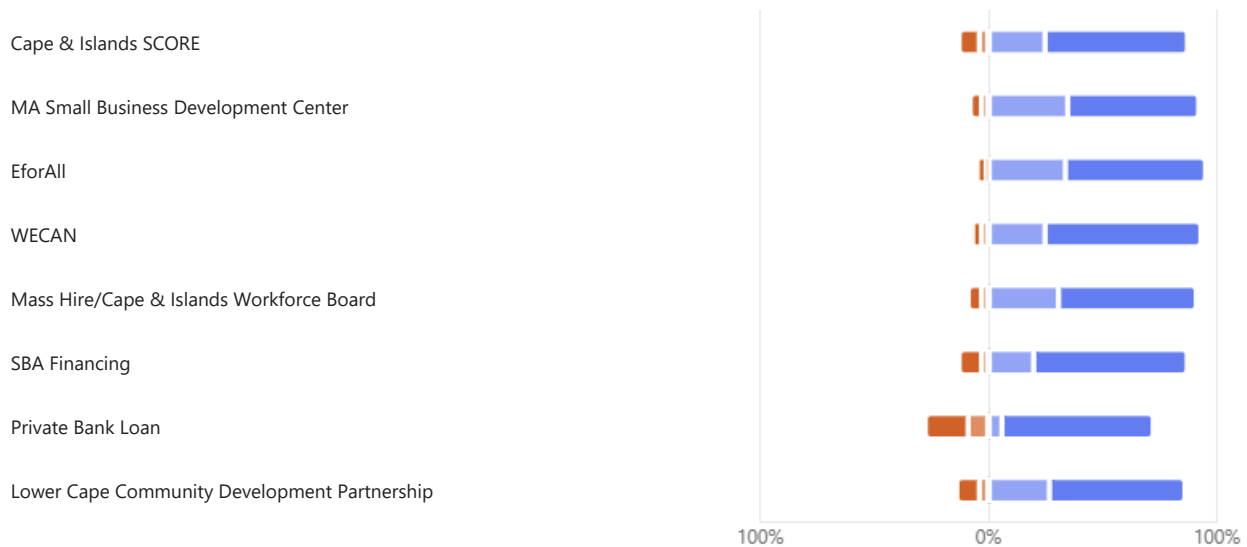
42. Please indicate the degree to which you and/or your employees would be interested in receiving information, assistance and training for each of the following topics.

● Serious Challenge ● Moderate Challenge ● Minor Challenge ● Not a Challenge



43. Which technical or financial assistance programs have you used for your business?

● Used in the Past Year ● Will Use in the Next Year ● Don't Know About ● Do Not Plan to Use



44. Are there any specific resources or support services that you feel are lacking for your business?

39
Responses

Latest Responses

"Housing for employees"

"Hiring"

"No"

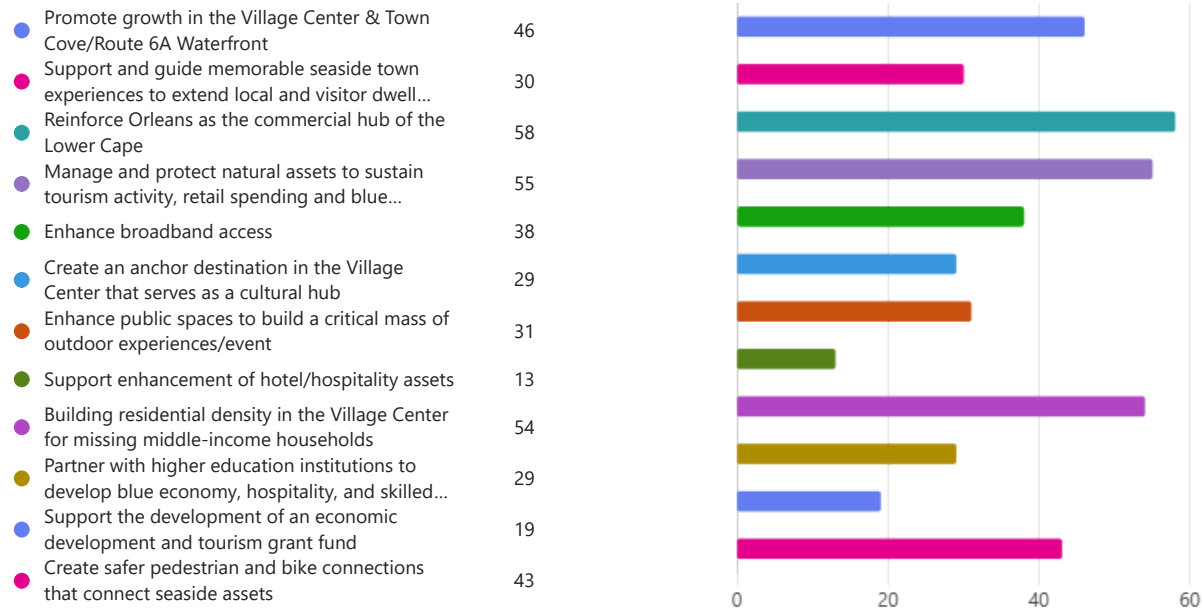
...

6 respondents (15%) answered business for this question.



45. The Town of Orleans has identified a number of economic development priorities based on input from the Select Board, Town staff, the Economic Development Committee, and community members.

Select up to FIVE priorities that you believe are most important to your business.



46. Do you have any additional thoughts, priorities, or ideas related to economic development in Orleans that you'd like to share?

46
Responses

Latest Responses

"continue to develop affordable housing opportunities. Bring year round residents..."

...

16 respondents (35%) answered town for this question.

