Town of Orleans Economic Development Plan

DIAGNOSTIC REPORT
FEBRUARY 02, 2022

streetsense.

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Streetsense is an experience-focused strategy and design collective that creates brands people love and places people love to be. Powered by in-depth insights and an interdisciplinary approach, we enhance brands and places, drive consumer demand, and foster community.

Information conveyed, data gathered and analyzed, and recommendations made within this report are intended to provide information in regard to the subject matter covered. The content presented and conclusions reached are, on the date presented, believed to be an accurate representation of facts and conditions.

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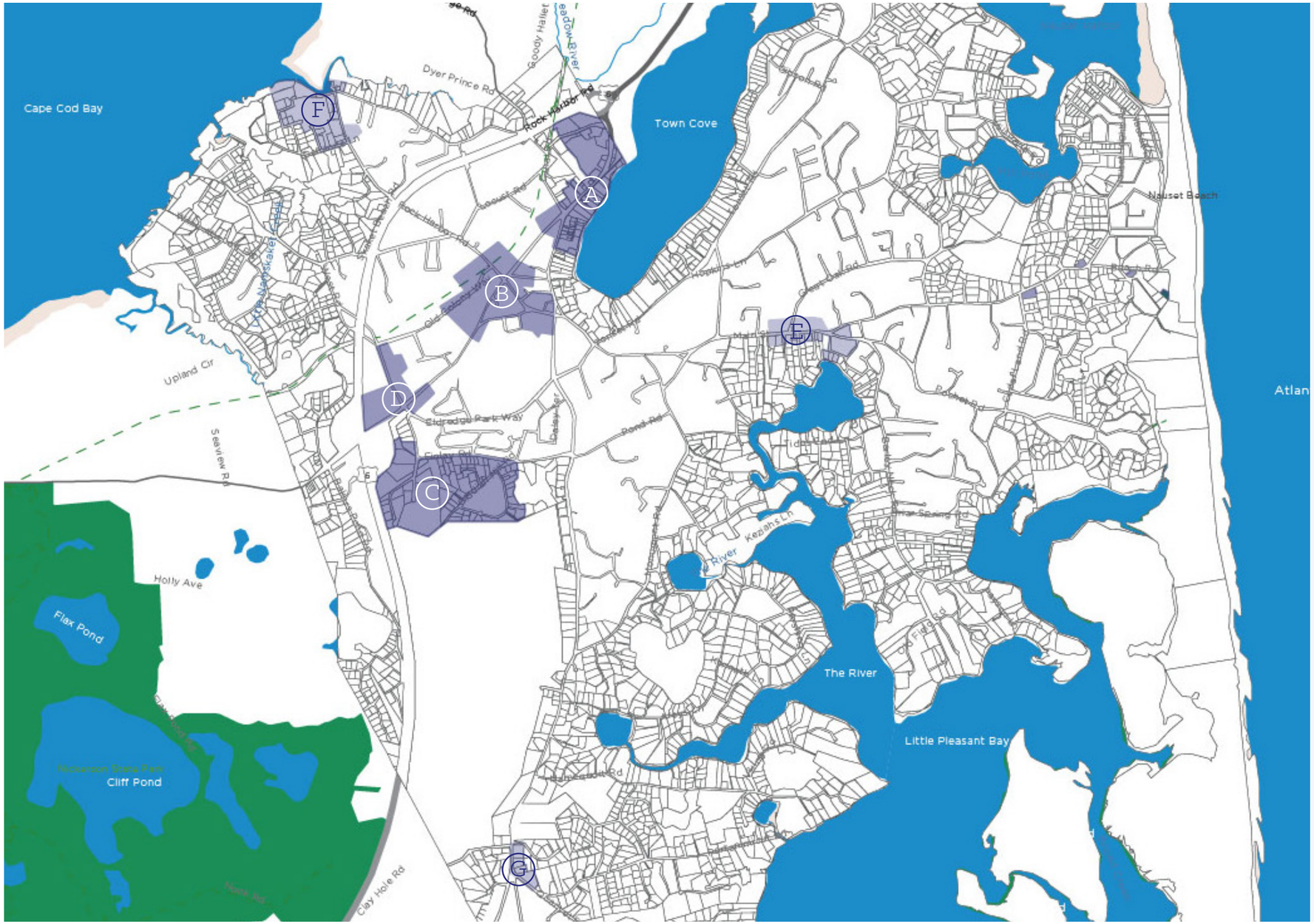
A Introduction



Town of Orleans Clusters of Economic Activity

PRIMARY CLUSTERS

A - Town Cove Waterfront

B - Main St/Village Center

C - Finlay Industrial

D - Rte 6A/Eldredge Park Way

SECONDARY CLUSTERS

E - East Orleans

F - Rock Harbor

G - South Orleans

Source: Streetsense (2021)

Project Introduction

In Phase 1-2, Streetsense conducted a comprehensive diagnostic that will help identify key areas of opportunities that should form the fundamentals of the Town's first ever Economic Development Strategy.

Phase 1: Immersion and Discovery

Central to the success of this planning effort is community input and buy-in. To ensure recommendations and strategies that are driven not only by market forces, but community needs and demands, the Consultant conducted several engagement efforts in-person and virtually (through 1-on-1 interviews and focus groups) between December 2021 -February 2022 to:

a) collect qualitative data (stakeholder perceptions), particularly around issues in the business environment (doing business locally), local resources and capacity, regulatory processes, key opportunities for improvement; and

b) build trust and lasting partnerships between the Town and its constituents.

The consultant also conducted site visits to gather field data, including conducting an observational assessment of the public realm/ storefronts/access/ visibility.

Phase 2: Diagnostic/Commercial Market Assessment

Informed by the qualitative data gathered from the earlier phase of work, the Consultant team then conducted a market scan to identify opportunities based on State and regional/sub-market growth, including identifying any competitive advantages that the Town may have in attracting key industry sectors.

This document, "Diagnostic Report" combines findings from Phases 1-2 and identifies priority areas of improvement for the Town and each of its commercial nodes.

UPCOMING - Phase 3: Economic Development Plan

The subsequent Economic Development Plan will serve as a guiding document for the Town to direct future capacity and resources towards economic development, and includes policy and program tools, as well as capital improvement recommendations that improve place qualities that will help make the Town a competitive place to live and do business.

What is Economic Development?

The International Economic Development Council defines economic development as the **"practice of improving a community's economic well-being and quality of life"** through a broad range of activities that **"attract, create, and retain jobs",** and **"foster a resilient, pro-growth tax base and an inclusive economy".**

Element	Guiding Principles	A	B	C	FAIL
Sidewalks	Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.	More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities.	About 50% of sidewalks in the study area are cleaned and well-maintained.	More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/ maintenance).	There are no sidewalks in the study area.
Street Trees and Benches	Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.	Street trees and benches are readily available throughout the study area. They are well-designed, well-maintained, and offer shade and comfort to pedestrians.	Although street trees and benches are available across the study area, these amenities have not been cleaned or well-maintained, and require improvements.	Limited availability of street trees and benches creating uncomfortable pedestrian experience.	There are no street trees and benches in the study area.
Lighting	Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.	More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of an area.	About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.	Street lighting on the primary street in the study area does not support pedestrian visibility and safety.	There is no street lighting in the study area.
Wayfinding/Signage	A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.	There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflect the brand and identity of the area.	Wayfinding in the study area is primarily geared towards directing motorists across the study area. There is limited signage to identify key assets and destinations to pedestrians.	Limited to no signage available throughout the study area.	There is no wayfinding/signage in the study area.
Roadbed and Crosswalks	Roads should be well-maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.	Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.	Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.	Roads are hazardous to all users.	The study area is not connected by any major roads.

Commercial Diagnostic Approach/Methodology

The Commercial-DNA approach, developed in partnership with the Local Initiatives Support Corporation, is an award-winning planning framework recognized by the American Planning Association (APA) and the International Downtown Association (IDA). Most recently, the framework was used to inform the design of the Commonwealth of Massachusetts' Rapid Recovery Program.

The data collection framework ensures a comprehensive and market-informed understanding of Town conditions that will guide the suite of economic development tools and strategies in the subsequent phase of work.

Every community, including the Town of Orleans, has a unique set of characteristics that shape opportunities for commercial growth and success. This includes local retail offerings, employment opportunities, existing anchors, tourism assets, and destination drivers, customer density and spending characteristics, and overall access and transportation patterns, as well as place qualities.

The approach undertaken by the Consultant Team covers four key areas of analysis -

- **Business Environment**
- **Physical Environment**
- **Market Trends and Opportunities**
- **Administrative Capacity.**

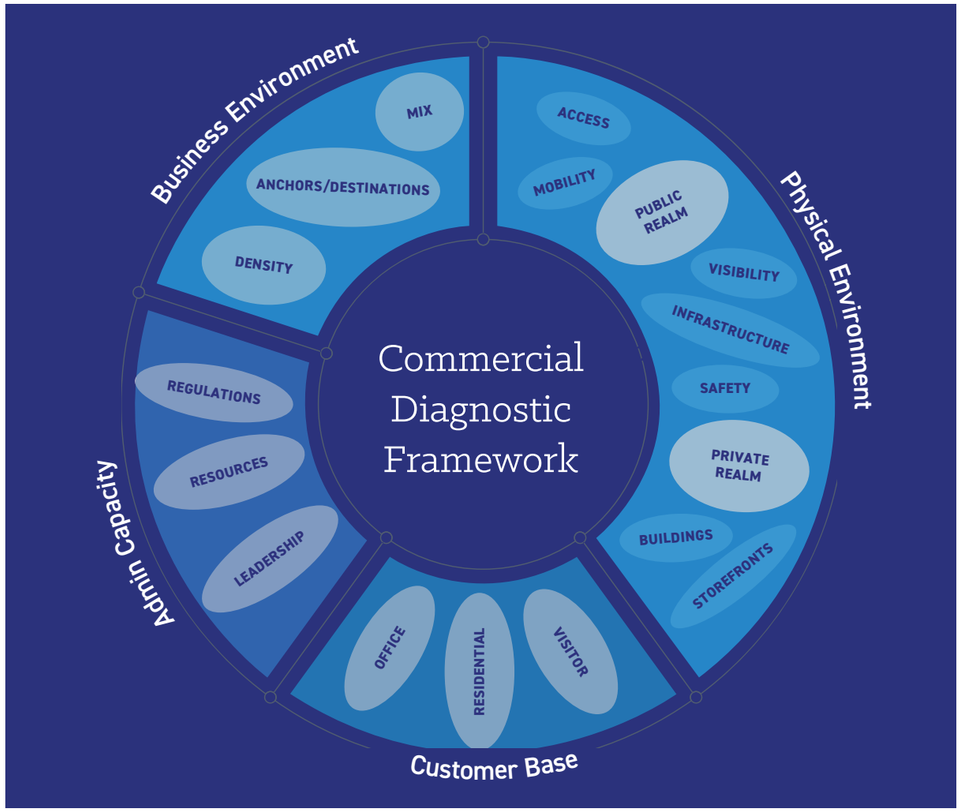
Business Environment

The conditions of the local business environment, in particular the density, quality, and type of offerings, as well as real estate fundamentals, play a critical role in how successful businesses are in meeting the needs of its customer base (whether local/regional year-round residents, seasonal visitors, and other businesses).

In the assessment of the Town's business environment, the consultant team considers four key elements: Business Density, Tenant Mix, Anchors & Destinations, and Competitive Districts.

Physical Environment

Physical appearance matters. Place qualities impact both business and customer attraction.



The Commercial DNA framework was developed for the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic".

Source: Streetsense (2021)

Consumer surveys by the retail industry give us some insight into what drives customer loyalty. Customers overwhelmingly cite the cleanliness, and by extension the safety, of a shopping area as a primary component of satisfaction. Any sign of physical decay and disinvestment therefore undermines the performance of local commercial districts. In the assessment of the Town's physical environment in commercial nodes, the consultant team conducted a qualitative visual survey of various elements in the public and private realm that impact customer perception.

Public Realm:

1) Sidewalks
2) Street trees and benches
3) Street lighting
4) Wayfinding/signage
5) Roadbed and crosswalks

Private Realm:

1) Window
2) Outdoor Display/Dining
3) Signage
4) Awning
5) Facade
6) Lighting

Element	Guiding Principles	A	B	C	FAIL
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.	More than 75% of storefronts maintain windows with at least 70% transparency.	About 50% of storefront windows maintain windows with at least 70% transparency.	More than 25% of storefronts have windows with limited transparency.	All storefronts are boarded up and/or have limited transparency.
Outdoor Display/ Dining	Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.	More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.	About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.	More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.	There is no spillover retail/ restaurant activity in the district.
Signage	Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.	More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.	About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.	More than 25% of storefronts have signage that does not communicate names of business or types of products/ services being offered.	Storefronts in the study area do not have signage.
Awning	Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.	More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.	About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.	More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.	Storefronts in the study area are not equipped with awnings.
Facade	Storefronts that use high-quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers.	More than 75% of properties have well-maintained facades. Limited structural enhancements are required.	Although most properties in the study area have clean and well-maintained facades, there is at least one significant property requiring structural facade improvements.	More than 25% of properties require significant building facades improvements, including power washing, painting, and structural enhancements.	All properties in the study area require significant facade improvements.
Lighting	Storefront interior lighting after business hours help enliven the corridor and boost security on the street.	More than 75% of storefronts have lighting that help illuminate sidewalks.	About 50% of storefronts have some interior lighting that help illuminate sidewalks.	More than 25% of storefronts do not have lighting.	All storefronts in the study area are shuttered and dark at night.

Market Trends & Opportunities

We believe that a basic understanding of market opportunities is critical to informing land-use decisions and opportunities for new businesses. Our team therefore conducted an economic base analysis to determine any competitive sectors/industries that the Town should be focusing its strategies moving forward. This analysis is complemented by national and regional real estate market trend research to understand historic real estate performance in residential, retail, office and industrial markets.

Administrative Capacity/Regulatory Framework

One of the most significant challenges that communities across the country face is the Euclidean zoning and land use regulations that define permitted uses – including what gets built and where. These rules often tightly regulate downtown environments and character of commercial nodes, using zoning as a tool to manage tenant mix and carving out restrictions that are frequently a direct result of biased community concerns.

Today, zoning and regulations in many places still do not recognize the realities of the marketplace. As the retail industry continues to see disruption from technology and innovation, accelerated by COVID restrictions that have oriented more shoppers than ever before towards on-line shopping platforms, municipality rulebooks for land use will need to adjust and become increasingly flexible to support and incubate new concepts and uses rather than pose impediments to economic recovery.

As such, the consultant team conducted an assessment of the Town's existing regulatory frameworks and processes - primarily focusing on any rules and regulations that impact storefront marketing design (including signage, outdoor dining, outdoor merchandise display), innovative uses, as well as overall access and visibility of retailers in each commercial node.

This assessment included a) review of the Town's regulatory text and zoning ordinances and b) interviews with Town staff that design/enforce the regulatory frameworks as well as with property owners, tenants and developers who take instruction from and adhere to the Town's regulatory frameworks.

Principles for Commercial District Success	Guiding Research Questions	Town Regulations to Assess
Diversity of uses encourage all year round activation and creates a consistent and reliable customer base for businesses.	Are use groups flexible enough to support innovative concepts? Are allowed uses in each commercial node diverse enough to support co-location of and cross-shopping opportunities?	Zoning Table of Uses
Sidewalk vibrancy and ground floor storefront visibility signals the presence of commercial activity to potential customers and contributes to 'eyes on the street' safety.	Do regulations support business owners to provide seating outside storefronts? Is there an added cost to doing business with outdoor seating? How long does permitting process take? Do regulations enable business owners to easily beautify storefronts with landscaping/ decorative elements? Is there an added cost to doing business with outdoor furniture/merchandise display? How long does permitting process take? Do signage rules promote creative/innovative designs that reflect store brand identities? Do regulations enable the creation of comfortable sidewalk environments?	Sidewalk cafe rules Outdoor Furniture rules Storefront Signage - Restrictions, General Requirements, Permit fees Storefront Window Requirements Awning Requirements
Convenience has risen as a critical factor in shopping experiences for urban residents with fast-paced and busy lifestyles. District accessibility plays a key factor in ensuring shoppers face limited barriers to purchase.	Do parking requirements reinforce auto-centric environment? Are there bike/micro-mobility parking or facility requirements to increase accessibility to commercial nodes?	Parking Requirements Bike Parking Requirements

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local stakeholders

OUTREACH VIA E-MAIL LIST

50+

focus group attendees/ interviewees

IN DEC 2021- JAN 2022

SAMPLE BROCHURE/ EMAIL NEWSLETTER

Source: Streetsense (2021)

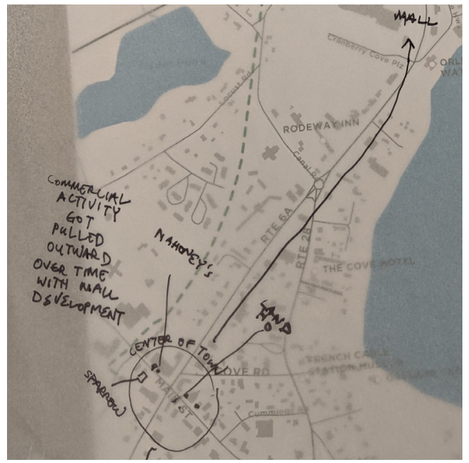
Stakeholder Feedback

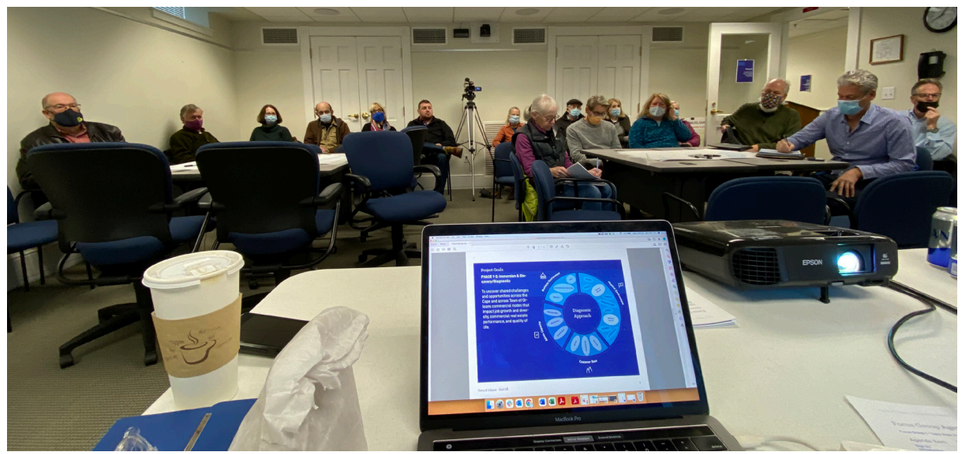
	Physical Environment	Business Environment
What's Working?	Access to water (beaches, ponds), open spaces, and natural resources attracts residents (contributes to quality of life) and businesses (particularly fishing/marine sector) Town has managed to maintain a good balance between built environment and natural environment Easy to get to/from other Towns - 10-15 min drive Strong environmental clean-up volunteer and advocacy network	Commercial hub for lower Cape residents, more so than tourists - anchored by grocery stores, Post Office, and other neighborhood services
Challenges/ Barriers	The geography in parts of Village Center don't make it as walkable as other locations like Provincetown and Chatham Limited Town capacity to effectively manage environmental management and conservation issues Biodiversity at Town Cove is in rapidly decline and commercial fishing/recreational boating activity at risk due to shoaling	Mostly retired, aging residents - presents limitations for customer base and available labor pool Skilled service sector employees are limited on the Cape - the Town relies on seasonal workforce - as affordable housing is not in abundance for low to moderate income residents. Limited night time activity - downtown is empty even in the summer - no cluster of businesses open late
Community Priorities	Create safer connections between Rail Trail and Village Center activity nodes Manage and protect natural resources and assets that drive tourism and economic activity	Move toward business-friendly Town regulations and processes (including Town staff training) Fill in the gaps with businesses/services that cater to the needs of year-round customer base

Note: Complete notes are available online via the Town's website.

Stakeholder Feedback

	Arts and Culture	Real Estate Development
What's Working?	There are nearly 50 cultural assets in Town The Town has various active cultural organizations with individual initiatives and an established Cultural District which receives grants from Mass Cultural Council	The residential market has been performing well - growth is only limited by available inventory. Work from anywhere/hybrid work arrangements will further drive residential market Village Center zoning supports mixed use development, multi-family residential development and can support more density The Town is building affordable housing units that may help house year-round service employees
Challenges/ Barriers	Lack of coordinated promotion and marketing efforts across Town businesses & cultural organizations There are two divergent customers/audiences: local customers with discretionary income, visitor audiences looking for free events/experiences The Town is not an evening destination - there isn't an anchor entertainment/cultural venue/community hub that can host major performances/troupes Missing arts/cultural offering for young families and teenagers with accessible price points	Residential development barriers: high construction costs + longer time frames Short term rental rates more attractive than year-round rental rates - skewing residential rental market Limited commercial real estate (retail/office) inventory available. Business owners (with properties) are looking to sell but are unable to find buyers due to limited available labor and other costs. Businesses face challenges with business permits/licenses in Town
Community Priorities	Develop a brand and marketing plan (and appoint a marketing entity) for Orleans that consolidates Town events and promotional tools Create an anchor destination that serves as a community arts/cultural center that provides affordable spaces for artists/ performers and attracts regular users/ audiences	Diversify housing stock to support year-round employment base across service sectors and other blue-collar industries Focus on building residential density at Village Center Focus business attraction and retention support on businesses that help Orleans remain relevant in the market

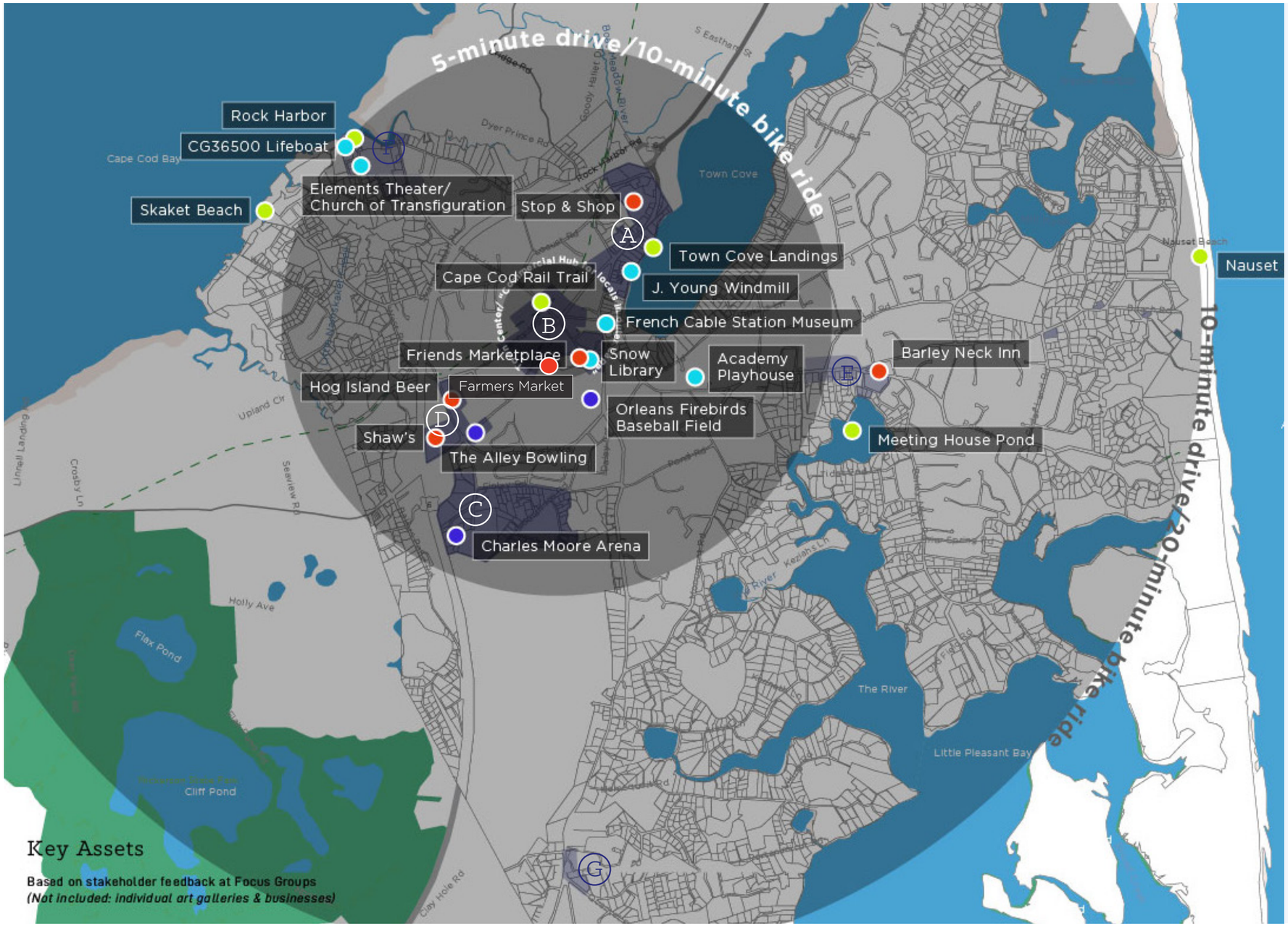




Photos: Streetsense (2021)

Business Environment

B



ASSETS/ANCHORS

- Natural Outdoor Recreation
- Retail/Entertainment
- Civic/Cultural
- Sports

Source: Streetsense (2021)

Town of Orleans Economic Assets & Clusters

PRIMARY CLUSTERS

- Heavy concentration of business activity
- Important to both year-round residents and seasonal visitors

A - Town Cove Waterfront
B - Main St/Village Center
C - Finlay Industrial
D - Rte 6A/Eldredge Park Way

SECONDARY CLUSTERS

- Smaller share of business activity
- Limited mix of offerings

E - East Orleans
F - Rock Harbor
G - South Orleans

Town of Orleans Clusters of Economic Activity

Each cluster of economic activity in Town has its own mix of businesses and contributes to the local economy in unique ways.

Nearly half of all economic activity in town (represented by number of businesses and number of employees) is concentrated in four areas in Town - the Town Cove waterfront, Main St/Village Center district, Finlay Industrial district, and the intersection of Rte 6A/Eldredge Park.

Main St/Village Center area is the largest economic cluster in town with a concentration of more than 70 retail and accommodation/food service businesses. It is anchored by a mix of retail, cultural, and outdoor recreation anchors and therefore meets the needs of both local customers and visitors.

Finlay Industrial district, the Town's second largest economic cluster, has a similar share of businesses and employees to Main St/Village Center, although its businesses are less consumer-facing and primarily provide

Source: ESRI Business Analyst Online (2021)

Economic Cluster	Retail/Office Commercial SF	Total #. of businesses	Types of Businesses	Anchors/ Assets	Estimated # of Employees
A. Town Cove Waterfront	Medium	43	1. Retail Trade 2. Accommodation & Food Services 3. Other Services (except public administration)	Stop and Shop Town Cove Landings J Young Windmill	347
B. Main Street/Village Center	Large	76	1. Retail Trade 2. Accommodation & Food Services 3. Professional Services	Friends Marketplace Snow Library Cape Cod Rail Trail Seasonal Farmers Market	600
C. Finlay Industrial	Medium	74	1. Construction 2. Retail Trade (Auto dealers/ automotive services) 3. Other Services	Charles Moore Arena	544
D. Rte 6A/Eldredge Park Way	Medium	28	1. Retail Trade 2. Accommodation & Food Services	Shaws Hog Island Beer The Alley Bowling	213
E. East Orleans	Micro	8	-	Barley Neck Inn	18
F. Rock Harbor	Micro	3	-	Rock Harbor Elements Theatre CG6500 LifeBoat	25
G. South Orleans	Micro	11	-	US Post Office	47

Micro <50,000 SF
Small 50-100k SF
Medium 100-200k SF
Large 200-500k SF

household and automotive repair services and construction services.

The Town Cove/Waterfront area has nearly 200,000 SF of commercial space (office/retail) and is the third largest economic cluster in Orleans. Anchored by grocery store, Stop & Shop, **the area is also characterized by tourism-supporting businesses** such as fishing stores, boat dealers, bike trail rentals, surf shops and local inns/motels. Its business mix aligns closely with the outdoor recreation assets located in the area - Town Cove and J Young Windmill park.

Rte 6A/Eldredge Park Way is a retail/dining and entertainment cluster, although of a smaller scale than Main St/Village Center. Aside from the grocery store, key businesses in the area offer both local customers and visitors **in-store experiences that go beyond traditional retail transactions**. Hog Island Beer, for example offers live entertainment and facility tours, and The Alley Bowling allows families to enjoy indoor recreational activities alongside food service.

Town Cove

Rte 6A

Main St/Village Center

Rock Harbor

Finlay Industrial

East Orleans

Neighborhood Goods & Services Hub of Lower Cape

Businesses and customers have a wide range of options to choose from when making decisions on where to locate their business, or where to spend their money.

However, when it comes to spending in local convenience goods and services - i.e. weekly spending on groceries, household goods and repair services, automotive services, etc - residents in and around Orleans (including Brewster and Eastham) are likely visiting Main St/ Village Center, Town Cove/Waterfront, and Rte 6A/Eldredge Park Way commercial nodes for these goods given Orleans' breadth of quality anchor grocers and pharmacies.

At this time, there are limited service grocers and convenience stores in outer Cape. **The next available full-service grocery store is Stop & Shop in Provincetown.**

A. **Stop & Shop**, Provincetown: 41,847 SF

B. **Wellfleet MarketPlace**, Wellfleet, 29,139 SF

C. **Mac's Market and Kitchen**, North Eastham: 3,596 SF

D. **Eastham Superette**, Eastham: 7,936 SF

However, **West of Harwich, the neighborhood goods and service options expand significantly for customers**, making Orleans a less competitive neighborhood goods and services location. There are various shopping centers anchored by national full-service grocery chains, including:

E. **Stop & Shop**, Harwich: 75,596 SF

F. **Chatham Village Market,** Chatham: 13,800 SF

G. **Star Market**, Harwich Port: 61,623 SF

H. **Stop & Shop**, South Dennis: 63,384 SF

I. **Shaw's**, South Yarmouth: 51,912 SF

J. **Stop & Shop**, South Yarmouth: 61,904 SF

K. **Stop & Shop**, South Yarmouth: 40,200 SF

L. **Stop & Shop**, Hyannis: 53,406 SF

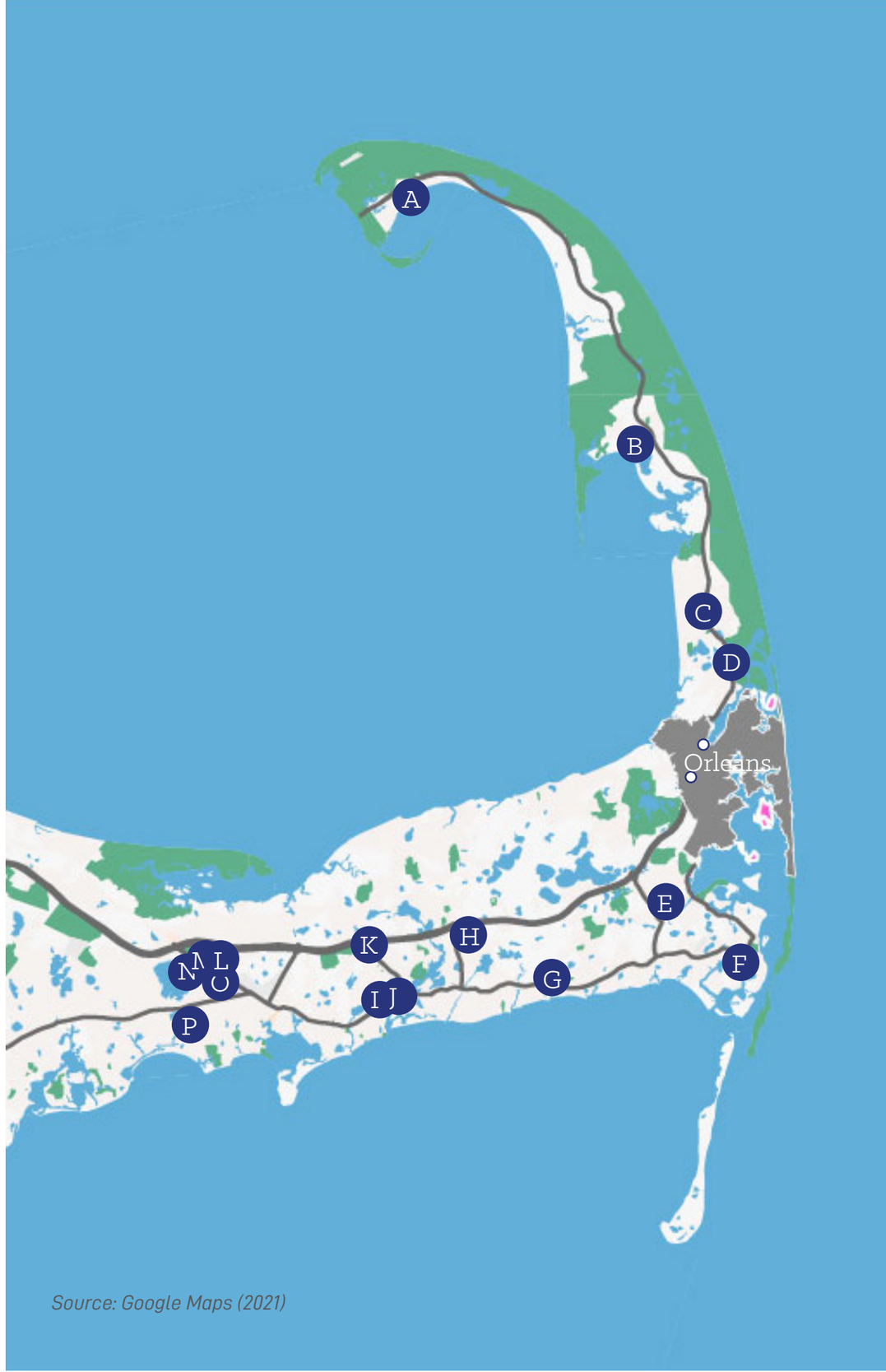
M. **Whole Foods**, Hyannis: 28,052 SF

N. **Shaw's**, Hyannis: 54,729 SF

O.**Trader Joe's**, Hyannis, 12,600 SF

P. **Star Market**, Hyannis: 33,847 SF

Furthermore, **there are a number of local, ethnic supermarkets located in Hyannis** offering unique Caribbean and Brazilian grocery products.



Source: Google Maps (2021)

Competitive Main Street Destinations Across the Cape

Regional, destination-oriented commercial districts that serve lower Cape includes a number of downtown Main Streets that are highly activated during peak seasonal months.

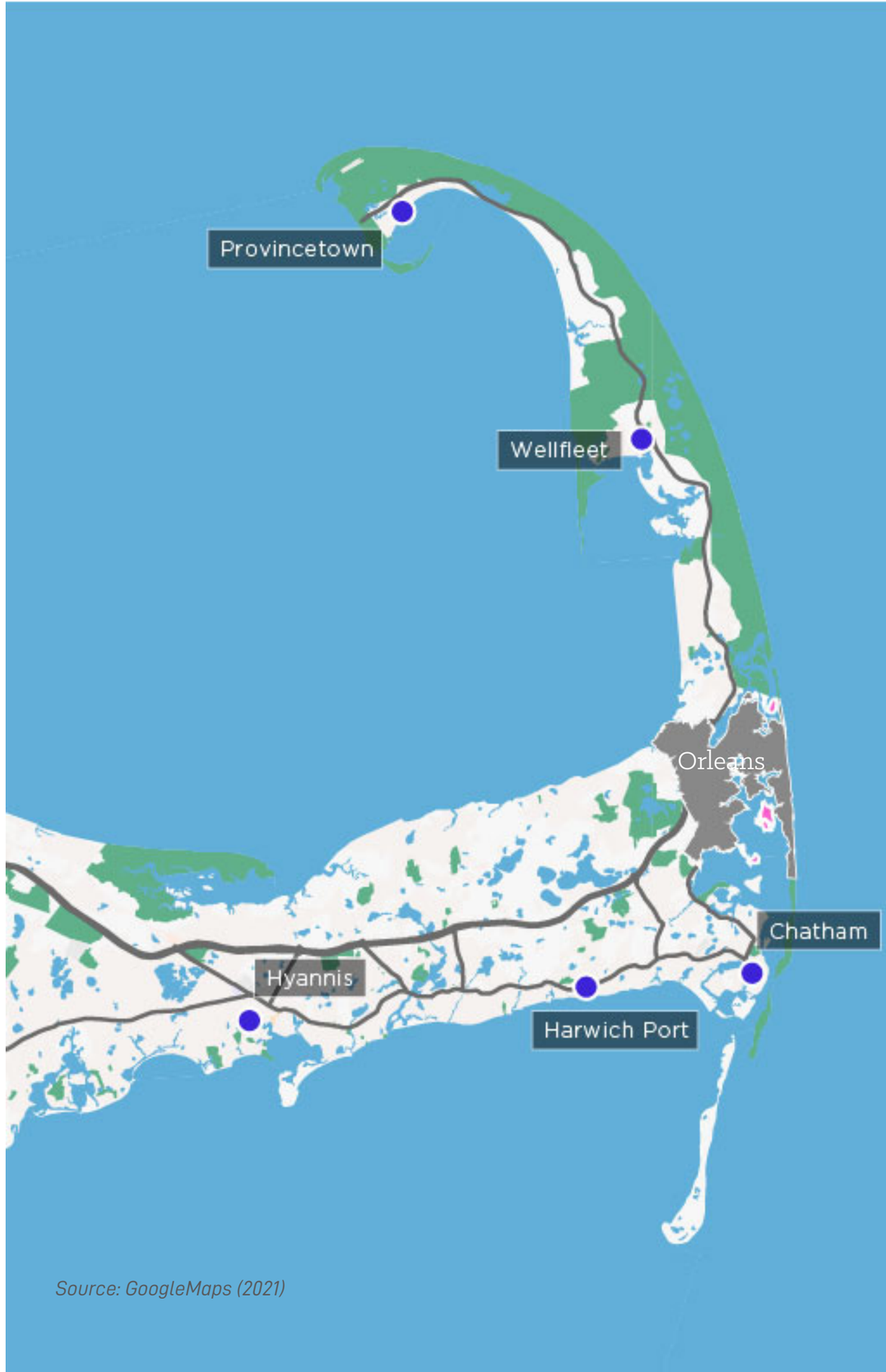
Provincetown's Commercial Street is a compact, dense seaside commercial corridor that extends about 0.5 mile (or 3,000 linear feet) from Central St to Washington Ave. The corridor features an incredibly narrow roadway that is more suited to pedestrians than vehicles and is located less than 200 feet from the waterfront/Macmillan Pier (from which major ferries to/from Plymouth and Boston depart).

The corridor is heavily populated by bars and restaurants offering a diverse mix of cuisines that leverage waterfront views. It also features older commercial properties that have preserved unique architectural features, offering pedestrians an exciting visual experience.

Chatham's Main Street is a 2,500 linear feet corridor extending from Old Harbor Road to Homestead Lane. Its retail tenants heavily feature comparative goods - including clothing & accessories, and gifts and novelty items - at higher price points.

Hyannis' Main Street extends about 0.6 miles (or 3,500 linear feet) from Sea St to Center St and is closely located to Hyannis Inner Harbor from which ferries to/from Nantucket dock, as well as the Hyannis Transportation Center, from which regional buses depart.

Similar to Provincetown, the commercial corridor is heavily populated by bars and restaurants offering a diverse mix of cuisines - at low price points (when compared with Provincetown) and therefore more accessible to year-round customers in the region. The corridor is also anchored by institutional uses such as a community college and charter public school, that help maintain year-round foot traffic for businesses on the corridor.



Source: GoogleMaps (2021)

Estimated Size

Harwich Port — *Wellfleet* — *Hyannis* — **ORLEANS VILLAGE CENTER** — *Provincetown*

0 businesses — *Chatham* — 300 businesses

Retail Tenant Mix

Harwich Port — **ORLEANS VILLAGE CENTER** — *Wellfleet* — *Chatham* — *Provincetown*

Convenience goods & neighborhood services — *Hyannis* — Comparative Goods & Dining/Entertain-ment Destination

Real Estate Value (Commercial Asking Rent)

ORLEANS VILLAGE CENTER
$15-20 PSF/year

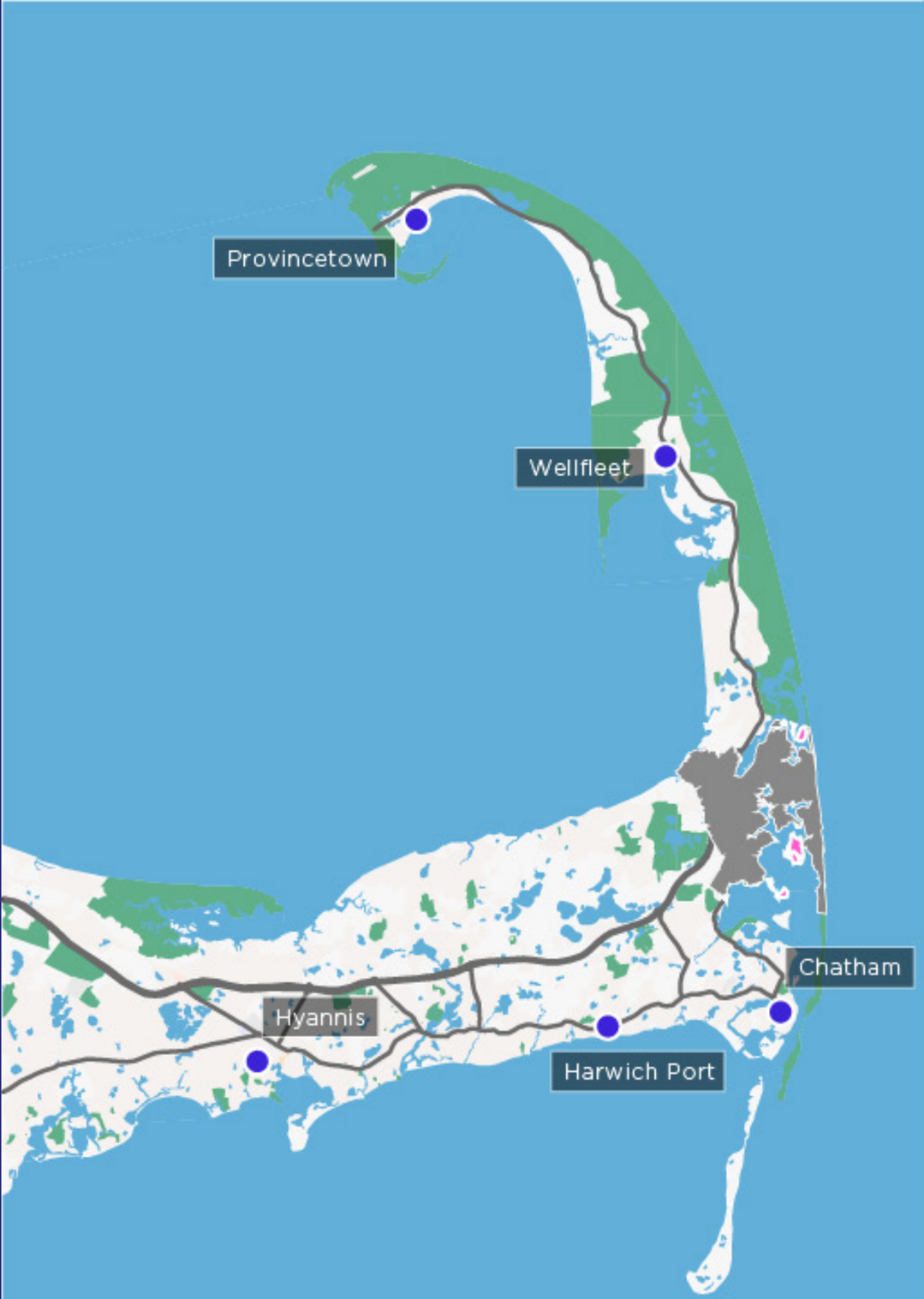
Provincetown
$40-100 PSF/year

$10/PSF/annum — *Wellfleet* — *Hyannis* *$20-30 PSF/year* — $50+/PSF/annum

Provincetown

Harwich Port

Chatham



Source: Streetsense (2021)

Price point:High

Chatham

Provincetown

Type of Offerings: Classic, Staples

Intended for year-round customers

Orleans

Wellfleet

Hyannis

Harwich Port

Type of Offerings: Trendy, Unique

Intended for seasonal customers

Price point: Low

Critical Challenges Facing Business & Employment Growth

Challenges with Access to Labor

Among key business issues facing tourism destinations such as the Cape (and Orleans) in recent years is the limited supply of a skilled and trained hospitality workforce. **Service workers earning minimum wage are often faced with challenges in finding affordable housing near areas of employment** such as tourism districts and assets.

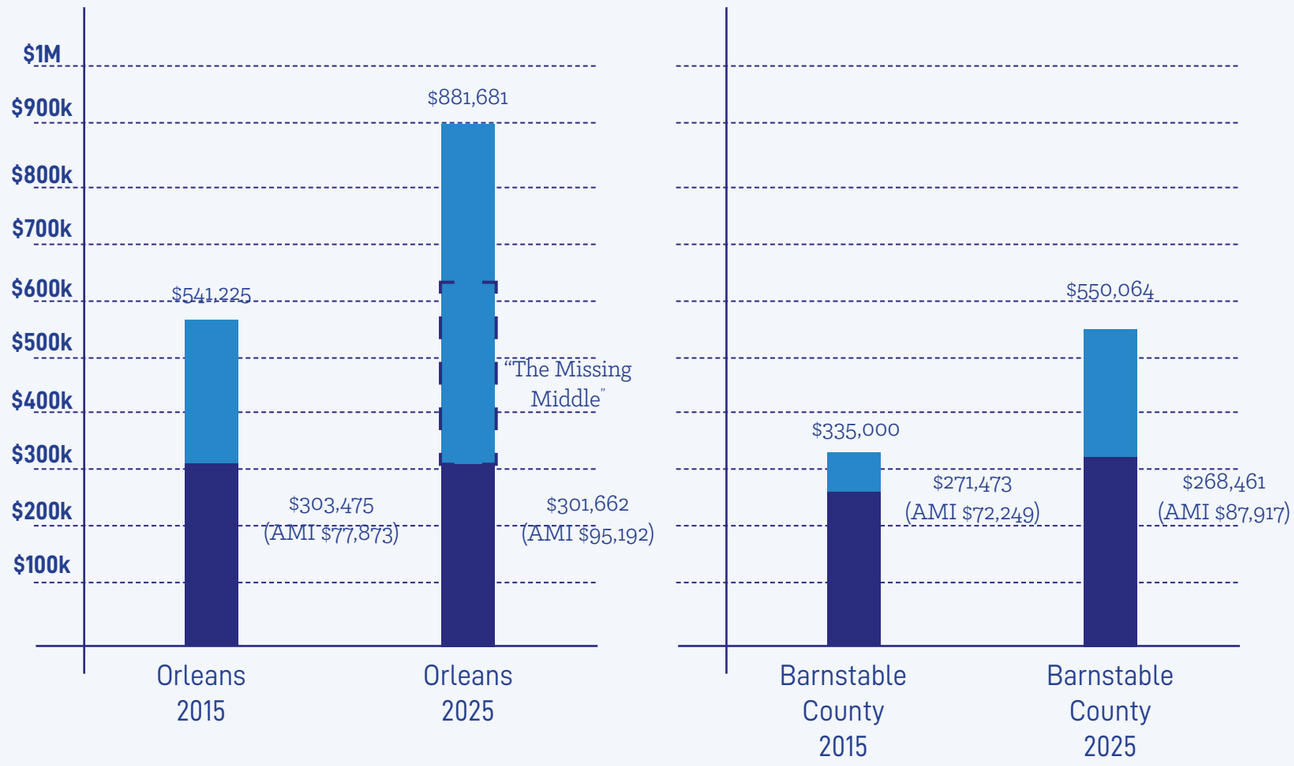
In Orleans, this **shortage of labor is further exacerbated by an older, retiree resident population base that has left the workforce**.

Businesses across various sectors - in particular retail trade, accommodation & food services, and construction - have experienced this pressure and have been **limited in sales activity due to the lack of available skilled workforce**. For example, businesses owners have had to limit year-round business hour operations and operating seasons (primarily hospitality businesses).

The retiree population in Orleans is also reflected in the **increasing rates of business successions/ transitions in town**. Stakeholder conversations with local real estate professionals revealed that a large share of business owners (with ownership of commercial properties) have been interested in the sale of businesses and properties in the Village Center, however, have faced challenges in finding suitable buyers willing to enter a challenging labor market.

By 2025, Cape Cod Commission projects that the gap between median home values and affordable housing prices will widen across the Cape without significant action to **increase and diversify housing stock for year-round buyers**.

Source: Cape Cod Commission 2017 Housing Market Analysis



High average rental housing rates (driven by limited supply in Orleans and across lower Cape) exceed 'affordable' limits for most blue-collar and service sector workers, based on average earnings in the region.

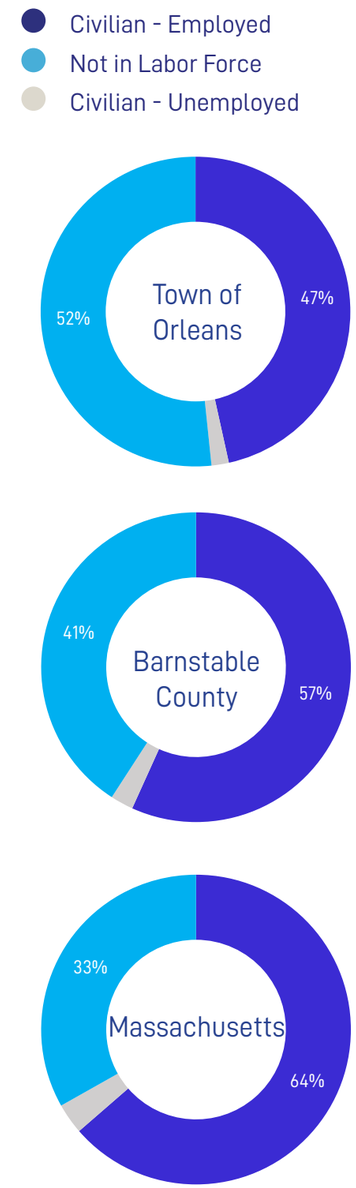
Occupation	Annual Average Wage[1]	30% of Annual Wage [2]	Monthly Affordable Rent
Nursing Assistants	$37,000	$11,100	$925
Firefighters	$68,670	$20,601	$1,717
Waiters and Waitresses	$33,930	$10,179	$848
Landscaping and Groundskeeping Workers	$41,200	$12,360	$1,030
Cashiers	$30,520	$9,156	$763
Electricians	$64,120	$19,236	$1,603
			Hyannis Average 2BR Rent: $2,000+

Source: "Barnstable Town Area" Bureau of Labor Statistics, May 2020.

[1] Annual wages have been calculated by multiplying the corresponding hourly wage by 2,080 hours.

2 Renter households spending more than 30% of their income on housing costs and utilities are considered cost burdened in the Commonwealth of Massachusetts

More than half of the local Town population (aged 16+) is not in the labor force.



Source: Claritas 2021

Physical Environment

C

Public Realm/Access & Visibility

	Town Cove/Waterfront				Main St/Village Center			
Element	A	B	C	n/a	A	B	C	n/a
Sidewalks		●			●			
Amenities - Street Trees and Benches			●		●			
Lighting			●		●			
Parking	●				●			
Wayfinding/Signage			●			●		
Roadbed and Crosswalks	●					●		

Baseline Comparison:

Average Small Community Grade (based on Commonwealth Rapid Recovery program data) **C**

Overall Grade **C**

Despite being adjacent to a natural asset (Town Cove), the public realm does not currently encourage pedestrian circulation near the waterfront. Key public realm issues in Town Cove include the limited widths of sidewalk and significant breaks in the sidewalk network due to driveway entries/exits.

In addition, there is limited signal crossings to encourage cross-visitation between businesses, as well as the lack of pedestrian-scale lighting to promote evening pedestrian traffic.

Overall Grade **A**

The Town's recent streetscape investments have significantly improved the conditions of the public realm at Main St/Village Center, creating a comfortable and safe environment for pedestrians. However, safe infrastructure for cyclists who may be arriving by the Cape Cod Rail Trail, is still lacking.

The parking ratio is within reasonable range - 2.4 parking spaces per 1,000 SF of commercial space.

Orleans and its competitive districts have made recent investments to improve the public realm - primarily to enhance sidewalk and roadway conditions.

Hyannis' wayfinding and signage system, however, is currently the most effective in signaling to customers their arrival on Main St and in directing pedestrians to other key anchors and destinations within walking distance from the center of the commercial district. Its brand identity also clearly reflects Hyannis' relationship to the waterfront and harbor.

Publicly-Owned Outdoor Recreation Destinations

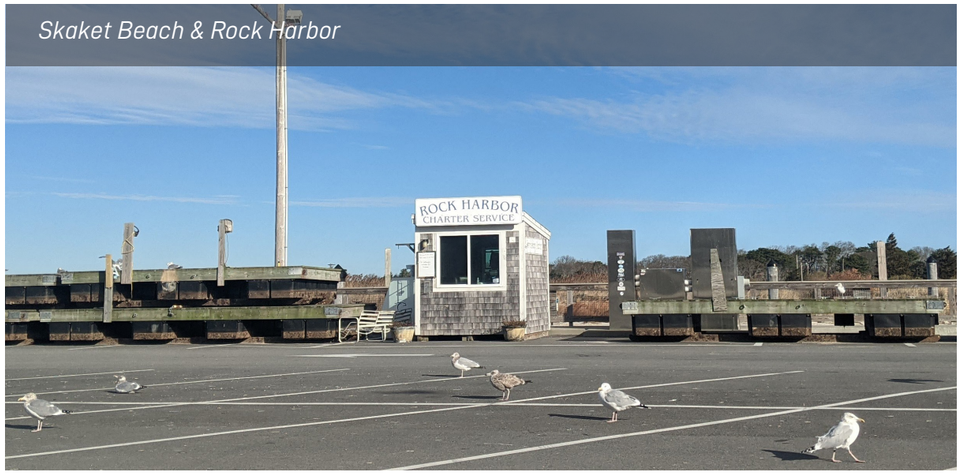
Average Consumer Review (GoogleMaps): **4.8/5.0**

The asset is highly reviewed by visitors for its **cleanliness**, **accessibility** (available parking on-site), and **amenities**. The beach features bathroom/shower facilities, first aid and lifeguard services, as well as picnic benches located adjacent to food truck parking and live entertainment areas that are well-used during peak season.

The beach is most popular for light recreation - swimming, sunbathing, walking.

Total No. of Reviews:

1,152



Average Consumer Review (GoogleMaps): **4.7/5.0**

Although smaller in size compared with Nauset Beach, Skaket Beach is highly touted as a scenic sunset location and is most popular among families owing to safe swimming conditions and shallow depths of water for younger children. The limited parking capacity, however, restricts access for visitors during peak season.

Rock Harbor, on the other end, is more popularly known for boat charters and the historic CG36500 lifeboat.

Total No. of Reviews:

705

Other Critical Public Infrastructure for Business Activity

Beyond streetscape and roadways, there are other less visible but incredibly critical public infrastructure that impact business operations and success., including sewage, fiber optic networks, and, in the case of fishing/marine industries, deep water access.

The Importance of Broadband

High speed broadband networks are not only critical to economic growth but also quality of life. For example:

- **Businesses** that do not have access to broadband are often unable to maintain a strong web presence/gain customer attention or access supplies/labor easily
- **Students** may face difficulty accessing virtual learning opportunities without reliable broadband
- **Employees** may be unable to take advantage of remote work opportunities for economic mobility
- **Residents** requiring medical attention may be unable to access telehealth services.

At this time, Orleans is already equipped with fiber optic networks provided primarily through ComCast and OpenCape. In addition, a new fiber optic cable running between the Town's wastewater treatment facility (84 Old Colony Way) and its effluent disposal site (32 Lots Hollow Road) is proposed to be routed as part of the Downtown Area sanitary sewer project.

In order for the Town to maintain its competitiveness as a choice place to live, do business, and work, it should consider enhancing broadband connectivity for both residents and businesses - especially as it grows its year-round resident base. Local businesses reliant on broadband connectivity are showing interest in OpenCape as an alternative provider. Neighboring municipalities including Falmouth and Hyannis have already taken steps to leverage OpenCape's fiber optic networks to create shared Gigabits and wide area networks that provide local businesses and residents with affordable broadband connections.

Source: OpenCape 2018
Note: At this time, the estimated one-time cost to connect OpenCape fiber to nearby residences and businesses in Orleans (also known as the 'last mile') runs $2,000-$3,000, which can be cost prohibitive to small business owners.

"More fiber in orleans than any other town" - Stephen Smith, OpenCape.

Environmental and Infrastructure Challenges facing Marine/Fishing Businesses

Two critical challenges threaten the vitality and success of marine/fishing businesses in the Town of Orleans.

a) Shoaling

In recent years, local water channels in Town have been filling in due to shoaling exacerbated by climate change and erosion, hindering access to the Town's harbors for commercial fishing. This has resulted in both navigation and public safety issues that have forced a large share of commercial boats to leave Town for other neighboring towns like Chatham and Harwich with deep water access.

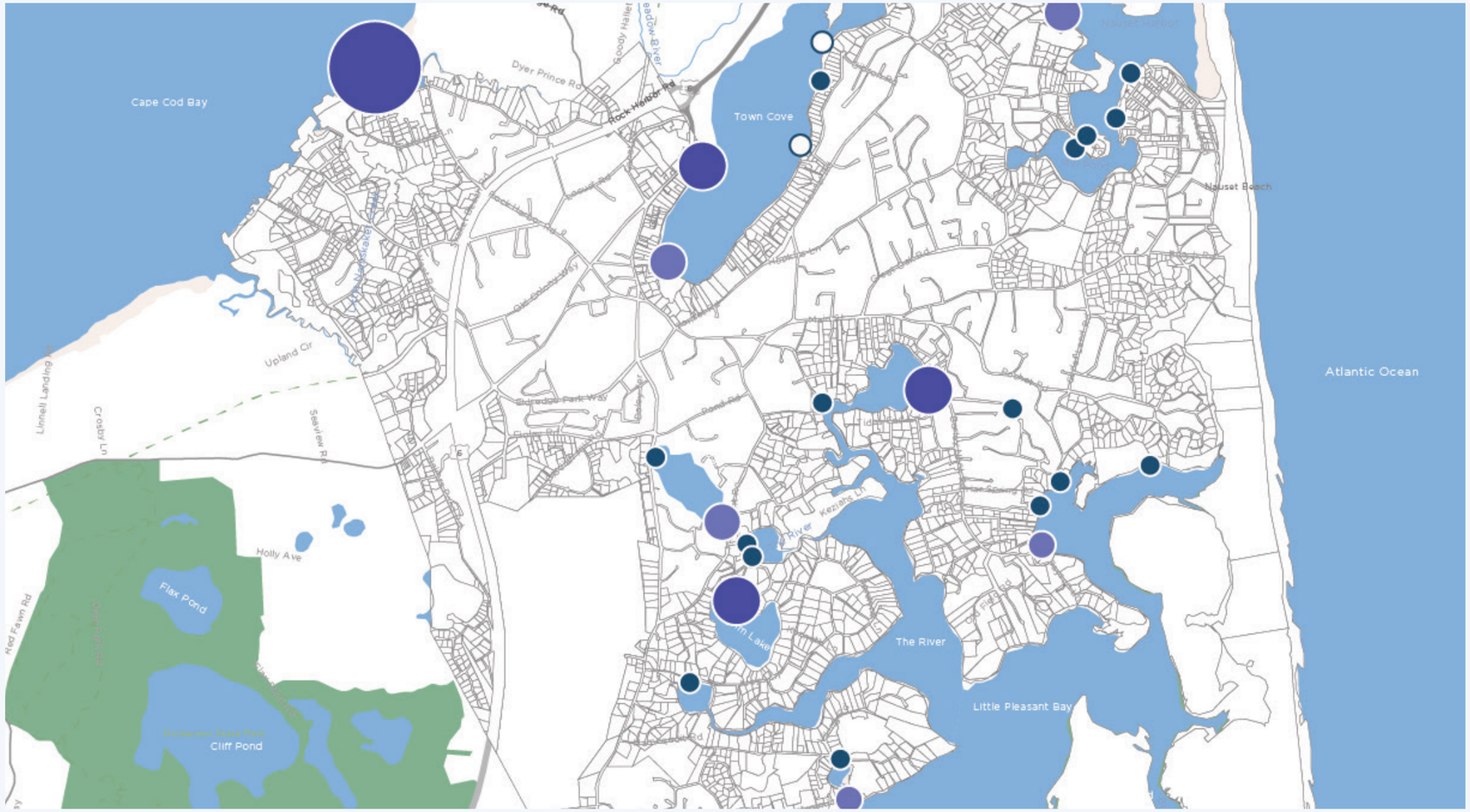
In order to address this challenge, the Town has been exploring opportunities to coordinate dredging efforts with Eastham. Dredging is an incredibly costly maintenance project for the Town and has been estimated to cost upwards of $3 million.

b) Limited availability of boat trailer parking

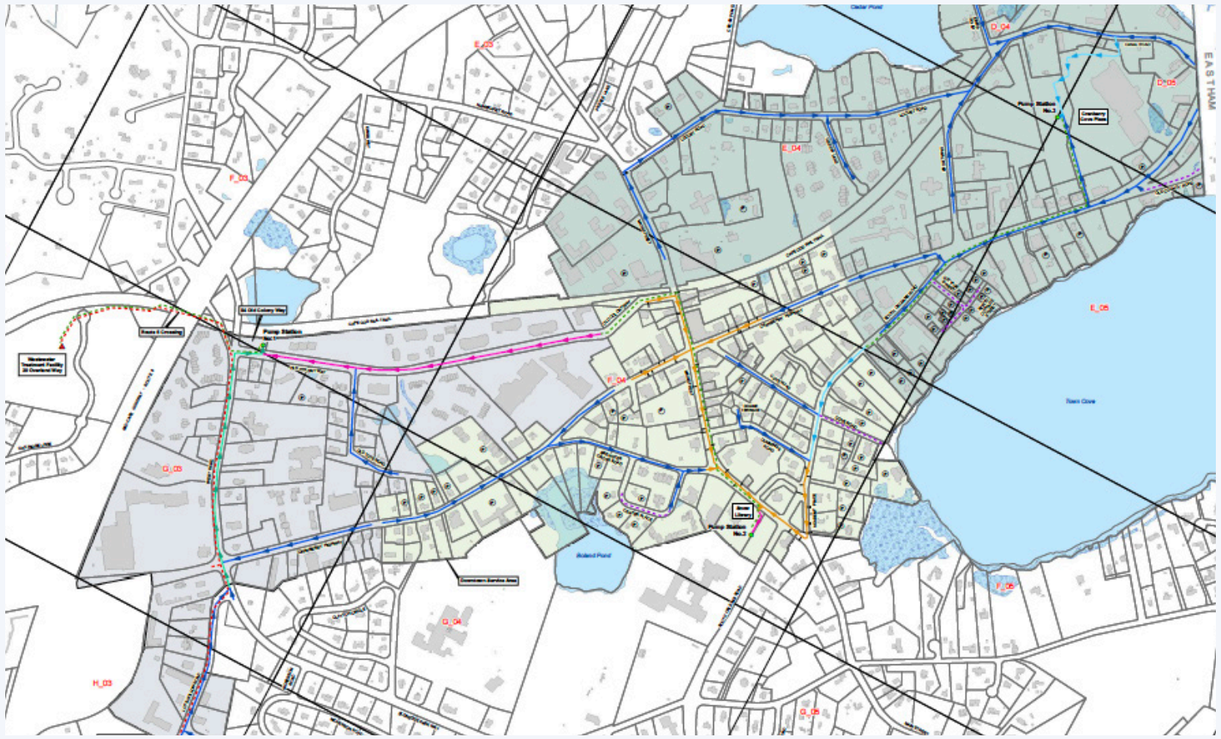
The Town of Orleans currently has about 280 parking spaces at its more than 29 landings. These spaces are shared amongst commercial boat tour operators, their customers, residents, and day trip recreational boaters. Demand for parking far exceeds available spaces at the Town's landings and has resulted in visitors launching boats from roadways and parking of boat trailers along roadways adjacent to landings.
According to Town Administrator, John Kelly, this condition has been further exacerbated by spillover parking from Chatham and other nearby towns (during peak season), where parking is being heavily regulated and issuance of licenses to use Town landings has been restricted.

Owing to limited space to expand parking at Town moorings and landings, Orleans is increasing regulation of access to its mooring fields through permits (with 8-10 year waiting lists). As previously acknowledged in the Cape Cod Commission's 2020 "Economic Impact of Cape Cod Harbors report , Orleans will need to expand operational and maintenance strategies that mitigate both shoaling and overflow parking of boat trailers in order to remain competitive as a destination for both commercial and recreational fishing.

Source: Town of Orleans



LANDINGS BY PARKING SPACE AVAILABILITY



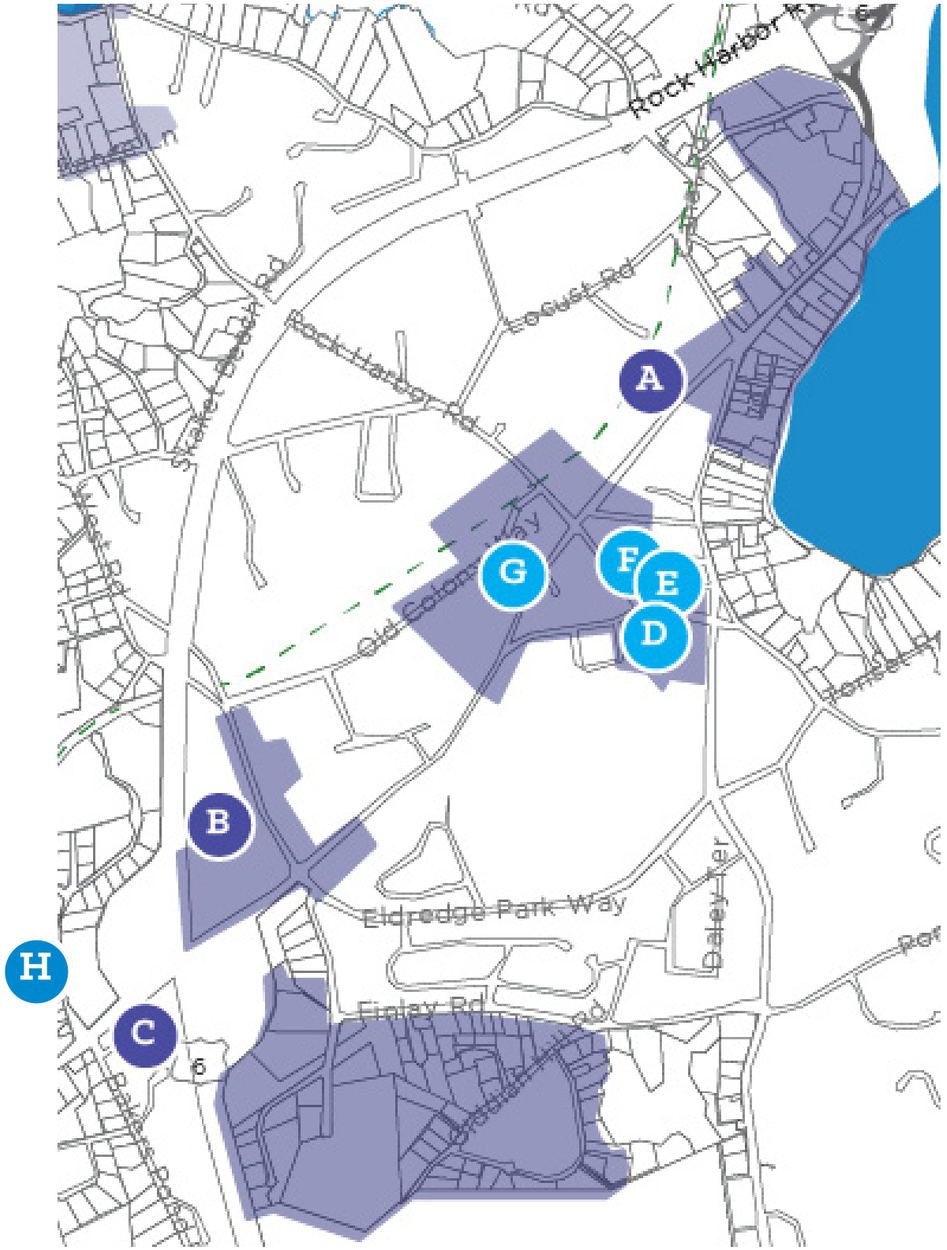
Source: AECOM

Town's Septic System in Village Center and Town Cove

The Town of Orleans is currently installing a septic system across most of Main St/Village Center and Town Cove Waterfront. Construction is ongoing and is expected to be completed August 2022, enabling businesses to connect to the system as early as Fall 2022.

This critical infrastructure will allow significant new development and business entry/expansion in the area serviced by the system that for years had been limited by the Town code septic requirements.

With the new system in place, the Town expects several property owners to explore higher density development and change of uses as allowed in the existing zoning code.



Opportunity Sites

Although Main St/Village Center has been zoned to allow increased density and a mix of uses (including residential), the area's property owners have not been able to leverage development opportunity owing to septic requirements in the Town's code (as previously mentioned), or due to challenges in succession planning. 'Ripe' sites highlighted here indicate large parcels at key visible locations that may be under performing (i.e. unoccupied commercial spaces) and therefore may be ripe for redevelopment in the near future.

HISTORIC VACANCIES:

D - 55-57 Main St: 31,000+ SF (Main St/ Village Center)

E - 56 Main St: 95,000+ SF (Main St/Village Center)

F - 5 Cummings Rd: 8,000+ SF (Main St/ Village Center)

G - 17 Old Colony Way: 90,000+ SF(Main St/Village Center)

H - 18 Bay Ridge Ln: 130,000+ SF (General Business)

RECENT TRANSACTION/ DEVELOPMENT PLAN:

A - Governor Prence (Town-Owned): 200,000+ SF (Town Cove/Waterfront) - affordable housing and community uses
B - Penrose: 145,000+ SF (Rte 6A/Eldredge) - affordable housing
C - Bayberry Sq: 150,000+ SF (Rte 6A/Eldredge) - market rate housing

Private Realm

	Town Cove/Waterfront				Main St/Village Center			
Element	A	B	C	n/a	A	B	C	n/a
Public Art				●		●		
Storefront Signage		●			●			
Outdoor Display/ Dining*		●				●		
Storefront Window			●		●			
Facade		●				●		
Storefront Lighting		●				●		

Baseline Comparison:

Average Small Community Grade (based on Commonwealth Rapid Recovery program data) **B-**

Overall Grade **B-**

Several business owners have taken steps to maintain building facades and storefront windows/lighting/displays year-round. However, this effort is not consistent across the corridor, creating breaks in the pedestrian environment - particularly during the off-season.

A key opportunity to leverage in this area is outdoor dining, and in particular waterfront dining, given the district's adjacency to Town Cove.

Overall Grade **B+**

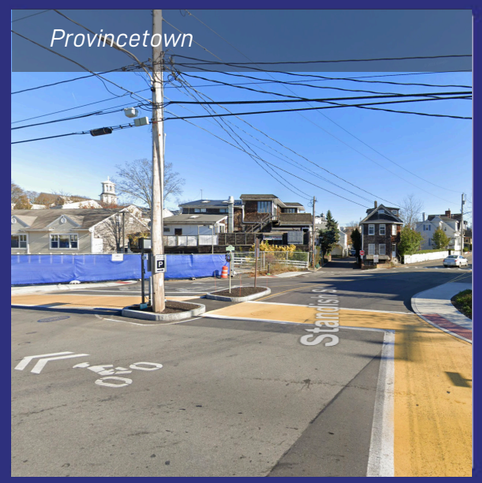
While a large share of property and business owners on Main St have maintained storefront facades and updated signage that remains contextual to the local architecture, Rte 6A properties remain oriented to vehicular traffic - buildings are setback to allow for parking or have blank/ inactive facades facing the public sidewalk. These site conditions are not conducive to pedestrian traffic on Rte 6A.

Although the properties on Orleans' Main St and in competitive districts like Provincetown and Chatham are older in age, many have been well-maintained and incorporate a mix of facade textures, colors, depths (e.g. porches, awnings, vestibules), and materials to create visually interesting experiences for pedestrians.

Orleans

Hyannis

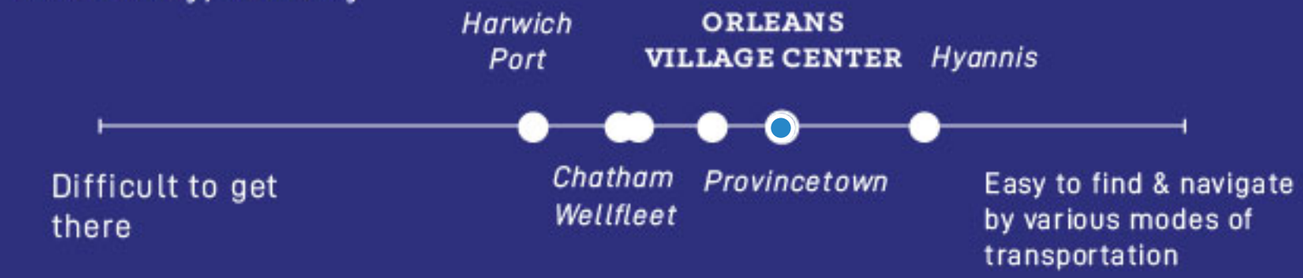
Harwich Port


Provincetown

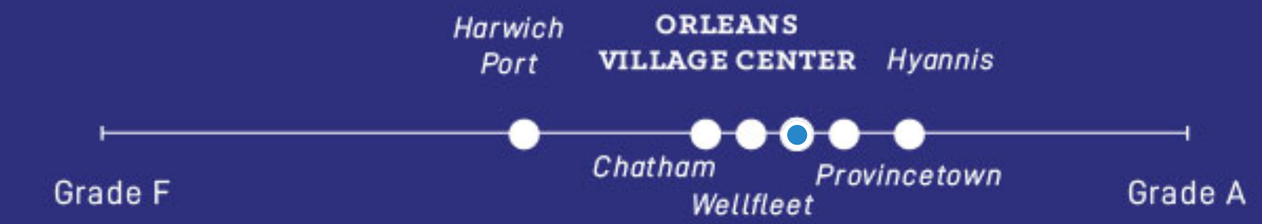
Hyannis

Chatham

Accessibility / Visibility



Public Realm (Street & Sidewalk Conditions)



Public Realm (Public Spaces)

Private Realm (Storefront Conditions & Building Facades)

D

Market Trends & Opportunities

Regional Job Growth in Cape Cod

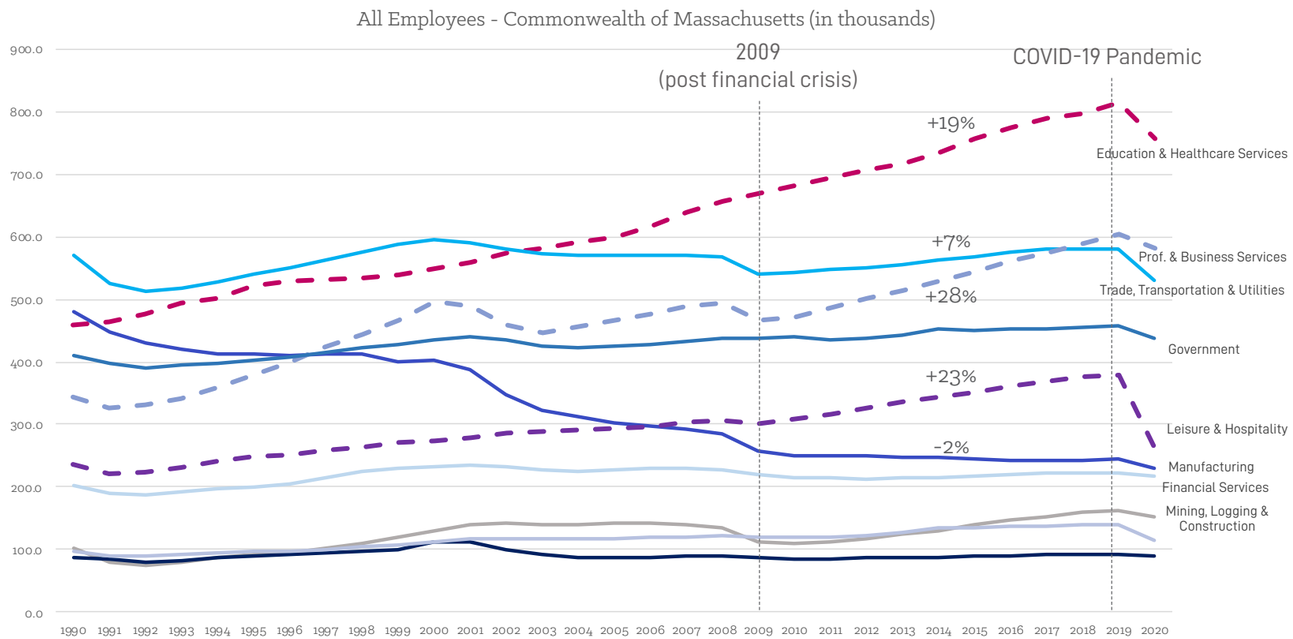
Between 2010 and 2019 (pre COVID), the Commonwealth saw an addition of over 477,000 new jobs. Jobs in two key sectors - '**Professional & Business Services**' and '**Education and Healthcare Services**' accounted for a majority of the growth across the state (or 56% of total new jobs created). These sectors grew 28% and 19% respectively, with 'Leisure and Hospitality' following closely with a job growth of 23% .

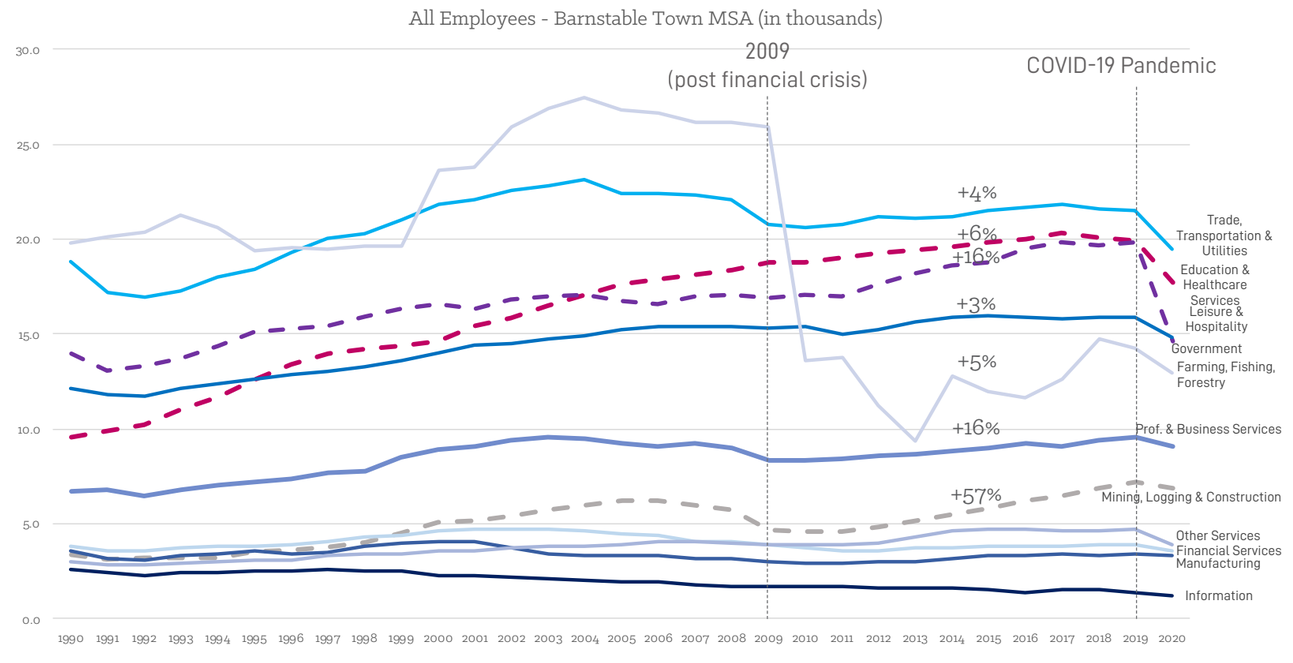
However, the economic landscape in the Cape is unique.

The Barnstable Town Metropolitan Statistical Area (consisting of Barnstable County) experienced a **smaller rate of employment growth compared to the State**, which experienced a 15% increase in jobs between 2010-2019.

In the Cape, **only 10,300 new non-Farm jobs were added to the regional economy**, or **an 11% increase,** between 2010 and 2019 (pre COVID). About **half of those jobs (51%) were in 'Mining, Logging & Construction'** and '**Leisure & Hospitality'** sectors. These sectors grew 57% and 16% respectively.

Source: State and Area Employment - Bureau of Labor Statistics (1990-2020)





A closer look at the employment base in the Town of Orleans shows that **a larger share of employment falls in 'Retail Trade', 'Arts/Entertainment/ Recreation', as well as 'Financial Activities'** sectors, when compared with the rest of the Cape - indicating that **Orleans is specialized in these sectors and exporting goods and services to consumers from outside Town**, and therefore importing additional spending and dollars from these consumers.

As such, Orleans should continue to build on its competitive advantages in these sectors.

In addition, while the rest of Barnstable County is experiencing significant growth **in 'Natural Resources','Construction' and 'Accommodation & Food Services', Orleans has significantly less than its "fair share" of jobs in these sector in County** - indicating that **Orleans may have an opportunity to expand its employment base in these sectors with the right infrastructure (see previous environmental challenges facing marine/fishing industry) and businesses**.

In order to analyze these differences between local and regional employment bases, Streetsense conducted a "fair share"/Location Quotient (LQ) analysis of each industry, calculated as the percent of the overall job base that the industry represents in Orleans divided by the percent of the overall job base that it represents in Barnstable County as a whole.

A "fair share" capture of 1.0 represents an industry that is just as well-represented in Orleans as it is in Barnstable County, while a capture above this threshold (greater than 1.0) represents an industry that is more concentrated in Orleans than it is across the County and a capture below this threshold (less than 1.0) indicates an industry that is underrepresented in Orleans.

The goal of this analysis is to identify differences, competitive advantages and disadvantages, and opportunities in the Town of Orleans, and not to imply that it can—or should—have the same distribution of employment as the rest of the County.

Source: All Primary Jobs - LEHD OnTheMap, Bureau of Labor Statistics (2019)

1 Calculated as the percent of the overall job base that industry represents in Orleans divided by the percent of the overall job base that it represents in Barnstable County as a whole

2 Industries in Dark Purple under "Recent County wide Growth" grew by more than 5%, while those in Light Purple decreased by more than 5% in the five years preceding COVID.

3 - The average annual wage for Construction in Cape Cod is $63,492 (based on 2019 Cape Cod CEDS Report) - 11% above the median wage of $56,290.

Legend

Orleans' Specialized Industries

Industries that Orleans may be able to capture employment in based on regional growth

Capture of County Employment

Element	Orleans Employees	Barnstable County Employees	Fair Share Capture[1]	Recent Regional Growth[2]
Natural Resources				
Agriculture, Forestry, Fishing & Hunting	3	229	0.32	+
Mining, Logging & Construction				
Mining, Quarrying, and Oil & Gas	0	81	0.00	+
Construction	198	7,184	0.68	
Trade, Transportation & Utilities				
Utilities	0	382	0.00	=
Wholesale Trade	66	1,595	1.02	
Retail Trade	845	12,392	1.68	
Transportation and Warehousing	5	1,652	0.07	
Information				
Information	30	1,478	0.50	-
Financial Activities				
Finance and Insurance	151	2,091	1.78	+
Real Estate and Rental and Leasing	56	1,216	1.13	
Prof. & Business Services				
Prof., Scientific, & Technical Services	225	4,769	1.16	+
Mgmt of Companies and Enterprises	3	463	0.16	
Administration & Support, Waste Mgmt & Remediation	124	3,722	0.82	
Education & Healthcare Services				
Educational Services	418	7,238	1.42	=
Health Care and Social Assistance	349	17,547	0.49	
Leisure & Hospitality				
Arts, Entertainment, and Recreation	214	3,155	1.67	+
Accommodation and Food Services	480	11,919	0.99	
Other Services				
Other Services (excl. Public Administration)	174	3,615	1.19	=
Government				
Public Administration	129	5,019	0.63	=
Manufacturing				
Manufacturing	96	2,109	1.12	+

Emerging Sectors in the Region

The Blue Economy & Its Impacts

The Blue Economy refers to activities that directly extract materials from our oceans, lakes, rivers, estuaries and various other bodies of water, or that are simply maritime-focused/water-dependent.

Dark blue industries include commercial fishing and aquaculture, seafood processing, port and harbor industries, boat dealers, navigation and nautical systems manufacturing, fish markets, marinas, water-based transportation, and national security such as the US Navy and Coast Guard.

Light blue industries include sand and gravel mining, manufacturing that relies on water access, artists and writers, museums and historical sites, and the hotels, restaurants, and other tourism-related accommodations that locate near coastlines.

Given the breadth of the blue economy, and the concentration of important blue assets in the Cape and Orleans, it is an incredibly important segment that will need to be protected and grown in the years to come.

Town	Total Landing Trips	Total Catch (in pounds)	Ex-Vessel Value (in dollars)
Orleans	3,174	1,218,701	2,661,203
Chatham	27,379	26,006,673	18,967,799
Barnstable-Hyannis	6,891	22,794,977	16,982,115
Provincetown	2,729	3,130,840	7,721,452
Harwich	1,287	1,527,386	3,218,701
Dennis	2,552	5,475,064	3,006,213
Falmouth	6,302	1,565,207	2,988,313
Eastham	1,558	517,215	1,250,591

Source: "Massachusetts Commercial Fishing Port Profiles". Massachusetts Division of Marine Fisheries, University of Massachusetts Boston's Urban Harbors Institute,Cape Cod Commercial Fishermen's Alliance, 2021 (based on 2018 Permitting and Statistics Data; ACCSP Data Warehouse).

	Barnstable County	Orleans
Total employees	15,938	740
Total businesses	13,838	72
Total revenue	$1,141,310,553	$53,901,808
	(or 14% of total business revenue)	**(or 13% of total business revenue)**

Source: Cape Cod Blue Economy Project: A Call to Action. 2017

The Dark Blue industries in Orleans are active across seven main harbors: Little Pleasant Bay, Mill Pond, Nauset Harbor, Pleasant Bay, Rock Harbor, The River, and Town Cove. Permitted commercial fisheries in Town include Lobster Pot, Shellfish (by hand), Clam Dredge, Scallop Dredge, Rod & Reel, Aquaculture, and For Hire/ Charter. However, in the last 10 years, the **number of non-trailered commercial fishing vessels has increased, and the number of trailered vessels has decreased because of shoaling (previously mentioned), resulting in a decline in the lobster and quahog fisheries**.

In order to mitigate the decline of Dark Blue economies, and the impacts that may have on light blue industries such as tourism and accommodation/food services, the **Cape Cod Commission recommends adding and enhancing existing landings and commercial fishing infrastructure such as, Bulkhead repairs, addition of hoisting boom, fuel service upgrade, dredging, ice, parking, aquaculture support, and more dock space**.

Leverage the Changing Nature of Retail & Hospitality

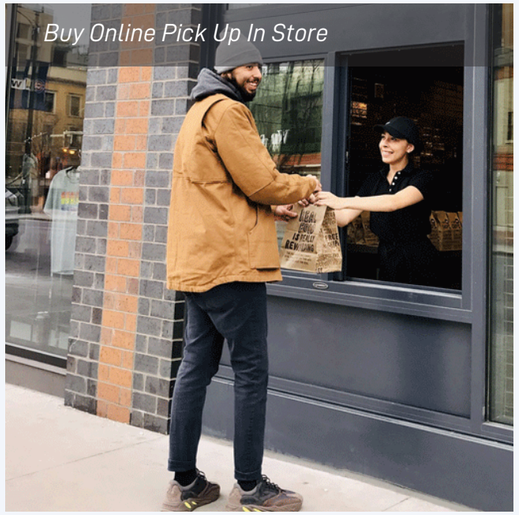
While the 2015 Orleans Village Center Market Study may have shown opportunities, or sales leakage, in retail categories such as Clothing & Accessories and General Merchandise, **the reality is that the retail and hospitality industries have drastically changed in the COVID-19 pandemic and will likely function differently in the years to come**.

Most importantly, the pandemic has accelerated significant changes in consumer preferences and lifestyles, altering the demand (frequency and size of purchases) for various types of goods and services, and therefore impacting the way that commercial real estate is being used.

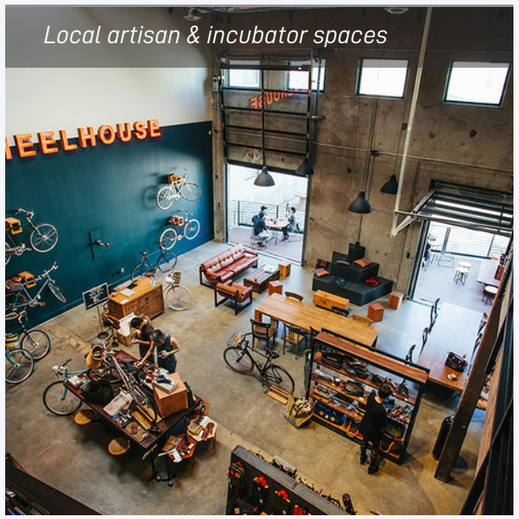
The following nation-wide trends indicate the growing move away from traditional brick-and-mortar retail in commercial districts to a wider set of uses that complement retail and that create unique in-person experiences that cannot be replicated digitally.

	Buy Online, Pick Up In Store	Health/Personal Care and Neighborhood Services	Local and Artisan	In-person Experiences & Connections
Change in Consumer Preference	Demand for buy online, pick up in store (BOPIS) has surged 40 % since the start of the pandemic. E-commerce volumes grew as much in the first quarter of 2020 as in the previous ten years.[1]	Health spending in the U.S. increased by 4.6% in 2019 to $3.8 trillion or $11,582 per capita.[2] In response, top U.S. retailers are quickly joining the healthcare industry, including Walmart, Walgreens and CVS.	Consumers' increased time spent at/near homes (following lock down/ work-from-home policies) has grown a Shop Local/ locavore movement in consumer spending. 56% of consumers are shopping in neighborhood stores or buying more locally sourced products.[4]	Although restaurants and entertainment venues have been hardest hit during the pandemic, consumer sentiments indicate that Americans are indeed missing the pre-pandemic dining experience and socializing. 60% of Americans polled have consistently said the activity they are most comfortable with is dining out.
Local Opportunities	In Main Street/Downtown corridors, smaller store footprints that can better accommodate seamless **customer pickup, micro-fulfillment, delivery services, and walk up windows** are increasingly showing growth opportunities. In auto-oriented/suburban locations, drive-through convenience for products such as groceries, and home improvement and supplies.	In 2019, nearly 28,000 shopping centers in the U.S. included healthcare tenants, up from about 21,600 in 2013.[3] 'MedTail' or health and personal care tenants including **doctor groups, dental groups, urgent care clinics, cosmetic/medical spa, yoga studios, gyms, and specialized medical services like kidney dialysis, mental health counseling centers, and holistic/alternative care centers** are looking for highly visible locations to ensure convenience for customers and to drive long-term brand loyalty.	**Artisan tenants (including galleries, maker spaces, incubator artist spaces/co-operatives, and even light manufacturing of consumer products**) have the potential to foster community pride, incubate local brands in micro units, drive credibility for the district, to flex as a space for workshop and events, and to serve as an income producer for challenged space. In fact, many of these spaces already exist in Orleans (including the artist cottages and Coastal Craft Co-op) and should be further supported to drive foot traffic to other businesses.	**Multidimensional, experiential destinations** draw a diverse spectrum of users and generate foot traffic, especially on weekday evenings and weekends. These spaces can also serve as alternative, flexible workspaces during the weekday. Encouraging social spaces that offer a variety of experiences will serve the needs of the community over a multitude of dayparts. These may be **outdoor public squares or alleys (with seating, seasonal farmers markets and events)**, or **indoor hybrid cafe/ bars, wine tasting rooms and lounges**.

[1] *"Retail Speaks: Seven Imperatives for the Industry". McKinsey & Company and Retail Industry Leaders Association, 2021.*
[2] *"National Health Expenditures, 2019: Steady Spending Growth Despite Increases in Personal Health Care Expenditures in Advance of the Pandemic". American Medical Association, 2020.*
[3] *CoStar 2020*
[4] *"How is COVID-19 changing the retail consumer? "Accenture 2020*


Buy Online Pick Up In Store

Medtail


Local artisan & incubator spaces

Multi-use, Experiential, Social spaces

Although Orleans has a large network of arts and cultural organizations and businesses in Town, there have been limited joint marketing and promotion efforts to create a critical mass of arts and cultural offerings that increase visibility to potential audiences/customers.

The Importance of Arts & Culture to Downtowns/Commercial Districts

The Creative Economy

Local arts and culture contribute greatly to the overall success of retail and tourism - two of Orleans' key industries - by **drawing audiences from larger trade areas** than traditional retail businesses as well as by **increasing dwell time for visitors**.

In fact, according to US Travel Association, 29.6 million travelers annually added extra time to their trip because of a cultural, artistic, heritage, or historic or event. Of those who extended their trip, 57 percent did so by one or more nights.

As previously mentioned, customers are also seeking in-person experiences when shopping in commercial districts and part of the experience may be created by local cultural events, public art installations, seasonal markets showing off local produce and wares.

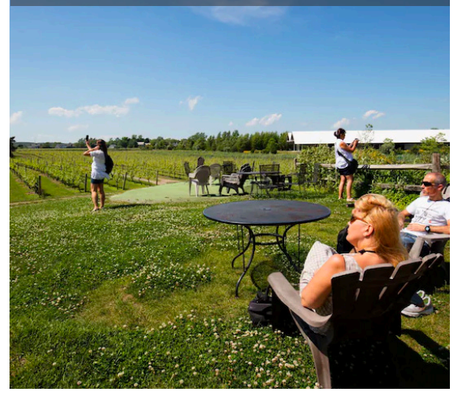
In 2015, the Commonwealth of Massachusetts saw $879,596,273 in cultural audience expenditures. On average, a resident cultural attendee spends $24.57 per person, per event - in addition to the cost of admission to an arts/cultural event. Non-local attendees spend nearly twice this amount, or $47.17 per person, per event. Arts/cultural event-related spending includes:

- Meals, Snacks & Refreshments
- Gifts/Souvenirs
- Clothing & Accessories
- Other/Miscellaneous
- Child Care
- Ground Transportation
- Lodging

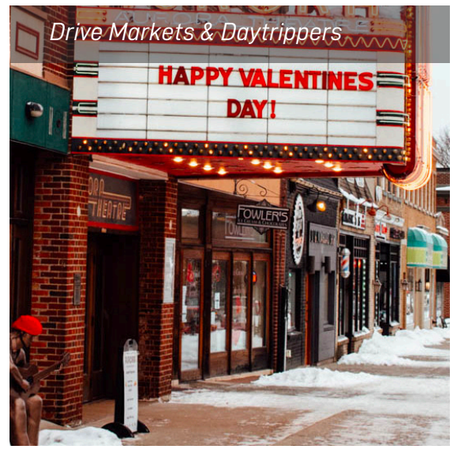
	Outdoor Recreation Travel	Drive Markets & Day trips	Hybrid Hospitality Hotels
Change in Consumer Preference	7.1 million more Americans participated in outdoor recreation in 2020 than in the year prior.[1] In fact, destinations with outdoor recreation assets such as beaches, marinas, parks, trails, farms, and ranches, saw record visitation and participation rates – especially amongst high-earning households.	Of the 28.1 million domestic visitor trips made to the Commonwealth in 2019, about a third originated from within Massachusetts and about half from within a 3-5 hour drive of the final destination in Massachusetts[2] (for example, from surrounding states such as Vermont, Rhode Island, Maine and Connecticut), or what is also known as 'Drive Markets'.	In Massachusetts, approximately 40% of adults live in households with at least one adult who worked remotely due to COVID-19. A task-time analysis and examination of Massachusetts sectors and occupations reveal that up to 32 percent of workers, or 1.4 million, could effectively work remotely in the long term.[3]
Local Opportunities	As outdoor recreation continues to be a key economic driver in destination markets like the Cape, downtowns and main streets have the opportunity to leverage spillover spending by limiting any friction for visitors traveling to and from outdoor recreation assets and commercial corridors. This includes enhancing **wayfinding/signage** and expanding **bike/pedestrian trails**. Furthermore, marketing efforts should tie the 'urban' and the 'outdoor' through **regional visitor itineraries** that align downtown events/ activities with peak outdoor recreation days, or through **marketing campaigns that resonate with eco-conscious or adventure-seeking audiences** that typically frequent outdoor recreation assets.	Drive markets are crucial in driving year-round visitation, including during off-peak seasons. These visitors, originating from about 3 hours away, can easily access the destination and are therefore more likely to travel for shorter, sporadic stays throughout the year. In order to increase desirability for travel during off-peak seasons, destinations need to focus **marketing, promotion, and events for special occasions** (e.g. winter events for traditionally summer destinations) or for **off-peak extended weekend stays**.	According to Colliers International[4], turnover could be increased by up to 20 percent where hotels provide office spaces that enable co-working and interaction. As such, a large number of international and local hospitality brands are growing supplementary business models that align with the **off-peak rhythm of hotels by offering spaces for co working in hotel lobbies, mezzanines, and on-site restaurants/coffee shops**.

[1] *"2021 Outdoor Participation Trends Report". Outdoor Industry Association, 2021.*
[2] *"TravelStats Newsletter". Massachusetts Office of Travel & Tourism, 2019.*
[3] *"Preparing for the Future of Work in the Commonwealth of Massachusetts" Mckinsey & Company, 2021*
[4] *"Hotels to Work In - A Hybrid Offering" Colliers International, 2020.*

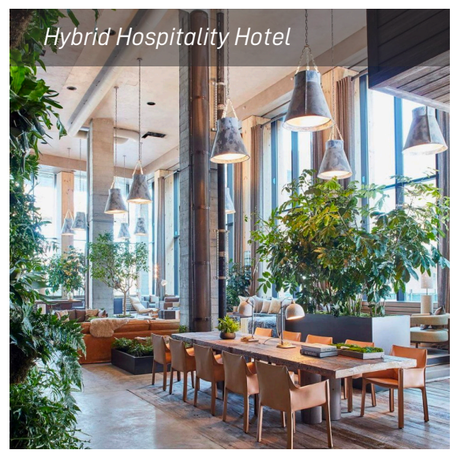
Nature and Outdoor Recreation



Drive Markets & Daytrippers



Hybrid Hospitality Hotel



Leverage Seasonal Visitors and Grow Year Round Residents

As previously highlighted in the Town's Village Center Market Study (2018), **the non-residential customer segments are incredibly important to maintaining the current levels of retail and restaurant businesses in Orleans' commercial districts**.

In the Study's Primary Trade Area (consisting of the Towns of Orleans, Brewster, and Eastham), the **annual sales of businesses were approximately $165 million more than the expenditures of the year-round residents** in all three towns. In other words, the amount of existing retail and restaurant space in the primary trade area exceeds what may be supported by year-round permanent resident expenditures by approximately 450,000 SF, and is heavily reliant on spending from visitors.

The limited year-round local resident customer base is in large part due to a high share of seasonal home owners.

Town	2021 Estimated Total Housing Units	Share of Year-Round Occupied Housing Units
Orleans	5,307	54%
Eastham	6,059	41%
Brewster	8,322	57%
Wellfleet	4,559	32%

Source: Claritas 2021

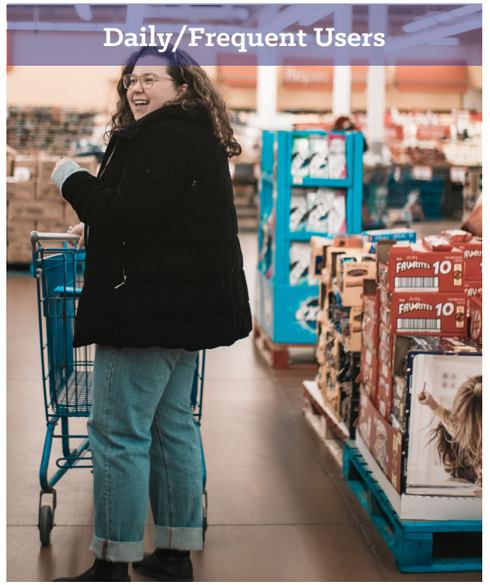
The reality is that the **over 10,000 total seasonal homes (including those in Orleans, Eastham, and Brewster) and formal lodging rooms** (including hotels/motels/B&Bs in Orleans only) that create overnight visitor stays in the area **constitute a large share of unique customers for businesses in Orleans**. By conservative estimates, the available accommodation options may generate over 400,000 overnight visitors annually.

Given the size/scale of this customer segment, it is important that businesses in Orleans fully **leverage its spending power during peak seasons through enhanced marketing/promotion efforts and/or extended visitor seasons**.

Concurrently, to match up with spending contributed by overnight visitors, the **year-round resident customer base will need to substantially be grown** to viably support existing businesses in Orleans.

Without action, retail spaces are likely to see increased turnover and higher rates of low productivity tenants, or conversion of spaces to non-retail uses.

Daily/Frequent Users

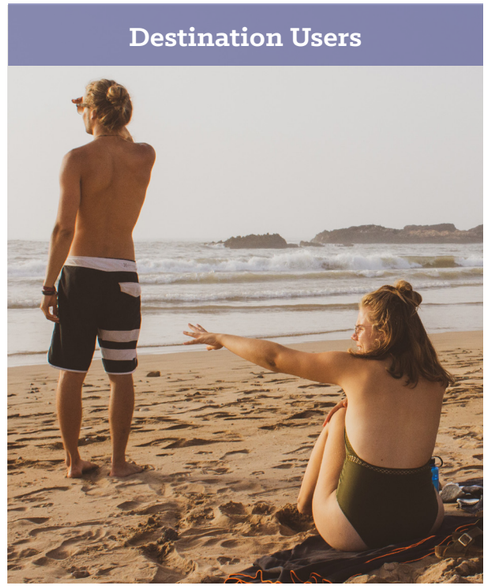


Total Annual Number: **12k**

Total Annual Expenditure: **$272.4 million**

- Year-round residents and workers - 95% White, median income $77k, more than 80% of households with no children under the age of 18, median age of 61
  - **Key categories of purchase for residents**: groceries, household supplies, general merchandise, and neighborhood services (clothing repair, medical/healthcare/ wellness, veterinary)
  - **Key categories of purchase for workers**: Food away from home (lunch and after work dining), groceries and household supplies

Destination Users



Total Annual Number: **424k**

Total Annual Expenditure: **$314.6 million**

- Second home owners - longer stay, 1-3 times a year
  - **Key categories of purchase**: groceries, household supplies, general merchandise, and neighborhood services (clothing repair, medical/healthcare/ wellness, veterinary)
  - Additionally, high spend on local arts & culture
- Vacationers - shorter stay, hotel/motel/ inn/short tern rentals
  - **Key categories of purchase:** Dining out, entertainment and recreation (arts/culture/unique experiences), novelty goods/souvenirs,

Source: Streetsense 2021

Administrative Capacity

E

A Zoning Framework that Supports Mixed Use Neighborhoods

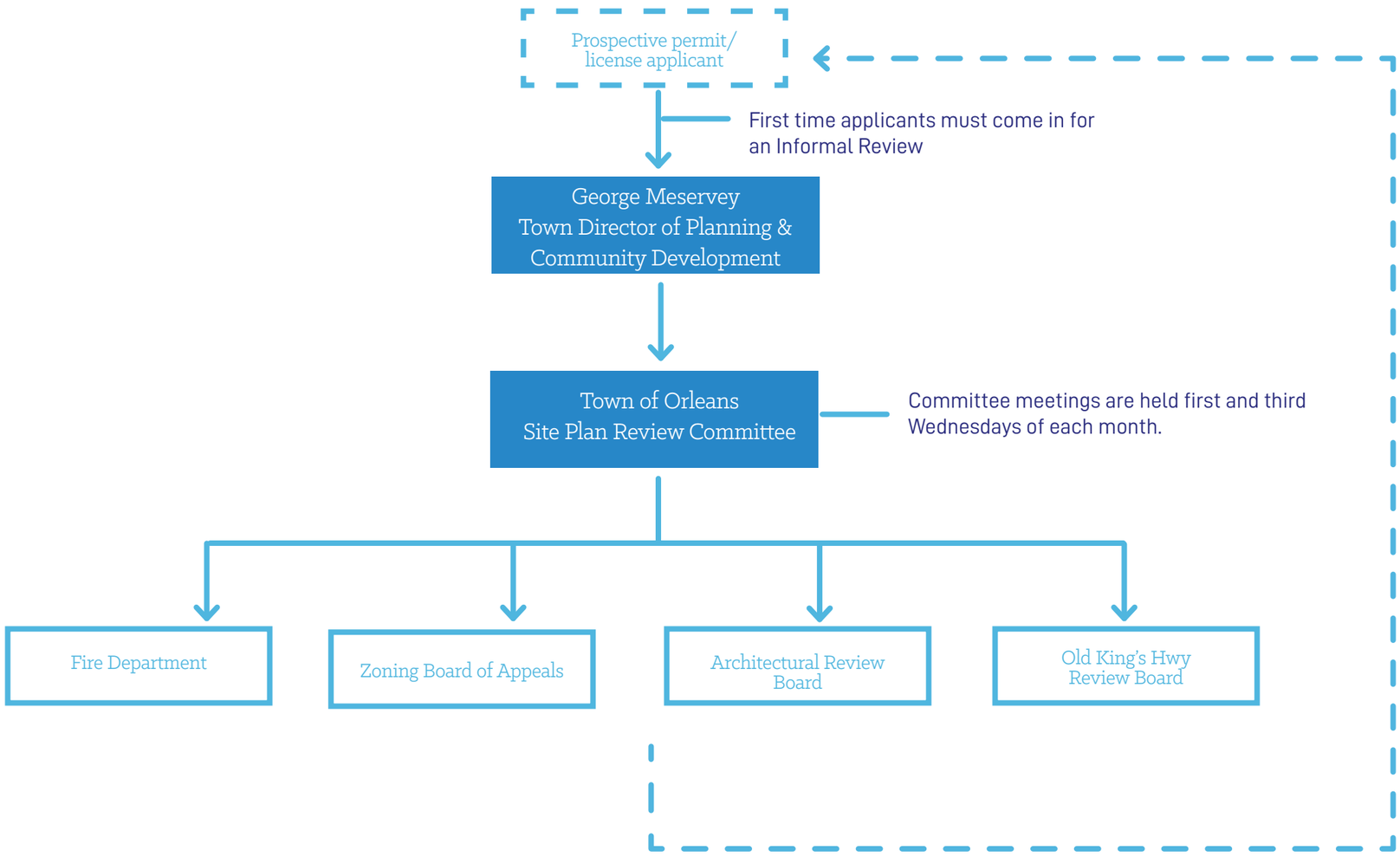
The Town of Orleans' primary economic clusters - with the exception of the Finlay Industrial District - are **currently zoned to support a mix of uses that are residential, industrial, retail trade and professional services in nature**. This comprehensive and flexible zoning framework **allows properties in highly visible and accessible sections of Town to respond appropriately to fluctuating market demands over time** - whether it be shrinking retail markets or growing demand for mixed housing types.

While the Town's zoning framework for its economic clusters is a much sought-after model amongst many communities, its **'Use' definitions remain inconsistent across different zoning districts and should be improved to be easily interpreted by general readers**, including business owners and tenants, so as to support the growth and entry of businesses in Town.

Uses	Village Center District	General Business District	Limited Business District	Rural Business District	Industrial District	Marine Business District
RESIDENTIAL/NEIGHBORHOOD CHARACTER						
Multiple dwelling units (but not detached)	Permitted	Permitted			Prohibited	
Religious Uses	Permitted	Permitted			Permitted	Permitted
Educational uses	Permitted	Permitted				Permitted
Detached residential dwellings	Require Special Permit	Require Special Permit			Prohibited	Permitted
Residential uses	Permitted	Permitted	Permitted	Permitted	Prohibited	Permitted
Dwellings in structures used for commerce	Permitted	Permitted			Require Special Permit	Permitted
Convalescent homes	Permitted	Permitted				
Places of assembly	Permitted	Permitted				
INDUSTRIAL/MANUFACTURING CHARACTER						
Agricultural uses	Permitted	Permitted	Permitted	Permitted	Permitted	Permitted
Accessory uses for livestock			Require Special Permit	Permitted		
Industry and light manufacturing	Require Special Permit	Require Special Permit				
Newspaper printing	Permitted	Permitted			Permitted	
Communication buildings and appurtenances	Permitted	Permitted	Require Special Permit	Prohibited		
Service or public utilities	Permitted	Permitted	Require Special Permit	Prohibited		
Maritime related retail and wholesale uses						Permitted
Marinas	Permitted	Permitted	Require Special Permit	Permitted	Permitted	Permitted
Warehouse					Permitted	
Self Storage/Storage					Permitted	
COMMERCIAL DISTRICT CHARACTER						
Retail sale of gardening and agricultural products	Permitted	Permitted	Require Special Permit	Prohibited	Permitted	
Variety of Retail uses	Permitted	Permitted			Require Special Permit	
Specific retail uses	Require Special Permit	Require Special Permit	Require Special Permit	Permitted		
Gift shops	Permitted	Permitted	Permitted	Permitted		
Less intensive commercial uses			Permitted	Require Special Permit		
Restaurants with entertainment and alcohol serving	Permitted	Permitted	Require Special Permit	Prohibited		
Restaurants that do not serve alcohol	Permitted	Permitted				Permitted
Fast food establishments	Prohibited	Prohibited	Prohibited	Prohibited	Prohibited	Prohibited
Hotels and motels	Permitted	Permitted	Permitted	Prohibited		
Places of amusement					Prohibited	
Private clubs			Permitted	Prohibited		
Offices	Permitted	Permitted	Permitted	Permitted	Permitted	
Commercial buildings			Permitted	Permitted		
Hospitals	Permitted	Permitted				
Filling stations	Permitted	Permitted				
Drive-ins, drive-throughs, and other facilities serving autos	Prohibited	Permitted				
Open Air art business	Require Special Permit	Require Special Permit	Require Special Permit	Require Special Permit		
Formula-based restaurant	Require Special Permit	Require Special Permit	Require Special Permit	Require Special Permit	Require Special Permit	Require Special Permit

A One-Stop Permitting Shop

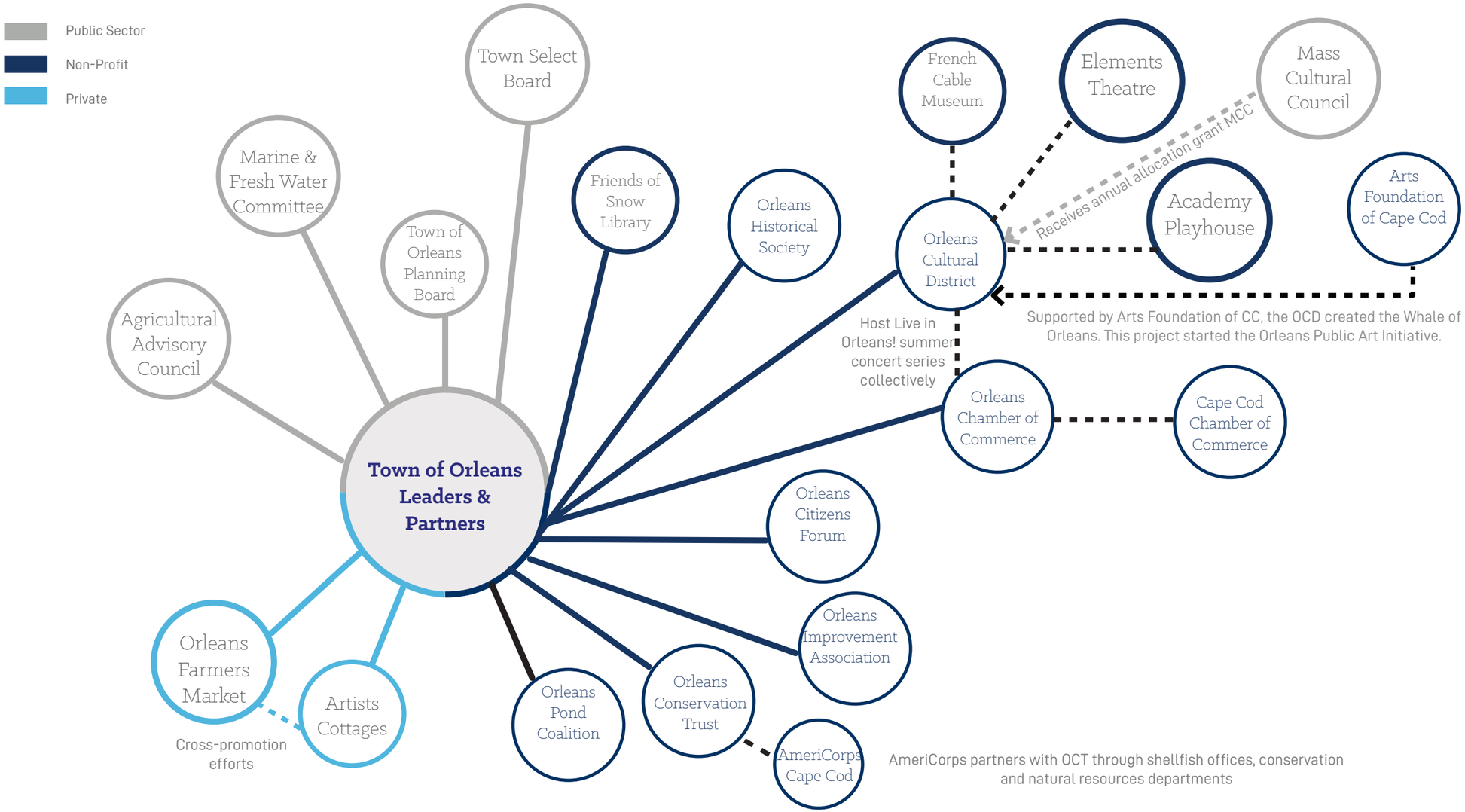
At this time, the Town's Director of Planning currently serves as business ombudsman and gatekeeper of permit applications.



Complex web of economic development actors in Town

Despite the breadth of actors steering efforts towards community and economic development, there is currently a missing individual or entity acting as the Town's leader in economic development, advancing a common vision and Town goals for economic development and coordinating efforts across the various community-based groups. In the past, this has resulted in either gaps in promotion efforts, competition for audiences, and an unclear brand position for the Town.

Note: The Town's Village Center Market Study report similarly notes this lack of leadership and managing entity for economic development efforts - whether focused on downtown or across Town.



Comparing resource and capacity across community-based organizations

Although there is a wide landscape of individuals and organizations working to drive economic development in Orleans, many of these organizations are limited in resources and capacity. In fact, most organizations in Town are run by part-time and volunteer staff.

Organization	Type	Key Initiatives/Functions	# of Staff	Average Membership Cost	Size of Budget/ Revenue	Key Funding Sources
Orleans Cultural District	Non-Profit	Public art, cultural events, historic restoration	1	N/A	Small	Mass Cultural Council grants
Orleans Chamber of Commerce	Non-Profit	Business promotion, events, and networking	1	$305	Small	Membership dues, Town contribution
Hyannis HyArts Cultural District	Public	HyArts Artists Shanties, arts and cultural activities	1	N/A	Large	Town budget, revenue from Artist shanties, Mass Cultural Council grants
Provincetown Chamber of Commerce	Non-Profit	Tourism marketing, promotion, events, and business networking	2	$335	Large	Provincetown Tourism Fund (consisting of 35% of local room tax receipts, or about $700k)
Chatham Chamber of Commerce	Non-Profit	Business promotion, events, and networking	2 (visitor center: 10 staff)	$270	Medium	Membership dues
Wellfleet Chamber of Commerce	Non-Profit	Business promotion, events, and networking	-	$235	Small	Membership dues

Source: Streetsense (based on multiple Town budget reports, organizational annual reports, membership fee brochures, etc.)

Small <$100k
Medium $100-200k SF
Large $200k<

Compared with other community-based organizations in the region, the Orleans Cultural District operates with a smaller budget and capacity - limiting its ability to lead key efforts/initiatives that may drive economic development in town. Although the Orleans Chamber has a large budget that is comparable to other successful markets such as Hyannis and Provincetown, it can only focus on efforts that directly benefit its members due to its high fee structures.

Given these organizational challenges, The Town of Orleans will need to consider funding a paid, full-time steward of economic development who can steer and align efforts of existing organizations, as well as fill gaps in services (including business development, town branding and marketing, and workforce development initiatives).

F

Upcoming: Economic Development Plan

TOWN OF ORLEANS
ECONOMIC DEVELOPMENT PLAN
DIAGNOSTIC REPORT
FEBRUARY 02, 2022

FOR MORE INFORMATION, VISIT:
https://www.town.orleans.ma.us/planning-department/pages/economic-development-plan-2021