

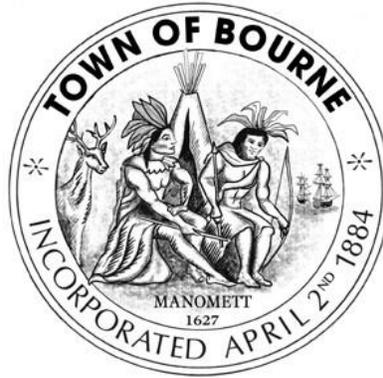
TOWN OF BOURNE



LOCAL COMPREHENSIVE PLAN

REVISED 2019

Approved at Special Town Meeting October 28, 2019
Certified by the Cape Cod Commission December 5, 2019



TOWN OF BOURNE

LOCAL COMPREHENSIVE PLAN

REVISED 2019

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* * *

Comments, suggestions and ideas related to this
Local Comprehensive Plan
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DEVELOPMENT OF THE PLAN

BOURNE PROFILE

Town Government

Open Town Meeting (Quorum: 125 Registered Voters)
 Five-member Elected Board of Selectmen
 Town Administrator Appointed by Selectmen

Historic Origin

First English Settlement in 1627 as part of Sandwich
 Incorporated as a Town in 1884

Physical Size and Land Use

Total Land Area: 26, 240 Acres (40.65 Square Miles)
 Joint Base Cape Cod: 10,238 Acres (incl 749-acre National Cemetery)
 Residential Land Area: 5,250 Acres
 Commercial/Industrial Land Area: 632 Acres
 Mixed Use Land Area: 61 Acres
 Public/Semi-public/Tax Exempt: 14,911 Acres
 Fresh Water Area: Approximately 300 Acres
 Shoreline: Approximately 54 Miles

Population

Year-round Residents: 20,501 (Winter 2018 Town Census)
 Seasonal Peak Population: Estimated 40,000
 Population Density: 504 Persons per Square Mile
 Median Age of Permanent Population: 48 (Massachusetts: 39)
 Persons Age 65 and Over: 21.6 Percent (Massachusetts: 16.2 Percent)

Economics

Total Assessed Value in 2018: \$4,469,763,220
 Median Household Income: \$70,304 (Massachusetts: \$70,954)
 Per Capita Income: \$37,042 (Massachusetts: \$38,069)
 Poverty Rate: 9.7 Percent (Massachusetts: 10.4 Percent)

Housing

Total Housing Units: 11,510
 Seasonal Housing Units: 2,626 (22.8 Percent of Total Units)
 Affordable Housing Units: 705 (8.2 Percent of Year-round Units)
 Median Price of All Single-family Houses Sold in 2018: \$421,869
 (Note that this number is highly skewed by a few sales of waterfront estates;
 a more realistic median for year-round dwellings is estimated at \$300,000.)

Open Space

Protected: 14,269 Acres (54.4 Percent)
 Town Owned: 2,152 Acres (8.2 Percent)
 Federal & State Owned: 11,096 Acres (42.3 Percent)

BOURNE'S LOCAL COMPREHENSIVE PLAN

The Local Comprehensive Plan provides a road map to the future the Town of Bourne. It is comprehensive in that it addresses all of the major community issues facing the town, with broad statements of goals, policies, and key actions to address each issue area. It is not intended to be an encyclopedia of statistics and proposals for every issue. Detailed information on most issues can be found in links and references provided throughout the plan to more in-depth studies and reports.

Bourne's first Local Comprehensive Plan (LCP) was certified by the Cape Cod Commission in 2007 subject to revisions that were made by Town Meeting in May 2008. That first plan was unusual in several ways. It represented five years of diligent work by a nine-member committee; it was adopted by unanimous vote of Town Meeting; and it has worked as intended.

There are several reasons Bourne's plan worked so well. First, it was focused on policies, with action items derived from those policies. Second, it was drawn from the grass roots by asking town officials, department heads, and committees what issues they were facing, how they would ideally resolve those issues, and what they saw as realistic solutions to those issues. And finally, it was presented as a slim and concise document that is easy to read and understand.

Because this format has worked so well, no major changes have been made in the structure and format of the revised plan. Most of the original goals and policies have remained unchanged. Action items, however, received a thorough review and updating. Many of the action items in the original plan have been completed or are in process. And many new ideas and changes have arisen in the years since the original plan was adopted.

Public outreach during development of the revised plan included an interactive website, several public workshops, and a community survey, as well as a required public hearing. Announcements and progress reports were made on the website, in local newspapers, on Bourne Facebook pages, and by email to the many people who had participated in earlier planning programs and workshops.

Work began on the revised plan with the appointment of a Local Comprehensive Plan Committee by the Bourne Planning Board in May 2018. The town then engaged the services of Planning Consultant Wesley Ewell to assist the committee with compiling and writing the revision. The revised plan was created in cooperation with staff of the Cape Cod Commission, approved by Town Meeting on October 29, 2019, and certified by the Commission on December 5, 2019.

This plan serves as a guide to town officials, boards, and committees. It is essential for bringing state and federal grants to Bourne. And it offers a clear vision of the kind of town Bourne residents want as a place to live, work, shop, and enjoy.

WHAT'S NEW IN THIS REVISION

Bourne's original Local Comprehensive Plan addressed fourteen issue areas ranging from growth management to economic development. This revised plan adds three new issue areas to address concerns such as education, energy, and threats posed by a changing climate. As before, the revised plan evolved out of concerns and visions of the people who are working most closely with each of the issue areas.

This revision separates the former *Environmental Protection* section into two sections: *Wildlife and Plant Habitat* and *Wetland Resources*, in order to be more consistent with the Cape Cod Commission's revised Regional Policy Plan. Similarly, the former *Economic Development* section is now covered by two sections: *Economy* and *Energy*.

The earlier section on *Growth Management* has been dropped, reflecting changes in the Regional Policy Plan and recognition that the growth spurt experienced by Bourne and other Cape towns between 1970 and 1990 has abated and that growth has been relatively flat in recent decades. A statement of *Growth Policy*, a *Buildout Analysis*, and a *Vision Statement* are included in this plan, however.

This plan includes sections on *Human Services* and *Education*, although these subjects are not required by the Cape Cod Commission and not included in the Regional Policy Plan. Bourne is the only Cape Cod town with a college that offers Bachelor and Master Degrees, and one of only two Cape towns with a Technical High School, so education is an important part of Bourne's economy and its social structure.

Both the original Bourne plan and this revision include *Recreation* as a separate section. The regional plan addresses recreation only as a sub-category of open space, even though the multitude of recreational opportunities enjoyed on Cape Cod sustain the regional economy and may be the primary reason why most people choose to vacation, visit, or live here.

The revised plan is more closely aligned with the Regional Policy Plan than was the original Bourne plan. At that time the regional plan was heavily oriented toward growth control and environmental protection, while Bourne was more concerned with encouraging growth in downtown Buzzards Bay and expanding infrastructure to accommodate that growth. The regional plan is now more balanced between economic development and environmental protection, and the Commission has strongly supported Bourne's plans in recent years.

Both this plan and the latest regional plan address the same issue areas and group the issues into three major categories: *Natural Systems*, *Built Systems*, and *Community Systems*. This format will make it easier for users of the plan to quickly find the information they seek, and to focus on their specific areas of interest.

And finally, this revision includes in its Appendix a table listing the action items from all of the issue areas showing what agencies or committees are responsible for carrying them out, anticipated time lines for completion, and relative priorities. This Table of Action Items is an update and revision of a table created by Town Planner Coreen Moore in 2013 for the original plan. It is also accessible in searchable form through the town website.

A BRIEF HISTORY OF BOURNE

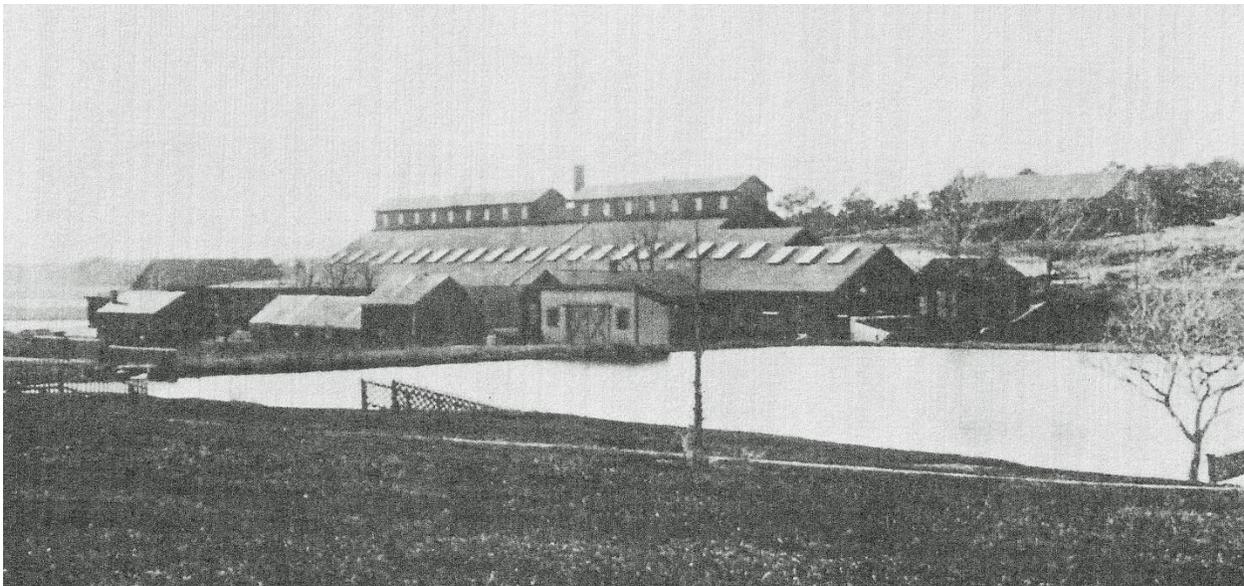
Although Bourne is the youngest town on Cape Cod, having split from the Town of Sandwich in 1884, it has a rich and fascinating history. By the time of the Civil War the area that would soon become Bourne had grown into a major industrial center and its residents reportedly did not want to travel all the way to Sandwich to conduct town business.

The first European presence was felt in this area shortly after the Pilgrims established Plymouth Colony. Within a few years the Colony was trading with the Dutch settlers of New Amsterdam, meeting near what is now Bourne Village. In 1627 they built a trading post at Aptuxet, a replica of which sits today on the original foundation.

For thousands of years before that time, the upper Cape was the summer fishing and hunting grounds of the indigenous people now known as the Herring Pond Tribe of the Wampanoag Nation. For the next 200 years the area continued to be lightly populated by farmers, loggers and fishermen. The only industries of note were the Herring River Grist Mill, which opened in 1695 to process the grain grown by local farmers, and the salt works on Mashnee Island.

In 1821, however, the Bournedale Iron Works began business, marking the beginning of the area's industrial revolution. A year later the Pocasset Iron Company was established at the head of the Pocasset River on County Road. In 1825 the Boston and Sandwich Glass Company began making decorative glass products, and in 1826 the Keith and Ryder wagon company began building farm wagons and prairie schooners for sale to pioneering families moving west.

With the arrival of the railroad in 1847, the area's industrial development turned serious. The Pocasset Iron Company became the Tahanto Iron Company and expanded into a large factory that dominated the local landscape. You can still see remnants of the water works that supplied this industrial center throughout the Four Ponds Conservation Area off Barlows Landing Road.



A rare 1850 photo from the Bourne Historic Archives of the Tahanto Iron Company looking northwest from County Road. The pond remains but all the structures are gone.

Keith and Ryder moved from South Sandwich to the area now known as Sagamore and began building railroad cars under the name of Keith Car and Manufacturing Company. By the turn of the twentieth century, it had become one of the world's largest manufacturers of railroad freight cars, extending two miles along the Scusset River.

The glass works was located on the Cape for its abundant forests that would fuel the furnaces and refractories. By the time Bourne split from Sandwich in 1884, however, the upper Cape and Plymouth area had been stripped of most of its trees.

Three of the earliest trails on Cape Cod still exist as local roads in Bourne. Sandwich Road, County Road, and Turpentine Road all appear on a 1627 map. Turpentine Road, which is now located within Joint Base Cape Cod, was named for a factory that produced pine tar products for shipbuilding and for refinement into turpentine. This company began operations in 1850 but disappeared along with the trees by 1900.

Construction of the Cape Cod Canal in 1914 was undoubtedly the most significant event in Bourne's history, but turned out to be of far less value to the town than its promoters imagined. The stated purpose of the canal was to provide a safe route for ships and barges carrying goods up and down the coast. Bourne officials, however, welcomed the canal as a catalyst for new industrial development. This photo shows the railroad bridge under construction in 1933.



The Canal not only failed to bring new industry to Bourne, but also cut through the middle of the Keith factory complex and separated Bournedale from the railroad, which was relocated to the south side of the canal. It did succeed as a safe shipping route, however, and in the 1930's it was enlarged and realigned into the channel that you see now.

The need for a canal was first suggested by Myles Standish, who realized that joining the Scusset and Manamett Rivers would save time and provide a safer passage for trade. The first known plan for the Cape Cod Canal was recorded in 1676, nearly 240 years before it actually opened. A century later, in 1775, George Washington ordered a survey for the canal, and over the next 139 years many plans were drawn and false starts made before Cape Cod Bay and Buzzards Bay were finally connected by water.

The incorporation of Bourne in 1884 also marked the beginning of the summer tourist industry. The railroad had made it possible for wealthy families from Boston to get to the shore quickly and conveniently. From the early 1870's to the late 1920's huge "cottages" were built on every promontory from Taylor's Point to Scraggy Neck. These summer houses often made today's "trophy homes" look puny by comparison. These houses were usually built on the upland areas. At that time, only the poorest people lived right on the shore. One exception, and one of the smaller "cottages", was Gray Gables, President Grover Cleveland's summer white house.

Bourne's most recent historic era revolves around the military, which dominated the town's economy and culture for nearly a century, beginning in 1911 as a National Guard training center, and expanding in 1935 when the Army began building Camp Edwards. Joint Base Cape Cod still occupies about 39 percent of Bourne's land area and is home to the Massachusetts National Guard, the Coast Guard's Air Station Cape Cod, an Air Force radar facility and cyber security lab, and the Veteran's Memorial Cemetery.

Buzzards Bay Village first began to develop when the railroad arrived in 1848. The Village quickly became a major transportation center, hauling freight from the many industries in the area, and bringing passengers to the shore.



Buzzards Bay reached its peak of activity during the military years from 1911 to 1945. The soldiers going to and coming from Camp Edwards traveled by train. Buzzards Bay provided the closest place for soldiers on liberty to go. Postcards and photos from those years show a very busy Main Street, crowded with cars and people. They also show that nearly every storefront was a tavern, hotel, restaurant, or other place of entertainment.

Buzzards Bay is now enjoying a renaissance as Bourne's Downtown. With the Massachusetts Maritime Academy and a revitalized town park at one end, and the Town Hall, Hampton Inn, and Veterans Memorial Community Center near the other end, new businesses are opening in renovated buildings. A 100,000 gallon per day wastewater treatment facility will enable more redevelopment and new construction, creating a town center where residents can live, work, shop, and play without having to drive someplace else.

Today Bourne is in a period of transition. Summer houses continue to be built, while others are being converted to year-round second homes or retirement homes. New subdivisions have been built to suburban standards for commuters to metropolitan Boston. The military presence is fading as the country's strategic plans shift from soldiers to high-tech arms and equipment. Bourne is becoming a self-sustaining community of high-tech industries, educational facilities, local businesses, and homes. Our challenge today is to guide that transition so that the Town of Bourne, with its many villages, remains a delightful place to live and work.

SWOT EXERCISE

Bourne signed a Community Compact with the Commonwealth of Massachusetts on January 12, 2017 to support a town-wide assessment of the town's economic strengths and weaknesses, as well as the external opportunities and threats facing the community. The goal of this effort was to update the economic development section of the Bourne Local Comprehensive Plan and provide a roadmap for future economic development efforts and related investments. The results also apply to many other areas of the LCP, including transportation, recreation, housing, coastal resiliency, and community design.

To engage Bourne residents in the development of this vision and strategy, two community workshops were held on November 16, 2017 to initiate specific discussions with residents on Strengths, Weaknesses, Opportunities, and Threats (SWOT). Workshops were scheduled both day and evening in order to make it possible for more people to participate. Following is a list of the most prominent items identified by participants of both workshop sessions. A full report of their findings is available from the Town Planner's office.

Strengths

- The coastline—its length, beauty, and opportunities for recreational use.
- Massachusetts Maritime Academy, as it makes Bourne a “college town”.
- Bourne's location relative to Boston, Providence, and the airports.
- Volunteers who bring valuable skills and experience to town boards and committees.
- Revitalization efforts coming to fruition in Downtown Buzzards Bay.

Weaknesses

- Heavy traffic passing through town to other locations on the Cape and Islands.
- Narrow and aging bridges crossing the canal.
- Limited public transit.
- Limited amount of affordable and workforce housing.
- Antiquated zoning in village centers.

Opportunities

- Excellent access to metropolitan areas for commuters.
- Ideal location for hydro-technology companies related to Woods Hole institutions.
- Possibility of better integration of town interests with those of MMA and UCT.
- Pent-up demand for development needing infrastructure.
- Underutilized commercial and industrial area.

Threats

- Competition for housing by second home market.
- Increasing traffic volume and congestion year-round.
- Environmental threats from global climate change.
- Lack of local control over highways and the canal bridges.
- Potential loss of service from the electrical grid.

PLANNING WORKSHOP

The LCP Committee and planning staff held a public workshop on Saturday, October 27, 2018. Despite a nor'easter that brought heavy rain and wind that morning, more than 40 people participated. After opening remarks by Planning Board Chairman Elmer Clegg and LCP Committee Chairman Steve Strojny, a slide show of the SWOT workshop results was shown.

A lively discussion followed a coffee break, and many useful suggestions and ideas came out. Participants then ranked a list of issues facing Bourne, using colored dots to indicate which issues they believed to be the highest priority, secondary priority, third, and fourth. Each participant was given four each of four different colors of sticky vinyl dots to place next to the major issues facing Bourne listed on poster boards.

Water Quality came out clearly as the most important issue. This issue was not separated into its components because, whether it's coastal water or groundwater, they are closely related. Expansion of wastewater treatment is also closely related and crucial to water quality, but did not score as high in the ranking.

Traffic and transportation issues appeared in eight of the next ten issue areas. All of these issues were addressed in the original LCP, and all have received attention in the ensuing years. Unfortunately, most traffic and transportation issues are controlled by State or Federal agencies that move very slowly, and over which the town has little control.

Downtown Buzzards Bay and Economic Development remained high on the list as two of the top ten issues. Employment Opportunities and Medical Facilities scored surprisingly low, however, with unemployment levels at record lows, and a broad variety of medical services now available in the Five Corners neighborhood of Bourne Village.



Town Administrator Thomas Guerino speaks at the Planning Workshop - Photo by Coreen Moore

COMMUNITY SURVEY

In an effort to poll a larger audience and a broader age representation, a community survey was created using an online polling service. Links to the survey were posted on the LCP website and printed in the local newspapers. The key to reaching younger residents who often do not have time to attend weekend workshops was graciously provided by the Bourne School Department, which emailed the survey link to its parent and teacher mailing list.

More than 760 persons answered most or all of the questionnaire, 93 percent of whom were year-round Bourne residents. Slightly more than 40 percent work in Bourne, and a similar number work out of town. Twelve percent were Bourne business owners. More than one-third of the respondents have children in the Bourne school system. About 45 percent of the responses came from people under 50, so the survey was successful in reaching a broad range of age groups. Response by age closely follows the age breakdown of Bourne's adult population. The geographical spread of responses covered all of Bourne's villages, with none seeming to be more dominant than others relative to their size.

Participants were asked to rank a list of 34 issues facing the town, marking them as either Most Important, Important, Somewhat Important, Least Important, or Not a Concern. Water quality came out on top, as it had in the October workshop, and transportation issues similarly ranked high on the list. There were some surprises, however, with education coming in very high, and economic issues rising into the higher ranks.

A series of more specific questions each suggested four broadly stated responses to how Bourne should approach ten issue areas that ranked high at the workshop. On water quality, a majority endorsed extending sewer service to existing neighborhoods. On traffic congestion, most said to eliminate rotaries and other obstructions to traffic flow rather than increasing road capacity. A strong majority favored replacing the canal bridges with new spans in the same general location or adding twin spans next to the existing bridges.

Economic development was strongly supported with respondents endorsing the policy of encouraging locally-owned businesses over chains, expanding business zones to encourage increased economic development, and inviting new businesses locate in Bourne. On-going efforts to revitalize Downtown Buzzards Bay garnered strong support, including offering additional incentives to encourage private development and business.

The question of affordable housing got mixed responses ranging from expanding requirements for private developers to include affordable units to letting the housing marketplace find its own balance. Allowing and encouraging mixed-use buildings with residences, offices, and shops in village centers garnered strong support, while establishing an historic district commission to monitor and guide land uses in villages was not favored.

Because the survey was self-selecting, that is: answered only by those who make an effort to respond, it risked not being representative of the entire community. The high number of participants, however, lends statistical strength to the results, meaning that we can confidently assume that the responses received represent the opinions of the entire town.

REGIONAL COOPERATION

Bourne's planning staff and consultant have worked closely with the Cape Cod Commission staff to assure that the revised plan remains consistent with the Commission's Regional Policy Plan, as well as with its more specialized studies and plans. The Commission staff has been most helpful in providing background studies and data, and actively participating in Bourne's public outreach efforts. The planning staff and consultant also met with planners in each of the four towns abutting Bourne: Falmouth, Sandwich, Plymouth, and Wareham.

Common issues facing Bourne and Wareham are wastewater, traffic, and coastal resiliency. Of these, only wastewater is currently being discussed between both towns. The Buzzards Bay Coalition is leading a plan to divert the Wareham plant's treated effluent to the canal by running a discharge pipe along the railroad right of way to Massachusetts Maritime Academy, which currently has a canal discharge. The Towns of Bourne, Plymouth, and Marion, along with the Academy, have been cooperating in a feasibility study led by the Coalition.

Traffic is the second biggest concern shared by Wareham and Bourne. All traffic heading to the Cape and Islands on Routes 25, 28, and 6 passes through both towns. Both Wareham and Bourne are members of the Metropolitan Boston Transit Authority and expect to eventually see commuter rail service extended at least to Buzzards Bay.

Although Plymouth and Bourne share a long border, much of it is area that is protected from development. The Cedarville/Sagamore Beach border, though, is an area where spreading commercial development might require coordination between the towns. Traffic in the area is of particular concern, especially the intersection of State Road and Herring Pond Road.

The Buzzards Bay watershed extends well into Plymouth, and sits over a sole source aquifer that serves both towns and needs additional protection. A South Plymouth neighborhood of 450 dwellings on small lots with onsite septic systems is located within the Buzzards Bay watershed between Route 25 and Head of the Bay Road and drains directly into Buttermilk Bay. Plymouth and Bourne are working with Wareham and the Maritime Academy on the Buzzards Bay Coalition's initiative to expand the capacity of the Wareham wastewater treatment facility and eventually sewer the South Plymouth neighborhood and residential areas of Buzzards Bay.

Community issues shared by Bourne and Sandwich include traffic, especially the canal bridges, coastal erosion, and wastewater treatment. Although Bourne's common border with Sandwich is the longest of any towns on Cape Cod, most of it falls within the military reservation, which isolates the two towns from each other. Sandwich planners agreed that the most effective thing the state could do to ease the bottleneck at the canal would be to replace the Bourne Bridge rotary with an interchange similar to the replacement of the Sagamore rotary.

Falmouth planners agreed that connecting the Shining Sea Trail to the canal service road would be a significant economic and recreational benefit to both communities. Bourne and Falmouth also share problems associated with trucks carrying goods to Martha's Vineyard through Woods Hole. Both towns might work together to pressure the Steamship Authority to run freight ferry service between New Bedford and Martha's Vineyard..

BUILDOUT ANALYSIS

With the notable exception of downtown Buzzards Bay, and the potential exception of Joint Base Cape Cod, Bourne appears to be close to practical buildout under current zoning. On the Cape side of the canal, only the former “Canal Commons” site at the Bourne Bridge Rotary remains in play for new development that could have a notable influence on the town’s population growth. Three relatively large parcels on the mainland side of the canal will likely be developed within the next decade.

The greatest potential for growth is in downtown Buzzards Bay. This area was targeted for growth by the first Local Comprehensive Plan and encouraged by the Cape Cod Commission when it named the district a Growth Incentive Zone. The Commission prepared a buildout analysis for this area in its 2012 report *Wastewater Management Planning for Bourne’s Downtown*. That study found potential theoretical buildout of 1,803 residential units, but projected practical buildout at 541 units.

Since most of these units would not be occupied by families with young children, average occupancy rates would likely continue to be less than two persons per unit. (Current population per dwelling unit is 1.73:1 town-wide). They could still increase total population of the town by 1,000 to 3,500 persons (5.0% to 17.5%)

Timing of downtown buildout is largely dependent on the arrival of commuter rail service to Buzzards Bay. That event will trigger substantial new residential development within one-half mile of the railroad station. With the construction of the new wastewater treatment facility in Buzzards Bay, the town should have adequate infrastructure to accommodate downtown growth for the next decade. Ultimate buildout will require a major increase in wastewater treatment capacity, which is currently being pursued as a regional solution with the Towns of Wareham, Plymouth, and Marion, as well as the Massachusetts Maritime Academy.

Determining either the timing or the extent of buildout is obviously an inexact science that relies largely on educated guesses. While Bourne had a growth spurt between 1970 and 2000, growth has been relatively flat in recent years. A 2012 analysis by the Cape Cod Commission projected ultimate buildout of 26% residential growth and 19% commercial square footage. In a 2015 analysis, the Donahue Institute of UMass Dartmouth projected flat population levels for Bourne through 2025. Previous studies have estimated Bourne’s ultimate buildout under current zoning at 25,000 persons. That number appears to remain a reasonable assumption. The following table lays out a likely scenario for future growth, assuming no major changes at Joint Base Cape Cod.

Date	2018	2023	2028	Buildout
Dwelling Units	11,500	12,000	13,000	14,500
Population	20,000	21,000	22,600	25,200
Percent Change	(base)	+5%	+13%	+26%

GROWTH POLICY

The environmental, economic, and community challenges that Bourne faces must be addressed comprehensively if their solutions are to be achievable and sustainable into the future. Planning where and how Bourne grows is critical for the town's ecological, financial, and social future.

**The Growth Policy for the Town of Bourne,
expressed throughout this Local Comprehensive Plan,
is to guide growth toward areas that are adequately supported by infrastructure
and away from areas that must be protected for ecological, historical, or other reasons.**

During development of the first LCP it became clear that a plurality of Bourne residents wanted to focus new growth and development into its downtown along Main Street in the Village of Buzzards Bay, while protecting and enhancing the traditional neighborhood characteristics and uses of all of the town's other village centers.

The first plan envisioned Main Street as a center of what has become known as "smart growth", with a planned mix of residential, commercial, recreational, and government uses. In short, a place where its residents could live, work, and play without having to drive anywhere else. In the years since adoption of that plan, Buzzards Bay has made substantial progress in that direction.

To encourage smart growth in Bourne's downtown, the Cape Cod Commission designated the Main Street area as a Growth Incentive Zone, thereby easing the regulatory requirements of development and giving the town more direct authority over its growth. Bourne also took significant action, including revising its zoning to allow greater density, flexibility, and taller structures; making streetscape improvements; establishing a design review procedure; and encouraging building owners to upgrade their façades. The state provided grants for both the streetscape improvements and the façade upgrades. More recently, the town invested more than two million dollars upgrading the park by the railroad station.

The biggest impediment to downtown growth, identified in the first LCP, was the shortage of wastewater treatment capacity. Town Meeting subsequently supported an effort to remedy that by approving and funding construction of a new treatment facility. It took more than five years to identify an appropriate site, conduct all the required hydro-geological studies, design a facility, and get all the environmental permits. The new facility is now under construction, financed primarily by state and federal grants, and a low-interest loan from the State Revolving Fund.

As a result, private developers have stepped up and are constructing the types of uses that fit the smart growth model. Keystone Place, an assisted living facility, led the way and has been highly successful. A new Hampton Inn has been constructed on an adjacent parcel, and an age 55+ apartment complex is being built on a site opposite Town Hall. A few derelict structures along Main Street have been razed, and other developers have been consolidating smaller parcels in preparation for new construction. Many businesses that have been located downtown for decades are enjoying new levels of prosperity.

A VISION FOR BOURNE

Bourne's first Local Comprehensive Plan set out a vision of a town of village centers serving the daily needs of surrounding neighborhoods, with an active downtown in Buzzards Bay that would be a center for government, marine research, and education. Regional commercial and industrial uses would be located on MacArthur Boulevard and other areas with good highway access. Village centers would be connected by pedestrian and bicycle paths, as well as local roads that were off the path of regional traffic.

Over the ten years since adoption of the first plan, Bourne has made remarkable strides toward achieving that vision, as described in the *Growth Policy* above. Downtown Buzzards Bay is now a thriving hub of community activities, both new and old businesses, and supported by a positive attitude toward reaching the vision of a neighborhood where residents can live, work, shop, and play without having to drive elsewhere. Recent planning workshops and exercises have shown a renewed interest in bringing the same sort of "smart growth" to the other village centers.

New Blue Economy businesses such as Hydroid, The Woods Hole Group, and others have located or expanded in Bourne's industrial zones. MacArthur Boulevard has become a commercial draw for the larger region, with a strong mix of automotive, marine, food service, and retail businesses, most of which are locally-owned.

This revised plan envisions continuation of the policies of preferring locally-owned businesses to national chains, and taking advantage of Bourne's wide variety of educational opportunities and its proximity to the marine and scientific institutions in Woods Hole. This plan also reinforces the work of the Bourne Housing Partnership in assuring that appropriate and affordable housing continues to be available to residents at all ages and income levels.

Bourne is now a member of the Massachusetts Bay Transportation Authority, and is anticipating the extension of commuter rail service to Buzzards Bay and possibly across the Cape Cod Canal. Once such service reaches Buzzards Bay, zoning is now in place to allow and encourage mixed-use mid-rise development around the station and along Main Street. With current expansion of wastewater treatment capacity, and promise of further expansion of the Wareham wastewater treatment facility, past limits on downtown growth will be removed.

Attention is now needed on encouraging mixed residential, retail, and office uses in Bourne's smaller village centers, with expanded sidewalk and trail access for pedestrians and cyclists. Extending the Shining Sea Trail from North Falmouth to the Canal will provide off-road connection among all of Bourne's villages, as well as bring thousands of trail users to local businesses and open up the most scenic stretch of the entire Cape-wide trail system envisioned in the Cape Cod Commission's Regional Policy Plan.

This vision for Bourne's future is not merely aspirational, but already well underway. It has enjoyed strong backing from elected boards, volunteer committees, and Town Meeting. The planning workshops and community questionnaire have shown broad support for the goals, policies, and actions laid out in this latest revision of Bourne's Local Comprehensive Plan.

HIGHEST PRIORITY ISSUES

Water Quality is the highest priority issue facing the Town of Bourne in the opinion of town residents, as reflected in both the planning workshop and the community survey conducted in preparation of this Local Comprehensive Plan. The key element of water quality protection is reduction of total nitrogen flowing into salt water wetlands, estuaries, and embayments; and phosphorus entering fresh water ponds, streams, and aquifers.

The primary source of nitrogen and phosphorus in waterways comes from cesspools and septic systems. It is essential, therefore, that Bourne continue to actively expand wastewater collection and treatment systems and other options, especially in densely developed coastal areas. The Queen Sewell area of Buzzards Bay Village, Gray Gables, Tahanto, Barlows Landing, Pocasset Heights, Patuisset, Cedar Point, and Picture Lake are all areas of critical concern.

While a potential solution to expanding wastewater service in Buzzards Bay is underway, Bourne needs to work with Falmouth, Mashpee, Sandwich, and Joint Base Cape Cod to develop solutions to serving the densely developed areas south of the Canal.

Traffic and transportation issues also ranked high in the opinion of Bourne residents. The primary traffic and transportation issues are elimination of all rotaries and traffic circles; replacement of the two Canal bridges; expansion of both capacity and safety of Sandwich Road, MacArthur Boulevard, and Scenic Highway; and extension of commuter rail service to Buzzards Bay. While the most crucial of these issues lie beyond the authority of the town to manage, Bourne officials need to diligently push state and federal authorities to act.

The Army Corps of Engineers has announced plans to replace both the Bourne and Sagamore Bridges with new spans located next to the old bridges. It is important not only to Bourne, but also to the entire Cape that design of the new bridges respect the iconic nature of these bridges to the Cape's image. To replace the graceful steel bridges with generic concrete highway bridges would amount to a tragic loss of local heritage.

The Massachusetts Department of Transportation (MassDOT) has also unveiled the results of its Canal Area Transportation Study, and published draft plans for revision of roads leading to the proposed new canal bridges. The schematic plan to replace the Bourne Bridge rotary follows the recommendation of Bourne's Transportation Advisory Committee and the related traffic study produced by the Cape Cod Commission in 2015.

MassDOT's proposed reconfiguration of Belmont Circle (aka the East Rotary) into a roundabout would choke off our burgeoning downtown and close down existing businesses abutting the circle. It is essential that community leaders lobby the state to come up with a better plan for this complex intersection.

Although Bourne is a member of the Metropolitan Boston Transit Authority (MBTA) and the track infrastructure has been upgraded between Lakeville and Buzzards Bay, it is not likely that commuter rail service will be extended until the South Coast Corridor project is completed.

An emerging issue of importance is extension of the Shining Sea Trail from North Falmouth to the Canal. This project would benefit the town in more ways than any other single action it might take. It would provide a significant boost to the local economy. It would provide off-road bicycle and pedestrian connections among all of Bourne's villages. It would increase public safety by giving cyclists an alternative to pedaling on Shore and County Roads. And it would open some of the most scenic portions of the town's coastline to public access without need for expanded parking areas or roads.



Photo of Shining Sea Trail by Wesley Ewell

The national non-profit organization *Rails to Trails Conservancy* has documented substantial financial benefits to local businesses and to public health where trails have been built. It has also shown that property abutting a recreational trail increases in value compared to similar properties elsewhere, which could add a considerable amount to Bourne's property tax base.

Extending the trail through Bourne is also a key element in the regional effort to connect all of Cape Cod's communities with a recreational trail system extending from Woods Hole to Provincetown. The Bourne segment would certainly be the most scenic and probably the most heavily used segment of such a regional trail system.

Finally, a major recommendation in the original Bourne Local Comprehensive Plan was the revitalization of Downtown Buzzards Bay. The Planning Workshop and Community Survey both showed that this remains a high priority to a large majority of Bourne residents from all of the town's villages and neighborhoods.

Main Street has changed dramatically in the decade since the first Local Comprehensive Plan was published. The Veterans Memorial Community Center, the National Marine Life Center, the Massachusetts Maritime Academy, and the rebuilt town park attract residents and visitors from all over to our Downtown. New shops and restaurants have opened as major new developments, including Keystone Place, the Hampton Inn, and apartments have been built.

While the momentum appears to be strong for continued revitalization by private investors and developers, it is crucial that Bourne continue to invest in Main Street, and offer incentives to the private sector to assure that the work continues. The goal envisioned by the first LCP was creation of a vibrant town center where residents could live, work, shop, and play without having to drive somewhere else. That dream is now close to becoming reality.

THE ELEPHANT IN THE ROOM

Joint Base Cape Cod, formerly known as the Massachusetts Military Reservation, comprises about 39 percent of Bourne's land area. Unlike most military facilities, most of the land is owned by the state and leased to the federal government. Most importantly, the Town of Bourne has little influence over any activities or major decisions regarding the use or the future of the land.

Established as Camp Edwards in 1911 for training National Guard troops from the Northeastern states, the base became a major military staging area when the United States entered World War II after the 1941 attack on Pearl Harbor. It has subsequently been an Air Force base, Air National Guard base, Coast Guard Air Station, internment camp, and national cemetery.

The airport has a full-service control tower and runways that can easily handle the largest planes. It was designated as an alternate landing strip for the space shuttle when that program was active. During the Cold War era a fleet of planes equipped with large radar antennas called this its home base while maintaining round the clock vigilance along the coast. More recently, the state's Air National Guard based a fleet of fighter planes there but has since moved them to Chicopee.

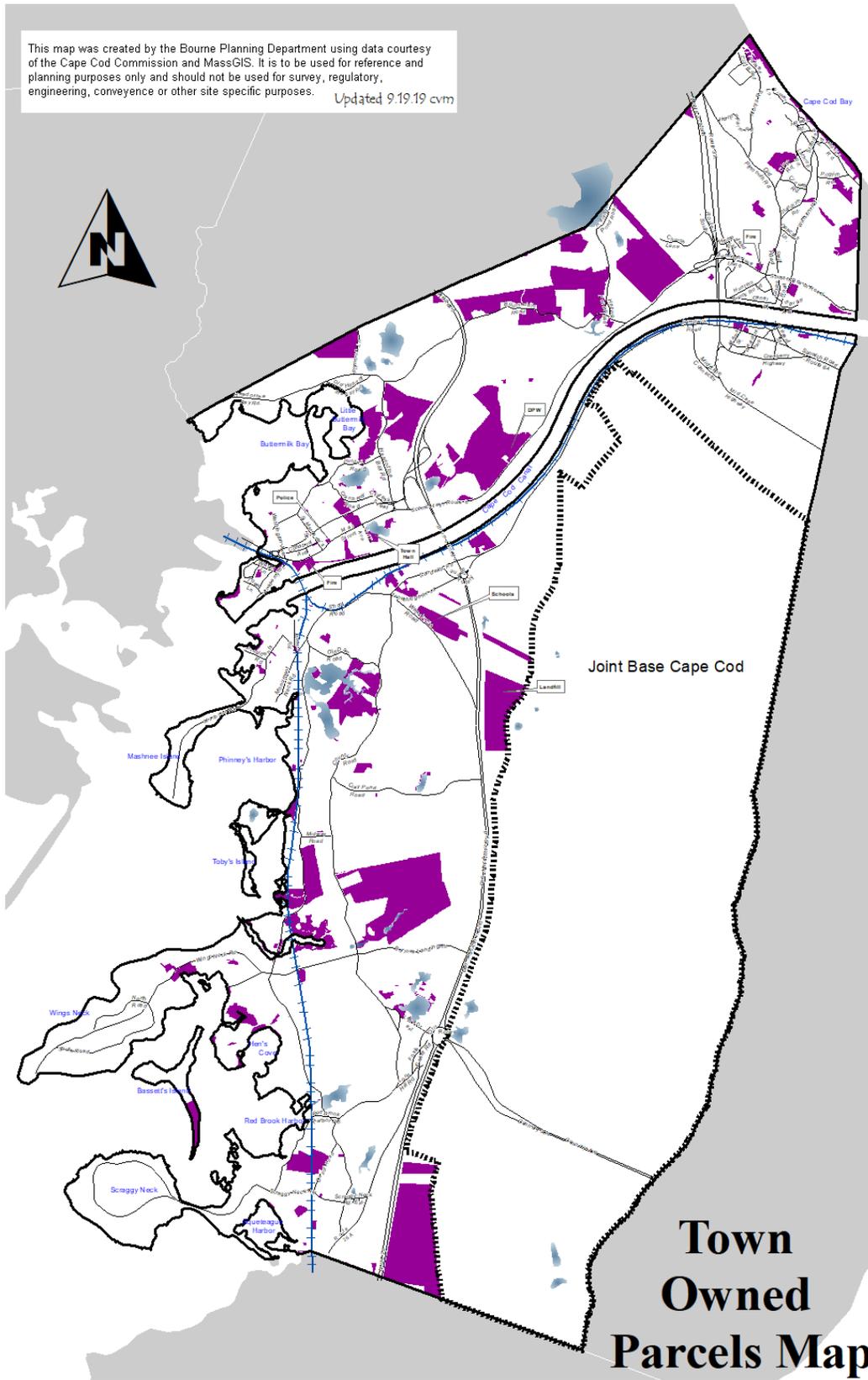
Although the Air Force continues to maintain a presence, it is now a radar facility and a cyber-security research and training center, with no regular flight operations. The Coast Guard maintains the airport facilities for its search and rescue missions. Other branches of the military occasionally use it for training. Air Force One and associated cargo planes have used it when Presidents Clinton and Obama have vacationed on nearby Martha's Vineyard.

Future use of the base is an issue that the town should be seriously considering. Now might be a good time to talk about setting aside some acreage for an industrial park. But what happens to the land when the federal government decides to abandon its lease and move some or all of its operations to other locations? The question is not *if* that will happen but *when*. Closure has been considered several times in the past, and the facility is clearly underutilized now.

Even if most of the base is declared surplus, the Coast Guard Air Station is likely to remain. The National Cemetery obviously will stay and likely be expanded. Much of the open woodland is permanently protected and would probably revert to its previous state as part of Crowell State Park. But would the airport be abandoned? There is a distinct possibility that MassPort might repurpose it as a new regional or international airport to supplement Logan.

Such an event would dramatically and quickly affect all aspects of life and planning in Bourne. It could easily double or triple the traffic crossing the canal, likely resulting in a third bridge being built somewhere between the existing bridges and connecting Routes 3 and 25 with the Mid-Cape Highway and the airfield. Secondary effects could include a major housing and commercial boom on the former base land, with its subsequent demand for municipal services.

Planning for such an event remains too speculative and potentially complex to be included in this Local Comprehensive Plan. The town should, however, consider engaging consultants with specific experience in situations of this nature to advise how to proceed. Without a contingency plan in place, Bourne might not have time to consider all possible options and make the wisest choices in response to federal and state actions.



NATURAL SYSTEMS

WATER RESOURCES

Bourne is fortunate to have abundant water resources. The town enjoys many ponds, streams, coastal embayments and estuaries that are extraordinarily rich and varied, even by Cape Cod standards. Most of the town lies over a portion of the Sagamore groundwater lens, a sole source aquifer that provides Bourne its drinking water and is the Cape's most productive source of fresh water. All of these resources are now impaired or threatened, however, by toxic plumes from the Joint Base Cape Cod (JBCC) and other contamination from numerous sources.

Both the October 2017 Planning Workshop and the subsequent Community Survey ranked water quality and protection the highest concern at the head of a long list of planning concerns. Public support for protection of water resources is strong across all age groups and all areas of Bourne.

Knowing that these water resources are fundamental to the community's economic future, the town has acted strongly to protect them. Bourne has been a pioneer in protecting well recharge areas through adoption of aquifer protection laws. Through an intermunicipal agreement with the Town of Wareham, sewage from Downtown Buzzards Bay and Hideaway Village is piped to Wareham's wastewater treatment facility for treatment and disposal. The volume that Wareham will accept, however, is limited to 200,000 gallons per day.

Bourne is currently constructing a 100,000 gpd treatment facility to serve Downtown Buzzards Bay. The town is also supporting a regional effort by the Buzzards Bay Coalition to expand the Wareham treatment facility so it can serve all of Buzzards Bay Village and a neighborhood in Plymouth across Head of the Bay Road from Hideaway Village that drains into Buttermilk Bay.

The proximity to coastal resources is a major reason for many people choose Bourne for their primary or second home or place to vacation. The resulting development of waterfront and water view property has contributed to pollution in the form of nitrogen and phosphorus from septic systems and cesspools, as well as fertilizer from lawns and gardens, and contaminants from pavement run-off. These problems have worsened as more seasonal houses have become occupied year-round as retirement or vacation homes.

Former seasonal homes on lots as small as 5,000 square feet are now being replaced or converted to year-round dwellings that exacerbate the problems of on-site septic systems. It is crucial that Bourne work toward sewerage or improving the performance of on-site septic systems in densely developed neighborhoods, including Monument Beach, Gray Gables, Tahanto, Pocasset Heights, Patuisset, and Cedar Point.

Bourne is participating in the Massachusetts Estuaries Project, which is establishing maximum contaminant limits, known as Total Maximum Daily Loads (TMDL), for coastal embayments and estuaries that the town will have to meet to comply with the Federal Clean Water Act.

A management plan is needed to restore and maintain the town's fresh water environments. Bourne should continue to support the Pond and Lake Stewardship (PALS) Program, a regional effort to establish a biological, chemical and physical profile of each waterway, and a program to monitor them for changes over time. Additional actions may be needed to limit nitrogen and phosphorous loading from lawn fertilization and other activities.

Water Resources Goal

The Water Resources goal of the Bourne Local Comprehensive Plan is to assure an adequate supply of high-quality drinking water without need for excessive treatment, to reverse degradation of subsurface aquifers, and to restore and preserve the ecological integrity of surface waters.

Water Resources Policies

- Manage water use so that it does not adversely affect the quality or quantity of surface water resources, private wells, or the safe yield of the region's fresh water aquifers.
- Advance and support regional plans and programs to expand wastewater treatment efforts that will lead to servicing densely developed neighborhoods along the Buzzards Bay coast.
- Institute an educational campaign to phase out use of synthetic chemical fertilizers and pesticides in favor of low-nitrogen organic and natural biological treatment methods.

Water Resources Actions

- Identify, remediate, treat, or contain identified sources of pollution in coastal embayments and estuaries in an effort to attain established Total Maximum Daily Loads (TMDL).
- Create a comprehensive wastewater management plan to upgrade public and private wastewater treatment facilities and methods in appropriate areas, especially in densely developed neighborhoods, and actively seek grants and other funding to carry out the plan.
- Promote public/private initiatives to create neighborhood wastewater treatment facilities, in lieu of individual septic systems or regional collection and treatment systems.
- Take advantage of the Cape Cod Commission's Pond and Lake Stewardship (PALS) program to compile a biological, chemical, and physical profile of each fresh water pond and waterway, and continually monitor all fresh water areas for changes in the profile.
- Encourage and assist the Buzzards Bay and North Sagamore Water Companies to identify and develop new well locations to serve expanding development north of the canal.
- Initiate a continuing public education and incentive program on the effects of pollution from septic systems, stormwater runoff, yard fertilization, recreational boating, pet waste, birds and wild animals, and overdevelopment.
- Work with adjacent towns and the Massachusetts Highway Department to enforce Best Management Practices for controlling storm water runoff from roads.
- Collaborate with Joint Base Cape Cod officials to clean up pollution from the base.
- Adopt water conservation plans that encourage installation and use of water-saving and recycling devices such as cisterns, gray-water tanks, and alternative septic systems.
- Improve communications between town, state, and federal officials to coordinate policies and programs related to water quality.

OCEAN RESOURCES

Bourne's single greatest natural resource is its coastline, which is one of the longest on Cape Cod. It includes the unsheltered coast of Cape Cod Bay, the complex coast of Buzzards Bay and the unique asset of the Cape Cod Canal. That diversity provides great opportunities for the town to plan the use of its ocean resources to benefit conservation, recreation, and economic vitality.

The SWOT exercise identified Bourne's coastline as its most important strength for its length, beauty, and opportunities for recreational use. It also lies at the heart of Bourne's economy. The Cape Cod Canal and the Massachusetts Maritime Academy are both major economic generators. Boatyards, marinas, and related marine service businesses are the heart of Bourne's economy. Commercial and recreational finfishing and shell fishing make additional contributions.

This resource is threatened, however, by pollution, development, and demands for increased commercial and recreational use of Bourne's ocean resources. Pollution and flooding have historically placed the greatest limits on productive use of Bourne's coastal resources. Large areas of the intertidal zone have been closed to shell fishing by state mandate because of pollution. Beaches have from time to time been closed to swimming for the same reason.

Rising sea levels have become widely recognized as a serious threat to Bourne's coastline since publication of the first Local Comprehensive Plan. This threat, and recommended actions to mitigate it, are outlined in the Coastal Resiliency section of this plan, the Regional Policy Plan, and Bourne's Hazard Mitigation Plan.

Much of the village of Buzzards Bay lies within the floodplain and the projected Sea, Lake, and Overland Surges from Hurricanes (SLOSH) zone. Revitalization of Buzzards Bay village is an important component of the town's economic prosperity, despite its vulnerability. Bourne must continue to identify and promote sound construction and design strategies that allow redevelopment within the floodplain without undue risk to public safety or property.

As Bourne's coastline becomes increasingly developed with private residences, and as more seasonal homes become year-round residences, use of the town's beaches, boat ramps, moorings, and other public recreational amenities will continue to increase. Privately owned coastal properties that have traditionally been open to informal public use are now being closed by landowners anxious to protect their property rights, limit their liability, and assure their privacy.

Bourne should aggressively pursue acquisition of coastal properties by gift or purchase from willing sellers in order to increase the availability of public beaches, boat ramps, and moorings, and for viewsheds and conservation of natural resources. Improved access to the intertidal zone is needed to allow continued public use of the coast below the high tide line.

All of this should be done in accordance with an adopted Coastal Resource Management Plan to reduce conflicts between shellfish habitats, navigation, and recreation, and to balance the benefits of development with the environmental advantages of keeping these coastal resources in an undisturbed or restored condition. Many more detailed actions are presented in the Cape Cod Commission's Regional Policy Plan and its Ocean Resources Technical Bulletin.

Ocean Resources Goal

The Ocean Resources goal of the Bourne Local Comprehensive Plan is to protect the public interest in the coast as well as rights for fishing, navigation and recreation; to improve, preserve and manage coastal areas in order to safeguard and perpetuate their biological, economic, historic, maritime and aesthetic values; and to preserve, enhance and expand public access to the shoreline.

Ocean Resources Policies

- Ensure that future development and modification of existing development is properly sited and designed to minimize flood hazards and maintain the ability of coastal landforms to migrate naturally.
- Restore sustainable commercial and recreational harvesting of both finfish and shellfish, and protect benthic habitats from direct or indirect impacts.
- Enhance and improve public access to and visibility of ocean resources.

Ocean Resources Actions

- Use the Waterways Improvement Fund and funding from the Seaport Economic Council to support rapidly increasing costs of coastal dredging, facilities maintenance, and other coastal environmental quality activities.
- Revise the Floodplain Zoning Bylaw and pursue other actions recommended in Bourne's 2018 Hazard Mitigation Plan and the Cape Cod Commission's Regional Policy Plan.
- Cooperate and support organizations and programs that monitor and evaluate coastal waters, including the Coalition for Buzzards Bay and Massachusetts Estuaries Project.
- Conduct an assessment and evaluation of ocean resources throughout Bourne.
- Prepare and publicize a Coastal Resources Management Plan that addresses conflicts between shellfish habitat, navigation, recreation, wildlife and plant habitat, and development.
- Adopt additional regulations, including a storm water bylaw, required to meet the Phase II Stormwater bylaw standards of the federal Clean Water Act.
- Restore and maintain natural tidal flows to salt marsh areas.
- Continue to monitor use of, and enforce regulation related to, waterfront fueling facilities, sewage pump-out stations, boats, storm drains, and septic disposal systems.
- Take advantage of the Maritime Academy and the Canal in all efforts to promote and protect Bourne's ocean resources.
- Expand the shellfish propagation and habitat restoration program in accordance with the Coastal Resources Management Plan.
- Inspect and upgrade culverts, storm drains, and other infrastructure to prioritize retrofits and improvements, including dredging where appropriate, in order to improve water quality.

WETLAND RESOURCES

While only about two percent of Cape Cod's wetlands are in Bourne, wetlands are an essential coastal resource that is important to the town's economic and environmental health. Wetlands include freshwater swamps, bogs, marshes, and wet meadows, as well as beaches, salt marshes, and estuaries. The Massachusetts Wetland Protection Act and the Bourne Wetlands Protection Bylaw also regulate non-water dependent features such as coastal banks, barrier beaches, and dunes. These resource areas absorb much of the impact and flood waters of coastal storms, and provide crucial habitat for a wide variety of birds, fish, plants, and animals.

Bourne's 2018 Open Space and Recreation Plan states that "Salt marshes represent some of Bourne's most productive and important ecosystems. Over two thirds of recreationally and commercially significant saltwater fish utilize coastal marshes as spawning and nursery habitat." That plan further states that "Salt marshes not only provide valuable habitat for fish and shellfish, but also maintain water quality by uptaking pollutants and filtering sediments and provide flood and storm damage protection."

The Cape Cod Commission's Regional Policy Plan states that "...wetland resources support much of the plant and wildlife that makes the Cape such an environmentally rich and interesting place." And that "...wetlands play a vital role in regulating the environment by absorbing and filtering storm and flood waters, providing natural removal of nitrogen, recharging the aquifer, storing carbon in wetland peat and vegetation, and providing vital habitat."

GIS mapping shows approximately 2,272 total acres of wetlands of all types in Bourne. All of Bourne's wetlands have been designated as Wetland Resource Areas, as defined by the state Wetlands Protection Act. Bourne has also adopted a wetlands protection bylaw that is more stringent than the state act.

Three Areas of Critical Environmental Concern (ACEC) have been designated in Bourne by the state Secretary of Environmental Affairs. Two of these areas are the Pocasset River and Back River estuaries and headwaters; and the third is the Herring River watershed. ACECs are defined as places that receive special recognition because of the quality, uniqueness, and significance of their natural and cultural resources.

Coastal salt marshes are the wetlands most crucially in need of restoration in Bourne. Some salt marshes have been cut off from the tidal flow necessary to their health by road construction or inadequately sized culverts. Illegal filling of wetlands has been a continuing problem that is extremely difficult to monitor and document. Past modifications to natural wetlands have resulted in the intrusion of invasive plant species. While these plants have extensive root systems that act as natural soil stabilizers, they tend to spread and force out native species.

Protection of wetland resources and enforcement of regulations falls under the jurisdictions of both the Bourne Conservation Commission and the Department of Natural Resources. Both agencies enforce Federal, State, and local laws and regulations, to manage, protect, and enhance wetlands; as well as educating the public regarding them.

Wetland Resources Goal

The Wetland Resources goal of the Bourne Local Comprehensive Plan is to restore and protect the natural state of all wetlands and their buffers to the greatest extent possible.

Wetland Resources Policies

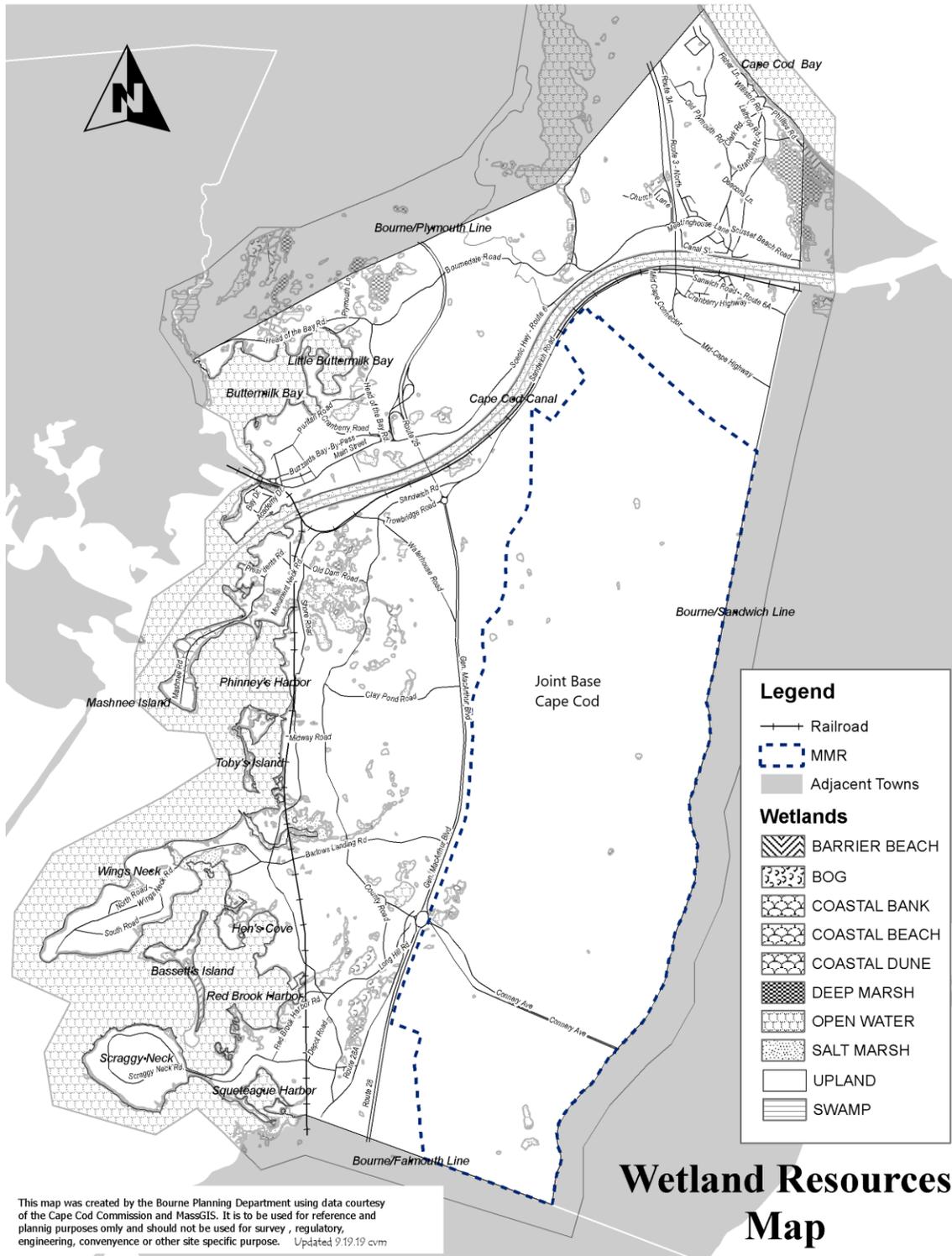
- Preserve the quality and quantity of inland and coastal wetlands and their buffers.
- Protect wetlands from stormwater discharges and changes in hydrology.
- Monitor and control vegetation and grade changes in wetlands and their buffer areas.
- Promote restoration of degraded wetland resource areas.

Wetland Resources Actions

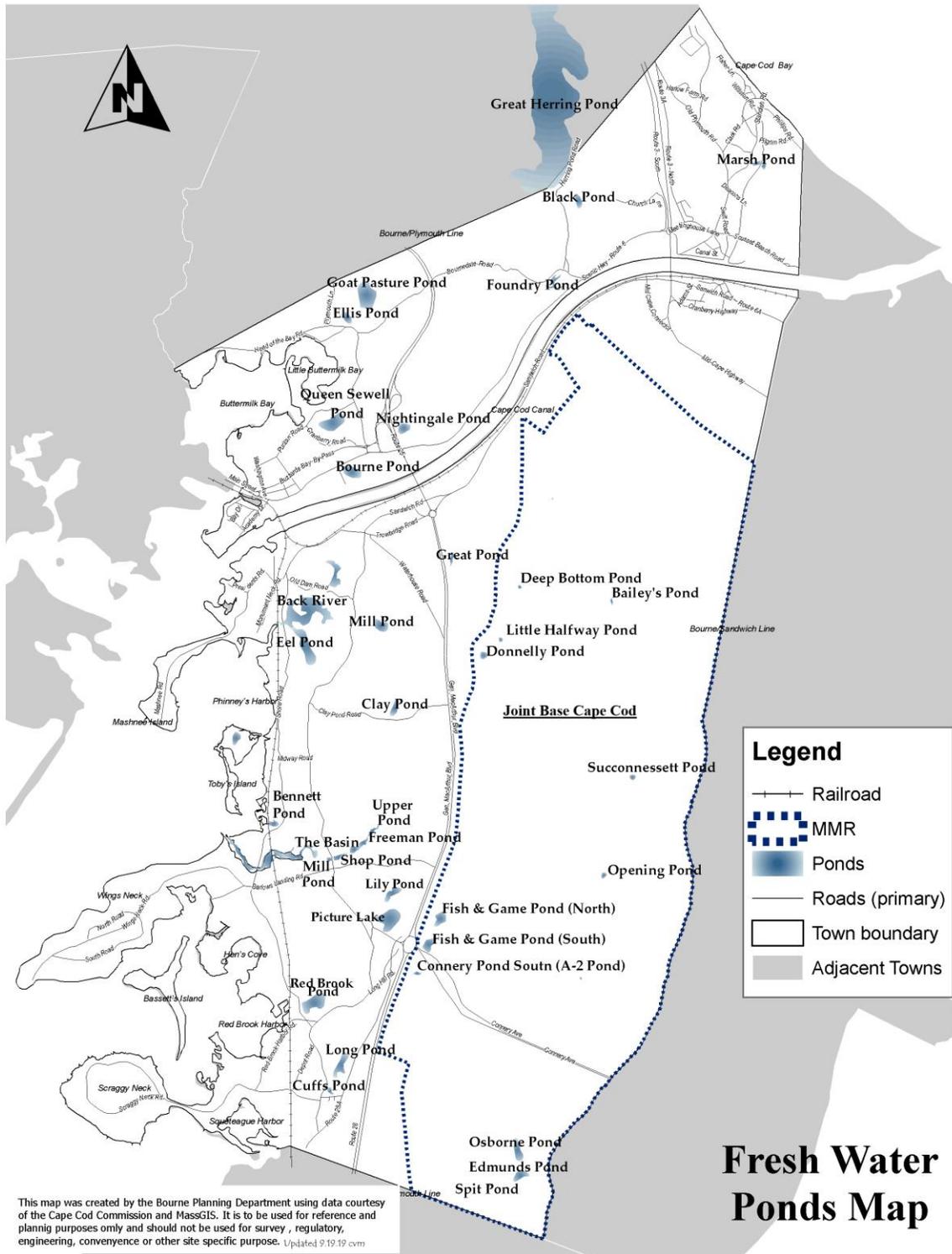
- Remove barriers to tidal flow in coastal wetlands, and restore and maintain tidal flows to salt marsh areas.
- Protect beaches, dunes, coastal banks, and salt marshes from human alteration.
- Continue the existing successful maintenance and improvement dredging program.
- Create and implement regulations to provide undisturbed natural or vegetated buffer areas bordering wetlands to reduce damaging runoff and protect their natural functions.
- Adopt a bylaw to prohibit illicit stormwater discharges into wetlands and buffer areas, and initiate a program to remove all such discharges.
- Actively promote public awareness of the value of wetlands and the importance of protecting them; and educate the public on what they can do through social media and mailings.
- Seek funding by grants or appropriations to support efforts to identify and remediate impaired coastal embayments.
- Develop a wetlands protection program for inclusion in Bourne's school curriculum.
- Create resource management plans for Bourne's ACEC areas that are consistent with published State guidelines.



Photo of Back River salt marsh by Wesley Ewell



This map was created by the Bourne Planning Department using data courtesy of the Cape Cod Commission and MassGIS. It is to be used for reference and planning purposes only and should not be used for survey, regulatory, engineering, convenience or other site specific purpose. Updated 9/19/19 cvm



WILDLIFE AND PLANT HABITAT

Like all of Cape Cod, Bourne has extensive wildlife habitats. According to the state's Natural Heritage Atlas, much of the town is mapped rare species habitat, including all of the coastal zone. Bourne is committed to protecting key habitat areas that support and maintain a diversity of plants and wildlife. Marine mammals such as seals and an occasional dolphin, as well as endangered sea turtles, travel regularly through the Canal and along the coast of Bourne.

The Cape Cod Commission's Regional Policy Plan (RPP) states that "The entire Cape Cod peninsula is located within the southeastern Massachusetts pine barrens eco-region." The RPP further states that "This rich mosaic of habitat types supports 132 state listed rare plant and animal species, including Important Bird Areas, as well as hundreds more species that rely on Cape Cod habitats year-round or seasonally when migrating through or for breeding."

The RPP also notes that natural disturbances, such as wildfires and severe storms, are necessary to maintain the diversity of vegetation, and that fire suppression, invasive species, and changing climate threaten the integrity of these habitats.

According to Bourne's 2018 Open Space and Recreation Plan, the majority of Bourne's land area (approximately 65%) is mapped as Priority Habitat. MassWildlife's Natural Heritage & Endangered Species Program (NHESP) has identified nine Priority Habitats that either cross into Bourne, or are contained entirely within the town boundary.

Bourne has an unusual situation in that about 39 percent of the town's land area falls within Joint Base Cape Cod, and about two-thirds of the Base area is permanently protected open space that provides habitat for many plant and animal species. It is one of the few remaining habitats in the region for eastern cottontail rabbits. The largest game species of mammals in Bourne is the white-tailed deer. Larger mammals tend to favor more open forests where movement is easier. Predatory mammals found in Bourne include coyotes, red fox, weasels, and fishers.

Wildlife corridors are essential not only for seasonal migration but also to connect isolated patches of natural habitat. The Open Space and Recreation Plan (OS&R) states that "In essence, wildlife corridors facilitate the persistence of species by allowing movement between habitats and population in an increasingly built environment."

The OS&R Plan includes a list of 20 plant species that are threatened, endangered, or Species of Concern that have been seen in Bourne, most of which were found on the Base. The Plan notes that recreational use of open space lands can adversely impact threatened or endangered species. The greatest threat to threatened or endangered plant species is development; the second greatest threat is invasive species.

The Massachusetts Invasive Plant Advisory Group (MIPAG) defines invasive plants as "non-native species that have spread into native or minimally managed plant systems ..., causing economic or environmental harm by developing self-sustaining populations and becoming dominant and/or disruptive to those systems." MIPAG developed a list of invasive, likely invasive, and potentially invasive species. Massachusetts bans the sale, trade, purchase, distribution, and related activities of more than 140 invasive plants.

Wildlife and Plant Habitat Goal

The Wildlife and Plant Habitat goal of the Bourne Local Comprehensive Plan is to restore and protect the natural environment to the greatest extent possible while accommodating the needs of residents and visitors for housing, transportation, recreation, and economic opportunity.

Wildlife and Plant Habitat Policies

- Manage natural habitats that support diverse communities of local wildlife and plant species.
- Promote best management practices to protect wildlife and plant habitat from the adverse impacts of development.
- Prevent, minimize, or reverse invasive species incursions.

Wildlife and Plant Habitat Actions

- Post biologically sensitive areas to prevent damage from walkers and cyclists.
- Support and work to implement the Massachusetts Endangered Species Act (MESA) by streamlining local review procedures with MESA review of projects.
- Develop strategies to control and remove invasive species on publicly owned land.
- Plant native vegetation as needed to enhance or restore wildlife habitat.
- Cluster development away from the most sensitive areas of a site.
- Keep identified wildlife migration corridors unimpeded by development or fencing.
- Promote best management practices to protect wildlife and plant habitat from adverse impacts.
- Minimize clearing and grading of development sites.
- Preserve critical wildlife and plant habitats during the design/permitting stage of developments.
- Acquire conservation easements over private land to preserve wildlife corridors.
- Revise regulations to protect wetland buffers or create buffers where none exist.



Photo of Pocasset River estuary by Wesley Ewell

OPEN SPACE

Preservation of open space may be the most important action Bourne can take to maintain its visual attractiveness and rural character. Bourne's latest Open Space and Recreation Plan, adopted in 2018, emphasizes the need to acquire and maintain open space for recreational uses, protection of water supplies and other natural resources, and maintenance of natural habitat for wildlife and plants. That plan includes a great deal of background information, an inventory of all protected open space in Bourne, a long list of open space goals, and a 7-Year Action Plan that forms the basis for the summary included here.

**The concept of preserving open space
to protect the visual image of the community is relatively new,
but crucial at this stage of Bourne's development.**

The open space goal of the Cape Cod Commission's Regional Policy Plan is "...to conserve, preserve, or enhance a network of open space that contributes to the region's natural and community resources and systems." The Commission's Regional Vision for Cape Cod identifies eight Placetypes, or land use categories, and states that "...Natural Areas will be the focus of the Commission's efforts to protect vulnerable resources and improve the Cape's resilience to severe storms and the effects of climate change." These policies are especially important to Bourne, which is the first view of Cape Cod seen by visitors and residents crossing the canal.

Bourne's original Local Comprehensive Plan followed the Commission's goal at that time of protecting half of the remaining developable land as permanent open space. That proved to be an elusive and continually diminishing goal that is no longer included in the Regional Policy Plan. It is more realistic to identify key parcels, using the criteria spelled out in the 2018 Open Space and Recreation Plan, and focus resources and efforts on acquisition or other permanent protection of parcels that rise to the top of the Open Space Committee's wish list.

The amount of land preserved as open space is less important than is the location of parcels that are kept from development. A parcel located in a highly visible location may be more important to maintenance of rural community image than is a tract that cannot be seen. Bourne has not met the definition of a rural community for many years, but the image and appearance of low-density rural character has been stated as being of high importance by participants of every planning workshop and focus group in Bourne since development of the first Local Comprehensive Plan.

Another relatively new concept in open space preservation is the idea of buying open land to prevent development that would strain the town's services and fiscal stability. In some cases, it may be substantially less expensive for the town to buy a parcel than to pay the cost of building new schools, educating additional students, upgrading roads and public utilities, and employing additional public employees to service the growth that would be created by development of the parcel. Bourne has already done this when it purchased the Four Ponds Conservation Area in Pocasset. Conversely, Bourne might also consider buying highly developable land in order to have more control over the way that it is developed.

Open Space Goal

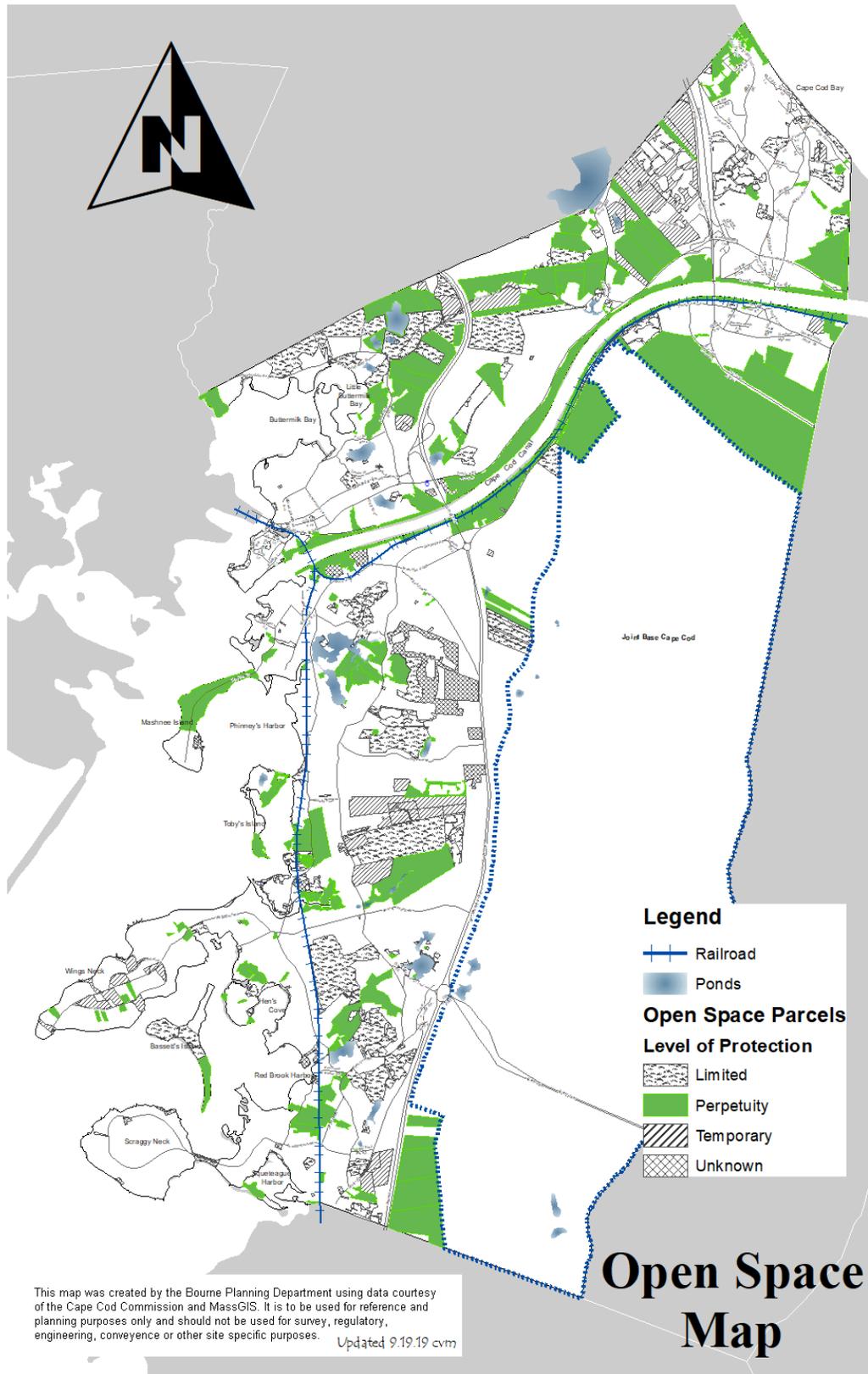
The open space goal of the Bourne Local Comprehensive Plan is to preserve key parcels of the remaining undeveloped land as open space for resource protection, wildlife habitat, recreation, and groundwater recharge; to maintain the esthetic beauty and character of the community; and to limit the visual and fiscal impacts of development.

Open Space Policies

- Promote acquisition and preservation of key parcels of land for protection of ground water supplies, coastal wetlands, wildlife habitat, and other natural resources, and to maintain the appearance of Bourne’s rural character.
- Improve management of town-owned open space and recreation areas.
- Enhance public access to and appropriate use of existing conservation lands; establish green corridors and connections.

Open Space Actions

- Actively implement recommendations of the 2018 Open Space and Recreation Plan in order to maintain Bourne’s rural character and visual appeal.
- Designate an entity or individual to monitor and implement the Open Space Plan with approval of the Board of Selectmen and Town Administrator.
- Give priority to those open space acquisitions within Areas of Critical Environmental Concern (ACEC), Water Resource Districts, NHESP habitat areas, and parcels adjacent to existing protected open space.
- Inventory natural resources present on conservation lands, and identify the appropriate level and type of public access.
- Consider revising zoning bylaws and subdivision regulations to increase the amount of open space preserved.
- Educate Bourne residents and visitors about local open space, recreation, and land protection, and why it is important.
- Continue to develop greenbelts between neighborhoods and villages by buying key parcels, mandating cluster developments, and generating public interest.
- Support the activities of private organizations, such as the Bourne Conservation Trust, to acquire and preserve open space land and easements.
- Establish a stewardship program to maintain town-owned open space.
- Prevent adverse development impacts on existing open space by requiring new development to consider the proximity of existing open lands to new construction.



BUILT SYSTEMS

COMMUNITY DESIGN

The first Local Comprehensive Plan recognized that the value of property and a community's reputation may have more to do with visual appearance than any other factor. For a town like Bourne, in which more than half of the property tax revenue comes from waterfront and seasonal houses, the quality and appearance of its land uses are especially important. Past development along Bourne's main thoroughfares, however, has not always conveyed an appearance of quality.

Since adoption of the first LCP Bourne has taken important steps to better control the design and layout of its commercial buildings and sites, especially in the downtown area of Buzzards Bay where a design review process was instituted. That experience has shown that well-conceived design standards, fairly administered, do not discourage business development but encourage it. By improving the visual image of commercial districts, such standards protect the value of existing businesses and often lead to higher-quality and more profitable enterprises.

Traditional zoning has tended to isolate businesses into strip developments along major roads. Bourne's approach has been to integrate neighborhood commercial and service uses into village centers, while centralizing regional commercial uses in areas with superior highway access. Bourne already had the basic structure for this kind of land use planning, but the commercial district along MacArthur Boulevard still has room for improvement.

Redeveloping and expanding existing village centers reduces the need for residents to travel to more distant shopping areas for daily needs and services. Revitalizing Main Street in Buzzards Bay as Bourne's government and downtown commercial center has been strongly supported by many residents. Unlike the rest of Bourne's village centers, Buzzards Bay has direct highway access and the basic utility infrastructure to accommodate higher density development.

The scarcity of vacant land in Bourne has made the remaining sites relatively expensive. The implications of this change bode well for Bourne's fiscal stability. Because of higher land costs, new houses are likely to be larger, have higher assessed values, and be occupied by seasonal or retired persons who have less need for public services. New zoning standards may be needed, however, to assure that such housing remains consistent with existing neighborhoods in building size and lot coverage.

As stated in the first Local Comprehensive Plan, increasing land scarcity makes it essential for the town to aggressively acquire land for public purposes, even if such acquisitions require long-term financing. As land becomes scarcer, it is not only more expensive, but it also becomes more difficult to assemble large enough parcels for schools, fire stations, or recreational fields.

The town should buy land for four reasons. It should acquire highly visible sites that would alter the visual and historic character of the town if developed. It should acquire land for future capital facilities such as fire stations. It should acquire land for conservation, for wildlife habitat, to open up waterfront vistas, and for expansion of park and recreation facilities. Finally, it should acquire land that, if developed, would impose excessive demands on town services, infrastructure, or on natural or fiscal resources.

Community Design Goal

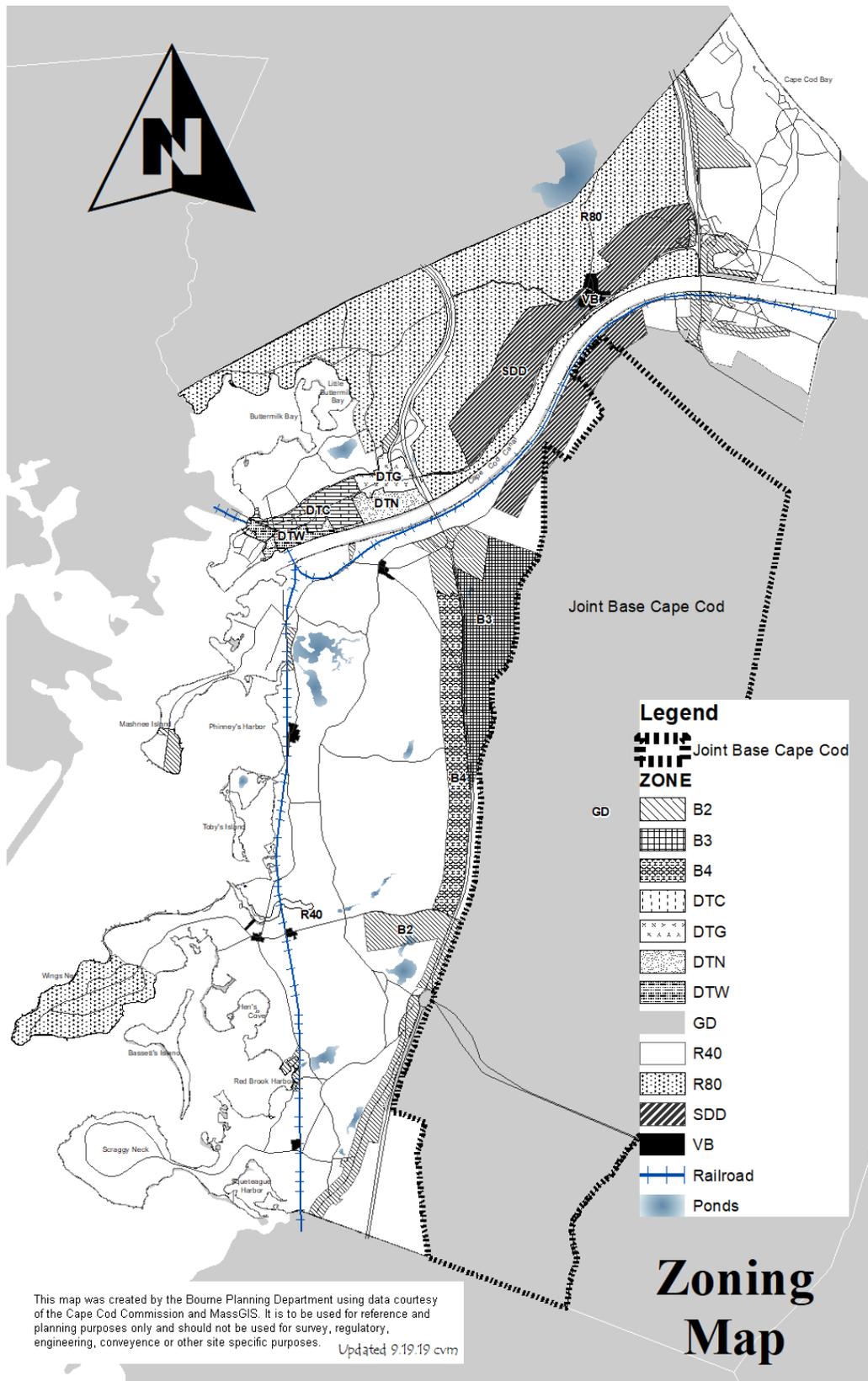
The community design goal of the Bourne Local Comprehensive Plan envisions an attractive community with a broad range of residential choices, a strong commercial and industrial base, historic village centers providing daily needs for goods and services, and a sense of community that reflects its maritime location and rural heritage.

Community Design Policies

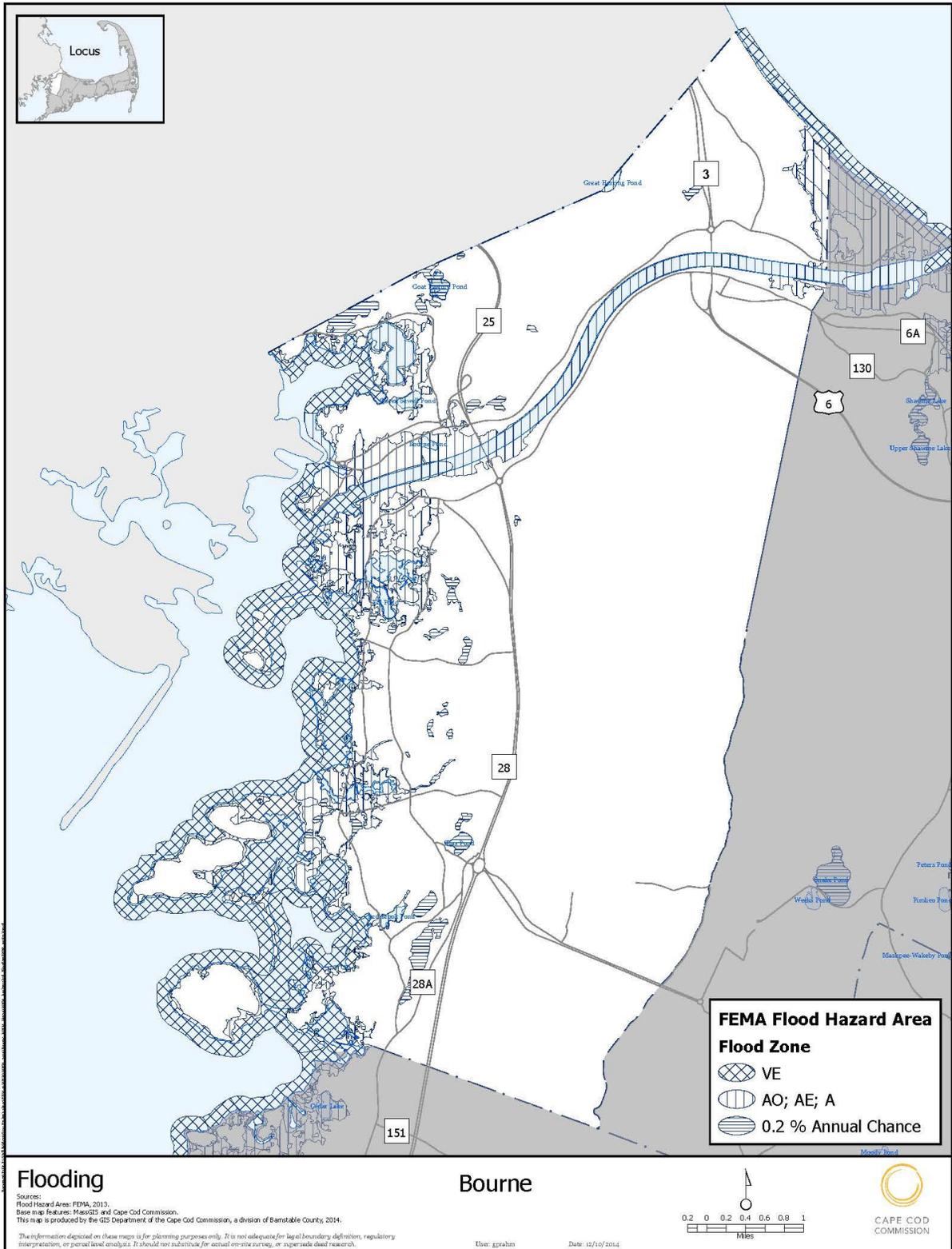
- Strengthen and improve established village centers so that they better serve the daily needs of their surrounding neighborhoods for goods and services.
- Promote design and construction of housing, subdivisions and commercial properties that reflects the distinctive character of Cape Cod.
- Discourage strip commercial development in favor of village centers and planned industrial, commercial, or office parks.

Community Design Actions

- Expand design standards and design review procedures now applied to Buzzards Bay to improve the visual quality of highways, business parks, and the other villages.
- Encourage developers to mix residential, retail, office and other commercial uses in their projects in established village centers and to strengthen locally-owned village businesses.
- Continue to support planned development and improvement of Main Street in Buzzards Bay as Bourne's government and downtown commercial core, and as a regional center for marine-related education, research and entertainment.
- Explore ways to better connect Downtown Buzzards Bay visually and physically to the Canal for recreational and boating access.
- Add provisions to the zoning bylaw to better moderate the size, mass, and setbacks of residential buildings relative to their lot sizes and neighboring structures.
- Require deeper buffers between residential and commercial neighborhoods.
- Preserve Bourne's agricultural land uses and the rural and maritime character of the community by protecting recognized and designated buildings and sites.
- Mount a program of public education and business incentives that will encourage existing businesses to redesign their buildings and sites in a more attractive way, as has been done in downtown Buzzards Bay.



FLOOD ZONE MAP



COASTAL RESILIENCY

There is obviously little that the Town of Bourne can do to slow or reverse changes in the global climate. We can take steps to reduce greenhouse gas emissions, and can expand green energy sources, but those small acts are not likely to have a measurable impact. We do, however, need to acknowledge that summers have been getting hotter, winters have been getting colder, and storms that cause extreme flooding and wind damage have become more frequent and more severe year-round.

Bourne has a highly comprehensive Hazard Mitigation Plan prepared in 2017 to meet FEMA requirements. It covers all potential hazards and includes extensive statistics and background material on historic trends. The policies and recommended actions listed in this Local Comprehensive Plan have been drawn from the Hazard Mitigation Plan.

Hurricanes have traditionally posed the greatest threat to this area, with the worst one ever recorded occurring in 1635. Bourne was hit hard multiple times in the mid-twentieth century, with named storms coming ashore in 1936, 1938, 1944, 1950, two in 1954, and one in 1960. The most recent severe storm was Hurricane Bob in 1991. While the Cape has been spared any direct hits in recent decades, the hurricanes that have been hitting other areas—particularly the Gulf and Mid-Atlantic Coasts—have been unusually severe, persistent, and erratic.

The most damaging effect of hurricanes in Bourne has come from tidal surge. The 1938 hurricane flooded Taylor's Point and the western end of Main Street to nearly 14 feet above mean sea level. Climatologists are now saying that a tidal surge twice that high is not only possible but likely. Computer models now calculate that a Category 3 hurricane travelling northward at 60 miles per hour could push a tidal surge into Buzzards Bay as high as 29 feet. That would flood nearly all of Buzzards Bay and the coastal neighborhoods south of the canal.

Long-range effects of climate change could adversely affect the appeal of Cape Cod as a summer refuge from city heat and humidity. Many Bourne residents remember when unpleasantly hot and humid weather occurred for only a week or two in late August. Since about 1990, however, oppressively hot temperatures have been recorded for longer periods each year. If such trends continue, seasonal residents and visitors might well choose to head north rather than come here.

Finally, the issue of sea level rise is often cited as a major concern for coastal areas. Scientists broadly agree that if current warming trends continue, the melting of polar ice could raise sea levels from three to ten feet by the end of this century. That would create serious problems for Bourne, but the effects would happen slowly so the town might be able to minimize damage.

Bourne has seen some positive actions not only to defend the coast against rising sea levels and potential storms, but also to take steps to reduce greenhouse gasses that appear to be contributing to global warming. It has seen installation of several solar farms and many rooftop solar panels; it has appointed an Energy Advisory Committee; and it has adopted a solar overlay zoning district. Alleviating traffic congestion that causes hours long backups of idling vehicles trying to cross the canal may be the single most important step the town and state could take to reduce excess carbon dioxide that is exacerbating the global climate change.

Coastal Resiliency Goal

The coastal resiliency goal of the Town of Bourne is to minimize and mitigate the effect of sea level rise, increasingly frequent and severe storms, and other climate-related hazards on the town's residents, economy, and infrastructure.

Coastal Resiliency Policies

- Recognize that the climate in Bourne has changed significantly in recent decades, resulting in hotter summers, colder winters, and more severe and more frequent storms year-round.
- Actively seek ways to reduce loss of life, property, infrastructure, and the impacts on environmental and cultural resources in Bourne from natural hazards.
- Ensure mitigation measures are sensitive to natural features, historic resources, and community character.

Coastal Resiliency Actions

- Appoint a Coastal Resiliency Advisory Committee to monitor and advocate town actions.
- Work with state and regional agencies to create programs that encourage local power sources and reduce dependency on the national power grid.
- Participate in the National Flood Insurance Program (NFIP) Community Rating System (CRS) program through enhanced floodplain management activities.
- Work with officials of Joint Base Cape Cod to evaluate the risk of wild fires and take actions to reduce the risk.
- Conduct public outreach to increase the number of subscribers to the Code Red system of communication with residents before, during, and after hazard events.
- Develop and distribute hazard awareness information and conduct educational programs for the public.
- Seek and take advantage of funding opportunities through the Municipal Vulnerability and Coastal Zone Management grants to implement Bourne's Hazard Mitigation Plan and to reduce the town's vulnerability to natural hazards.
- Raise access roads to Wings Neck, Scraggy Neck, Patuisset, and Mashnee Island.
- Coordinate local hazard mitigation planning and activities with those of Barnstable County, Plymouth County, and surrounding towns.
- Encourage wind-resistant design techniques for new construction and reconstruction during the town's permitting process.
- Move paper records stored in Town Hall and other vulnerable locations to safer sites outside of the floodplain.

CAPITAL FACILITIES AND INFRASTRUCTURE

A core responsibility of local government officials is the preservation, maintenance, and improvement of the community's stock of buildings, roads, parks, beaches, marinas, sewer facilities, and equipment. Used effectively, the capital planning process can provide for advance identification, evaluation, definition, public discussion, cost estimating, and financial planning.

Capital planning helps ensure that the Town of Bourne is positioned to: (1) Preserve and improve its basic infrastructure through construction, rehabilitation, and maintenance. (2) Maximize the useful life of capital investments by scheduling major renovation, rehabilitation, or replacement at the appropriate time in the life-cycle of a facility or piece of equipment. (3) Identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the town's best advantage. (4) Improve financial planning by balancing needs and resources and identifying potential fiscal implications.

It is recommended that the Capital Outlay Committee formally adopt a Capital Improvement Plan (CIP) and continue to update the plan annually as the needs of the town become more defined. The Capital Outlay Committee recently purchased a Facilities Management software. This new software will enable the Committee to do a facilities assessment based on priorities. Once completed the Committee may want to request funds for a fulltime Facilities Manager. The Facilities Manager would oversee the building maintenance of all municipal buildings ensuring that preventative regular maintenance is performed, limiting the town's exposure to costly major rehabilitation projects.

The Cecil Group created a new Municipal Facilities Plan in 2009, and it has been referred to and used by the Capital Outlay Committee for planning and implementation of capital projects. In the past decade, Bourne has replaced its DPW facility, built a new elementary school, and has a second elementary school, police station, and wastewater treatment plant under construction.

Planning is currently underway for a new south side fire station to replace the obsolete facilities in Pocasset and Monument Beach. Bourne is cooperating with Wareham, Plymouth, Marion, and the Maritime Academy in support of the Buzzards Bay Coalition's effort to expand the Wareham wastewater treatment facility and sewer all of Buzzards Bay village. As Bourne faces a number of fiscal challenges, the Long-Term Capital Plan will assist the town in prioritizing and phasing major capital projects.

While much of Bourne's budget and financial planning efforts are focused on a one-year interval, capital planning helps to focus attention on the town's long-term objectives and financial capacity, and the necessary balance between operating and capital needs. In the past, the town has often chosen to reduce capital spending in order to balance the operating budget.

Barring extraordinary circumstances, having a formal and accepted capital plan helps to maintain a consistent level of spending for capital needs. Individual capital projects are evaluated against long-term objectives and in relationship to each other. By strategically programming capital projects, Bourne can maintain a tolerable level of debt service and prevent sudden changes on debt service and unanticipated requests for tax increases.

Capital Facilities and Infrastructure Goal

The Capital Facilities goal of the Bourne Local Comprehensive Plan is to identify needs and recommend means to provide adequate community facilities to meet Bourne’s current and projected needs, without placing undue burdens on its financial resources.

Capital Facilities and Infrastructure Policies

- Development of new infrastructure, whether by public agencies or private entities, shall be consistent with Bourne’s Local Comprehensive Plan and the Cape Cod Commission Regional Policy Plan.
- Public investments in infrastructure and facilities shall reinforce the traditional character, Cape Cod Placetypes, and village center development patterns of the town.

Capital Facilities and Infrastructure Actions

- Review and consolidate former municipal facilities plans to create a comprehensive Capital Improvement Plan (CIP).
- Update annually the five-year CIP as an effective tool to plan property acquisitions, development and redevelopment of structures and facilities, as well as replacement of major vehicles and equipment.
- Create a Facilities Management Department and hire a fulltime Facilities Manager.
- Consider adding construction management and project management to the Facilities Manager’s role beyond building maintenance.
- Consider expanding the new Facilities Management Department into an independent Buildings and Grounds Department within the DPW that includes full-time technicians such as carpenters, plumbers, electricians, and painters, so that less work has to be outsourced.
- Conduct a comprehensive assessment of town facilities every five years.
- Consider designating a portion of the short-term rental tax to wastewater facilities planning and development.
- Reactivate the Wastewater Advisory Committee to monitor and coordinate wastewater planning and development in all areas of Bourne.
- Implement an impact fee system to assure that all future development and redevelopment covers its fair share of the cost of building, buying or expanding capital facilities and assets related to the development.
- Acquire or reserve sites for future capital facilities before Bourne is fully developed in order to reduce future costs and community disruption.
- Conduct highest and best use studies on underutilized municipal buildings and facilities.

TRANSPORTATION

Travel in Bourne can be classified three ways: Local traffic that starts in town and goes to another location in town; through traffic that starts and ends outside of Bourne, but passes through town on its way; and destination traffic that starts somewhere else and comes to Bourne or starts in Bourne to go somewhere else. Nearly all of this travel is now made by automobile or truck, although a surprising amount of the through traffic is buses.

The challenge facing Bourne is to keep all traffic moving safely, efficiently and conveniently.

The Cape Cod Regional Transit Authority has expanded travel choices for the growing number of Bourne residents who either cannot drive because of age, disability, economics, or personal choice, or who now drive alone because there is no other option. During FY 2018, the Transit Authority provided 41,640 one-way passenger trips in Bourne. Travel options by bus and train are still limited in Bourne, but the town does now have taxi and livery services.

All of the cars and trucks traveling between locations on Cape Cod and the islands of Martha's Vineyard and Nantucket, and other off-Cape locations, pass through Bourne. The Army Corps of Engineers is studying whether to upgrade or replace the canal bridges, but there is no possibility that additional bridge capacity will be added within the next decade. The number of vehicles that can cross the canal per peak hour, therefore, will not change. The number of peak hours will continue to increase every year, however, and steps can be taken to eliminate other barriers to the free movement of through traffic so that it interferes less with local or destination travel.

Local roads are increasingly used by through travelers trying to by-pass bottlenecks on State highways at peak times. This traffic interferes with local travel by Bourne residents, especially on summer and holiday weekends. Without this extra traffic burden, most town roads have adequate capacity, but some may need to be widened or have additional traffic controls. The State is currently planning modifications to Belmont Circle and the Route 25 interchange to reduce congestion in that area year-round.

Bourne's policies toward transportation planning should focus on separating local and through traffic, and on developing more choices of alternate modes of travel for local traffic, through traffic, and destination traffic. Alternate travel modes will reduce the rate of increase in automobile and truck traffic on existing roads and thereby lengthen the time before existing roads need to be expanded to carry more capacity.

Bourne should encourage regional solutions to movement of through traffic by ferryboat and by air. As traffic crossing the canal continues to increase, travelers to and from other Cape and island locations are more likely to use ferry services from mainland ports such as New Bedford, Wareham, Plymouth, Boston, and locations in Rhode Island, Connecticut, and New York. Bourne can also lessen pressure on bridge crossings by locating destination sites that generate high traffic, such as shopping centers and major employers, north of the Canal.

Transportation Goal

The transportation goal of the Bourne Local Comprehensive Plan is to create a system of transportation alternatives that allows Bourne residents and visitors to move freely, economically, and efficiently within the town and between Bourne and other locations, on and off Cape Cod.

Transportation Policies

- Improve the flow of through traffic crossing Bourne, and separate through traffic from local traffic to allow both to move freely without interfering with each other.
- Discourage through traffic from using local roads.
- Encourage alternatives to automobile use and expand travel options for persons who cannot or prefer not to drive.

Transportation Actions

- Urge the Army Corps of Engineers to accelerate plans to replace the canal bridges.
- Support the MassDOT plan to replace the Bourne Bridge Rotary with a conventional highway interchange.
- Work with MassDOT to reconfigure the interchange between Route 25 and Scenic Highway, including removing Belmont Circle from the through traffic pattern.
- As part of the rotary replacement, build a new northbound MacArthur Boulevard north of the landfill and convert the existing southbound lane to a two-way local service road.
- Extend the Shining Sea Bicycle/Pedestrian Trail from North Falmouth to the Cape Cod Canal, and partner with the Cape Cod Commission to expand the Cape's bike path network.
- Continue to push the MBTA to extend commuter rail service to Buzzards Bay.
- Reconfigure intersections to increase safety at Five Corners, County and Clay Pond Roads, Shore and Barlows Landing Roads, and County Road at Route 28A.
- Encourage MassDOT to install a median barrier the full length of Scenic Highway.
- Investigate building a new bicycle/pedestrian path between MacArthur Blvd, Clay Pond Road, and Monks Cove, generally following the layout of Valley Bars Road.
- Promote construction of more park and ride lots near the Canal bridges.
- Reconstruct Sandwich Road between the canal bridges into a divided parkway.
- Encourage expanded and improved ferryboat services between off-Cape locations and the islands of Martha's Vineyard and Nantucket, as well as on-Cape locations.
- Complete the proposed pedestrian/bicycle path between Gallo Ice Arena and the split on Sandwich Road..

ENERGY

The Cape Cod Commission's Regional Policy Plan encourages development of electrical power sources and storage media that reduce the Cape's reliance on fossil fuels for generation and the greenhouse gasses emitted by fossil fuel power plants. The RPP cites the Massachusetts Global Warming Solutions Act, and its subsequent Renewable Energy Portfolio Standard as one of the first programs in the country to require a percentage of the state's electricity to come from renewable sources. While this is an admirable goal, there is a more critical reason to diversify sources and distribution of electrical energy.

Power plants throughout the United States and Canada are widely interconnected through a grid system that constantly shifts power from sources of supply to areas of demand. The grid works well most of the time, but has a crucial flaw in that the connections are made through a system of wires that are vulnerable to storm damage, and switching stations that are vulnerable to cyber attack by hostile governments or terrorist organizations. Internet, television, and telephone systems are similarly vulnerable. While communications grids are somewhat less reliant on hard-wired connections, they remain vulnerable to power outages.

Bourne businesses and residents occasionally experience loss of electricity, television and internet cable connections, and land-line telephone service due to wires being damaged by storms or accidents. Usually those blackouts last only a few minutes or seconds as the grid automatically reroutes itself. Outages only become a problem when they last for days, especially during the cold winter months.

What would happen if the electrical grid were to collapse so severely that repairs took weeks or even months? The likelihood of that happening is very real as hurricanes and winter storms become increasingly frequent, lengthy, and severe.

In 2016, Massachusetts passed An Act Relative to Energy Diversity, that seeks to ensure a diversified energy portfolio for the Commonwealth and embrace technologies such as offshore wind and energy storage. The Regional Policy Plan states that the best way to develop a fossil fuel-free electricity supply is to encourage more on-site renewable energy generation. This strategy would also reduce reliance on the grid.

In the future there is likely to be less emphasis on central sources of energy such as the power plants in Sandwich and Plymouth, and more focus on neighborhood generating stations, site-generated power from wind turbines and photo-voltaic panels, harnessing canal currents, and from technologies yet to be developed or made available. New by-laws or regulations may be needed to assure that such facilities are site appropriate and consistent with village character.

Bourne's planning should remain flexible enough to enable use of new energy sources while continuing to encourage conservation and more efficient use of all types of energy. Actions that can be taken now include reducing exterior lighting, encouraging more widespread use of solar generating panels, and permitting wind turbines in appropriate locations.

Energy Goal

The Energy Goal of the Bourne Local Comprehensive Plan is to assure an uninterrupted supply of electricity, natural gas, and communications services to all Bourne residents and businesses, despite changes in climate and weather patterns.

Energy Policy

- Promote diversification of electrical sources to reduce reliance on the regional grid.
- Encourage conservation and sustainable production of energy.
- Reduce lighting that wastes energy, obscures the night sky, and bleeds onto abutting land.

Energy Actions

- Amend project plan review and design guidelines to include standards for solar orientation, green materials, wind turbines and other energy-efficient design concepts.
- Take full advantage of the Massachusetts Green Communities Act to identify and fund improvements in energy efficiency and development of renewable energy resources.
- Cooperate with efforts by OneCape to expand fiber optic internet service throughout town.
- Strengthen and enforce the existing by-law to reduce excessive commercial lighting.
- Continue to convert the town's fleet of vehicles to low-emission and energy efficient models that use hybrid power systems or alternative fuels such as propane or bio-diesel.
- Work with utility companies to locate the most vulnerable distribution systems underground.
- Identify steps to take advantage of new energy technologies, as they become market proven.
- Adopt a policy to prohibit opening of windows in public buildings designed to have balanced heating and air conditioning systems.



Sagamore Wind Turbines and Power Lines - Photograph by Wesley Ewell

WASTE MANAGEMENT

Solid waste in Bourne is managed by two departments, the Department of Public Works (DPW) and the Department of Integrated Solid Waste Management (ISWM.). The DPW provides weekly curbside collection of both household trash and mixed single-stream recyclables, using town staff and semi-automated collection vehicles that lift empty large bins owned by the town.

ISWM was created in 1998 in order to modernize operation of the landfill, generate revenues and meet new State regulations for management of solid waste. Bourne's 74-acre site was permitted by the State for a regional landfill operation accepting only non-MSW (municipal solid waste), primarily construction and demolition (C&D) debris, with the understanding that the town would invest in a major C&D processing facility by the end of 2003.

After analyzing market conditions and the changing regulatory situation, however, the Board of Selectmen chose not to construct this facility. Instead, they instructed ISWM to seek permits to allow disposal of MSW and municipal waste combustor ash. Currently the landfill accepts MSW from the Town of Falmouth under contract, MSW from Bourne, and municipal waste combustor ash under contract from the SEMASS waste-to-energy facility in Rochester.

In May 2005, Town Meeting authorized ISWM to spend one million dollars of net assets from the enterprise fund to construct a permanent enclosed C&D transfer station on the abutting 25-acre parcel of town-owned land. This facility has been in operation since 2009.

ISWM is operated as an Enterprise Fund, separate from the tax levy. All operations and debt services for ISWM are paid for by revenue from customers. ISWM also pays for the curbside collection program of the DPW and pays a host fee to the General Fund for every ton it manages.

ISWM manages the landfill, a construction and demolition materials transfer station, a single-stream recyclables transfer station, and a residential recycling center. The residential recycling center manages all of the materials that are collected at the curb as well as yard waste and brush, textiles, scrap metal, construction and demolition materials, electronic waste, tires, white goods such as refrigerators, and items that are diverted from the landfill such as waste oil. ISWM also manages a very popular Swap Shop where useable items can be left for others to take.

Bourne's recycling program began in 1989 when volunteers set up a drop-off area at the landfill. The following year biweekly curbside recycling began, one of the first such services in south-eastern Massachusetts. A composting program also began in 1989, collecting leaves, grass and Christmas trees. Over the years the program has expanded to include brush and stumps as well. Material for composting is ground up and placed in windrows, where it is converted to compost for use by Bourne residents and is used as a vegetative support layer when closing sections of the landfill that have reached final grade.

Bourne continually looks for ways to improve and expand recycling and composting operations with the most recent major initiative being the distribution of curbside collect carts to all residential properties. Bourne currently has a curbside recycling rate of 30% and is evaluating ways to ensure that quality is the highest it can be.

Waste Management Goal

The Waste Management goal of the Bourne Local Comprehensive Plan is to continue to maximize recycling and composting of solid waste; to recycle or compost more than 60 percent of all solid waste by 2030; and to dispose of the waste that cannot be recycled in an economical and environmentally sound manner.

Waste Management Policies

- Minimize the amount of solid waste that is generated.
- Maximize the amount of solid waste that is recycled.
- Reduce financial dependency on landfill operations and extend the life of the landfill facility, while assuring that long-term environmental safety remains an overriding concern.

Waste Management Actions

- Plan for long-term sustainable development of the ISWM facility and its integrated approach to solid waste management, including potential operations utilizing innovative technologies that can manage materials beyond the closure of the landfill.
- Monitor developing waste reduction programs and adopt successful models to reduce volumes of waste being generated by residents and businesses.
- Reach out to the business community and multi-family residential developments to encourage compliance with the mandatory recycling bylaw.
- Work with and support the Recycling Committee and the Bourne DPW on ways to expand public space recycling initiatives.
- Educate Bourne residents about the operations of ISWM and improving the quality of single stream recycling through public speaking engagements, site tours, and open houses.
- Work with the Bourne DPW to review and improve curbside collection efficiencies, identify problems and enhance enforcement of the mandatory recycling bylaw.
- Continue Bourne's participation in regional household hazardous waste management collection programs in order to prevent hazardous waste from entering the landfill or otherwise being disposed of improperly.
- Support initiatives at the state level to create a circular economy through programs such as extended producer responsibility.
- Continue to explore more economical or efficient options for disposing of non-recyclable wastes in an environmentally sound manner.
- Explore adoption of a toxic and hazardous materials bylaw or regulation based on the Cape Cod Commission's model.

COMMUNITY SYSTEMS

CULTURAL HERITAGE

Bourne is a community of villages with important historic resources found in each one. These resources include buildings of historic or architectural significance; cemeteries, parks, or other sites that link the community to its history; and traditional celebrations, events, or other activities that help to define the culture of the area and its residents.

Bourne is fortunate to have a rich history and many groups dedicated to study and preservation of its cultural heritage. With this level of proven interest in historic preservation, Bourne has the means to not only protect its cultural heritage, but also to assure that future development builds on the best traditions of the community, further strengthening its heritage for future generations.

Until recently these resources were not widely recognized or catalogued. No sites in Bourne were designated as either "noteworthy" or "distinctive" by the 1982 Massachusetts Landscape Inventory. Four inventories of historic resources have been completed in Bourne, however. The first, compiled for the planning board in 1995, found about 80 important historic and cultural resources. The second, a 1999 inventory of cultural landscapes conducted by Tufts University, found 55 sites that helped define the historic or cultural character of the community.

The Bourne Historical Commission, with a grant from the Massachusetts Historical Commission, engaged Public Archeology Laboratory, Inc. (PAL) to conduct the third inventory from 1998 to 2000. This survey identified more than 1500 properties of interest, and documented nearly 100 properties, 16 broader areas, and 9 cemeteries. Nearly 70 of these properties, and five districts, were judged by the PAL study to be potentially eligible for listing on the National Register of Historic Places. The Commission conducted the fourth inventory in 2015-2016 and is currently working with PAL on a fifth survey, supported by Community Preservation Act funding.

Currently, the former Bourne High School (Coady School), Bourne Town Hall, Jonathan Bourne Library, Bournedale Village School, Briggs McDermott House, and Wings Neck Light are listed on the National Register. In addition, the Swift Memorial Church is protected by a Preservation Restriction. There are 565 buildings, structures, objects, areas, and burial grounds in Bourne that have been identified by the Massachusetts Cultural Resource Information System (MACRIS) as having potential historical significance.

Action is needed on three fronts to preserve Bourne's cultural heritage. First, historic sites and buildings need to be protected from destruction. Second, new development needs to be guided to assure that it is fully compatible with and complementary to historic development. Third, the importance of traditional cultural events needs to be recognized and strengthened.

A comprehensive review and possible revision of town bylaws should be made to assure that the current regulations promote development that is consistent with Bourne's historic character. Most importantly, Bourne should publish design guidelines for new development throughout the town, and appoint an advisory Design Review Panel to administer them, as has been done for Buzzards Bay. These guidelines would explain and illustrate how contemporary structures and site designs can be made more compatible with the historic character of the community.

Cultural Heritage Goal

The cultural heritage goal of the Bourne Local Comprehensive Plan is to protect and preserve the important historic and cultural features of the town's landscape, structures and community activities that help shape its special character, and to ensure that future development respects the traditions and distinctive character of Bourne's historic village centers.

Cultural Heritage Policies

- Encourage recognition and preservation of historic buildings, documents, artifacts, sites and trails.
- Guide the character of new development and redevelopment through education and regulations that encourage design that honors Bourne's historic practices.
- Support cultural heritage activities that contribute to a community's distinctive character and create pleasant memories for its residents and visitors.

Cultural Heritage Actions

- Appoint an advisory design review panel to review new construction and administer recommended design guidelines.
- Prepare a publication that explains and illustrates design preferred guidelines, like the Cape Cod Commission Guidebook *Designing the Future to Honor the Past*.
- Adopt a "landmark incentive program" to recognize individual buildings, sites and areas of cultural significance identified by the Bourne Historical Commission.
- Tailor zoning to the unique character of each village center, including provisions for mixed use and flexible parking standards.
- Set up a permit check list system that includes checking for historic significance before any building or demolition permit is issued.
- Include protection of historic and archeological resources as one of the considerations for special permits.
- Draft specific guidelines for regulating scenic roads to be included in the zoning bylaw instead of the general bylaws.
- Initiate a continuing program to bring Bourne's diverse historic and cultural resources into the schools and community center through displays, plays, and guest lectures.
- Create a traveling display of Bourne's history and cultural diversity for presentation at public events such as the Main Street Festival and county fair.

ECONOMY

Bourne has made enormous progress in economic development in the decade since adoption of the first Local Comprehensive Plan. At that time Bourne had the lowest per capita income on Cape Cod, and the town's economy suffered important imbalances that needed to be addressed.

The seasonal nature of the tourist and marine-related industries, and the scarcity of entry level workers and skilled tradespersons, continue to cause problems that are not as common to off-Cape towns, but growth of high-tech and blue economy industries such as Hydroid and Onset Computer have erased much of the former economic imbalance and dramatically raised per capita income. Bourne's per capita income is still below the Cape average but is second only to Falmouth in average weekly wage, which may be a better indicator of economic health.

There are about as many jobs in Bourne as there are residents who work. An increasing number of residents commute to other towns for better jobs, however, and many people commute daily into Bourne from off-Cape communities where housing is less expensive. Enough jobs become available each year in Bourne to employ about three-quarters of the graduates of Bourne High School and Upper Cape Tech, yet the majority of students of both schools continue to leave the area upon graduation. Businesses that employ unskilled workers have trouble hiring, while highly skilled and educated residents find few openings.

Bourne should continue to favor development of businesses that require skilled and educated employees over businesses that rely heavily on unskilled and low-wage labor. Bourne should also continue to be selective about the type of businesses that may move into the town, using its shore assets and convenient location to attract companies that are locally owned, provide services or products of high value, and that offer full-time year-round employment.

In evaluating development proposals, Bourne officials should apply a test that favors companies that bring money into the community, and discourages businesses that take money out of the community.

Most of the money spent at a national retail store immediately leaves the area to pay product suppliers, stockholders, and low-wage employees who cannot afford to live here. Most of the income of a locally owned business, on the other hand, goes to wages to employees who are more likely to live in Bourne, with profits going to local owners. This money will be spent in Bourne several times before leaving the area, thereby boosting the local economy.

This does not mean that Bourne should discourage retail businesses. It should continue, however, to favor locally owned businesses that provide goods and services primarily to local residents and visitors. When appropriate, these businesses should be encouraged to locate in village centers. Retail and service businesses that serve a larger market should be encouraged to locate in Buzzards Bay or in highway commercial districts. Office, research, and service businesses should be encouraged to locate in planned business parks, with the eventual goal of displacing warehouse and distribution uses that currently occupy these districts.

Economy Goal

The economy goal of the Bourne Local Comprehensive Plan envisions Bourne as an attractive location for a diverse business community that provides rewarding year-round employment to town residents at many levels of skill, education and experience, while contributing to the town's economy and respecting its village structure and cultural heritage.

Economy Policies

- Ensure that commercial and industrial development in Bourne is responsive to the needs of the community for employment, taxes, and services.
- Prefer businesses that are owned by local residents over businesses that divert money from the local economy to distant owners.
- Recognize the economic benefit to Bourne generated by recreational activities such as marinas, golf courses, recreational trails, and the Cape Cod Baseball League.

Economy Actions

- Engage an experienced professional to oversee all community development activities in Bourne, and to assure that such development meets the needs of the community for high-quality jobs and a solid tax base.
- Conduct a market needs assessment to compile a comprehensive inventory of job needs and to identify categories of businesses that would provide high-quality, well-paid jobs for Bourne residents.
- Support the Bourne Financial Development Corporation (BFDC) as a more active partner with Bourne's government boards and committees, and assist the BFDC effort to create a business park for Blue Economy companies, clean industries, and start-ups in Bournedale.
- Take advantage of the Massachusetts Maritime Academy and Bourne's proximity to the scientific and marine institutions of Woods Hole to promote "Blue Economy" businesses.
- Evaluate significant business development proposals, both in Bourne and the larger region, for their ability to generate positive economic activity and fiscal impact to Bourne.
- Expand design standards and reach of the design review committee to promote high-quality design and construction of commercial sites, buildings and signs.
- Continue to work with and encourage private developers and local organizations to build and redevelop properties and business ventures in Downtown Buzzards Bay, in accordance with this Local Comprehensive Plan and related planning studies.
- Investigate the possibility of creating a Growth Incentive Zone (GIZ) in North Sagamore to streamline permitting and promote development of new commercial and residential growth.

HOUSING

If Bourne is to continue to be a vibrant and rewarding place to live, work, and play, it must have housing to accommodate people with a wide range of ages, incomes, and economic status. Bourne is fortunate in that somewhat affordable housing is available in older neighborhoods of Buzzards Bay and Pocasset to allow young adults, who grew up in Bourne and want to stay here, to find housing. Housing is also available for retirees who wish to stay in Bourne when moving from a large family house to more suitable housing for their age and physical abilities.

The Bourne Housing Authority has for many years created and maintained affordable rental units for elderly and low-income persons. Demand continues to exceed supply, however, of housing for Bourne residents whose incomes are too low to afford prevailing market prices. The cost of new construction and land makes it uneconomic to build housing without substantial density benefits to private developers, or significant government or charitable investment.

The Bourne Housing Partnership was appointed by the Selectmen in 1989 to promote and develop affordable housing. The Partnership has been effective at expanding the number of affordable units in Bourne by supporting the efforts of Habitat for Humanity, encouraging voluntary participation by private developers, and creating an Affordable Housing Plan. In April 2014 the Partnership published a Housing Production Plan that should be referenced for detailed analysis of housing needs and opportunities in Bourne. Statistics on Cape Cod housing can also be found in the Cape Cod Commission's 2017 Regional Housing Market Analysis.

The Town Planner's office, in cooperation with the Housing Partnership, implemented a highly successful Community Development Fund grant in which houses owned by low- and moderate-income households received zero percent deferred loans for critical repairs. If the property is sold or transferred within 15 years, the funds will be recaptured on a prorated basis and can be used for other housing related programs. Currently recaptured funds are used to support Housing Trust's emergency repair program.

The Bourne Affordable Housing Trust Fund was created in 2009. The Trust has the legal authority to acquire, sell, lease out, and rent properties for affordable housing, and to provide programs and assistance to preserve and develop affordable units. It has generally focused on acquiring land and subsidizing construction of new single-family deed-restricted homes. The Trust and the Partnership receive funding from Community Preservation Act programs.

There are other ways to promote creation of more affordable housing. Bourne amended its accessory dwelling zoning bylaw as suggested by the original Local Comprehensive Plan. That change has not produced many units, however, due to many restrictions. Additional revisions such as the amnesty program adopted in Barnstable to legalize existing accessory apartments should be considered in Bourne.

Large older houses could be converted to multi-family units. Dwellings could be built above retail stores and offices in village centers, as was done for many years before the advent of modern suburban zoning, and is being done now in Buzzards Bay. Obsolete schools and other public or commercial buildings can often be converted to attractive, functional and affordable housing, as was recently done with the Coady School.

Housing Goal

The housing goal of the Bourne Local Comprehensive Plan is to create an adequate supply of housing that is safe, healthy, and attainable for people of all income levels and diverse needs to purchase or rent.

Housing Policies

- Foster development of diverse neighborhoods with housing for all age and income groups, and with a focus on higher density developments in community activity centers.
- Actively promote development and preservation of affordable housing in sufficient amounts to meet the needs of first-time homebuyers, renters, and others in need with limited incomes.
- Protect and expand the supply of housing available and suitable for persons who are aging, physically or mentally challenged, or have other acute needs.

Housing Actions

- Actively carry out the provisions of Bourne’s Housing Production Plan to create affordable housing throughout the town and to attain the plan’s goal to raise the share of affordable housing to at least ten percent of year-round resident households.
- Promote private development of affordable housing through private/public partnerships, regulatory incentives, and tools such as the Local Initiative Program.
- Facilitate development of rental housing units in areas with adequate utilities, road access and services, and with particular emphasis in the Buzzards Bay Growth Incentive Zone.
- Revise the zoning bylaw to ease restrictions on “in-law” or year-round accessory apartments in single-family residential districts, by easing restrictions on rental, boarding, and lodging.
- Create a system to give developers density bonuses or other incentives to create workforce housing units in Downtown Buzzards Bay.
- Provide an amnesty program to legalize existing accessory apartments and bring them up to code for year-round rental.
- Institute a program to salvage houses that might otherwise be demolished, and use tax title and other publicly owned properties for single-family or multifamily affordable housing.
- Encourage, through property tax abatements and other incentives, homeowners who do not have heirs to adopt deed restrictions that would keep their houses affordable in perpetuity.
- Create a program to acquire and rehabilitate foreclosed properties as affordable housing.
- Develop educational programs and websites to promote creation of affordable housing and instruct those who qualify of how to gain access to it.
- Preserve existing housing stock through use of federal, state, and local housing rehabilitation and emergency repair programs.

RECREATION

Recreation is any activity that provides a counterpoint to the stresses of work and day-to-day life. It may include competitive games, individual sports, passive activities, physical fitness, gatherings of people, and special events. In Bourne it also includes boating, fishing, swimming and other water-related activities, as well as tourist attractions and shopping.

**Recreation is a fundamental component of Bourne's economy.
It is the primary reason seasonal residents and tourists visit Cape Cod,
and is a major influence on people's decisions
to retire to Bourne or live here year-round.**

Bourne enjoys a seemingly rich inventory of recreational facilities, including both town-owned and private marinas, beaches, golf courses, campgrounds, and indoor ice skating; as well as more common park and playfield facilities. Seasonal demands, however, often overtax even these abundant assets. Burgeoning youth programs have created pressing needs for additional play fields; boating facilities need improvement and expansion; and beach capacity and parking need to be improved and enlarged.

Since adoption of the original Local Comprehensive Plan, Bourne has taken important action to expand and improve recreational opportunities. A Recreation Department has been created and staffed, as suggested in the 2008 plan. A new basketball court behind the community center has been actively used by neighborhood teens. Improvements to the town park next to the railroad station has brought many visitors and new life to the west end of Main Street. Sand mats have made town beaches more accessible to people with restricted mobility. And renovation of the Gallo Skating Rink by the Recreation Authority will assure its operation for many more years.

The 2018 Open Space and Recreation Plan stated that Bourne has approximately 400 acres of beaches, marinas, playgrounds and playing fields, about 1.5 percent of total land area, in active recreational use. It noted that demand would likely exceed current supply for most types of facilities by the time the town is built out, and that the shortage of facilities is worsened by the poor condition and multiple-use of many existing facilities. While conditions have been notably improved, better access and expanded parking is still needed, especially at the town beaches.

Bourne should continue to expand recognition of the importance of recreation to the town's economy, its community character, and the quality of life of its residents and visitors. Bourne has excellent programs and good facilities for competitive sports, but could benefit from more programs that would appeal to teenagers who simply want a place to meet and socialize with friends or to participate in other organized activities.

Bourne should continue to cooperate and work closely with abutting towns and regional interests to share facilities and programs. Most importantly, it should strongly promote extension of the Shining Sea Trail between North Falmouth and the canal, as this action would singularly fulfill the recreation goal and policies of this plan. It would also connect all of the town's villages south of the canal with bicycle access, separating bicycles from cars on many of the major roads.

Recreation Goal

The recreation goal of the Bourne Local Comprehensive Plan is to provide a wide range of opportunities for active and passive recreation to meet the needs and desires of residents and visitors of all ages, abilities and interests.

Recreation Policies

- Recognize and promote the importance of recreation to Bourne's economy, community character, and quality of life.
- Encourage and support a wide range of recreational opportunities for persons of all ages, abilities and interests.
- Preserve and enhance a broad range of opportunities for both active and passive recreation in the natural environment.

Recreation Actions

- Actively promote and support extension of the Shining Sea Recreational Trail between North Falmouth and the canal, as this single action would fulfill the Recreation Goal as no other, and would meet all of the Recreation Policies.
- Consider creating a recreation center with dedicated rooms for after school activities, child care, and adult programs, in the Sagamore area, to supplement current activities at the Veteran's Memorial Community Center.
- Create a Parks Department within the Department of Public Works to maintain parks, ball fields, and other recreational facilities throughout the town.
- Continue to work with the Capital Facilities Committee to develop a five-year Capital Improvement Plan for recreational facilities.
- Find appropriate locations and create a dog park and pickleball courts.
- Continue to improve maintenance of existing playing fields, and other recreational facilities, using both volunteers and town employees.
- Partner with the Department of Natural Resources to expand and protect public access to both freshwater and saltwater bodies for recreational activities.
- Continue to evaluate all existing facilities and future plans for accessibility to persons of all ages and physical abilities.
- Expand year-round recreation programs that appeal to teenagers and older adults, including opportunities for indoor walking areas.

HUMAN SERVICES

Much of what makes Bourne a desirable place to live is the cultural, economic and social diversity of its population. Bourne is home to a broad range of people from all economic levels, age groups, educational achievement, and cultural backgrounds. To maintain this healthy diversity, the town must continue to provide and expand human services to support the needs of children, teenagers, working parents, retirees, and those in need of medical, financial, and personal assistance.

In 2017 Bourne had an estimated 19,879 residents living in 8,354 households. Total population was only slightly higher than the 19,736 people recorded by the 2010 U.S. Census. Average household size in 2017 was 2.32, slightly less than the state average of 2.54. About 18 percent of the town's population was under 18, compared to about 20 percent statewide. About 21.6 percent of the population was over age 65, compared to statewide figures of 16.2 percent over 65. Bourne's age profile is less skewed to older age groups than other Cape towns, but still older than the statewide averages.

Many of Bourne's families and individuals rely on community services to meet basic health and financial needs, including housing, child care, and elder services.

In 2016 approximately 9.3 percent of Bourne's population was living below the federal poverty level. Even those who are above the poverty line find costs of housing, food, and fuel higher on Cape Cod than in more inland areas. Year-round rental housing is scarce and rents are similar to those in the Boston area, which is the third most expensive region in the country.

It's not just the elderly and poor who need community services. Teenagers in Bourne need more opportunities to gather with friends and participate in activities they enjoy without endangering themselves and others. Younger children need safe places to stay while their parents are working and schools are closed. Young families often need help finding housing and paying rent and security deposits. Daycare, preschool, and after-school programs, elderly assistance programs, libraries, continuing adult education, and similar services, are not expensive frills but essential needs of the community.

The slightly above percentage of elderly persons in Bourne continues to grow as the "Baby Boomers" born between 1946 and 1966 retire, often moving from metropolitan areas to formerly seasonal homes or condominiums on the Cape. Bourne offers a broad range of elder services, and abundant recreational opportunities, but these services and facilities will need to expand with the growing older population. New services will be needed for this group, who tend to retire younger, live longer, and be more active than earlier generations.

A crucial step for Bourne to properly serve all sectors of its population is to follow the lead of other Cape Cod towns and establish and staff a Human Services Department. A Human Services Director, reporting to the Town Manager and advised by the Council on Aging Human Services Committee, would coordinate all human service agencies, organizations, and activities in town, so as to avoid duplication of effort and to allow the Council on Aging to focus on the elderly.

Human Services Goal

The human services goal of the Bourne Local Comprehensive Plan is to provide and support a broad range of human services that enhance the quality of living and meet the needs of a diverse population that includes children, teenagers, families, and elderly, as well as those facing financial, personal or health difficulties.

Human Services Policies

- Maintain the traditional diversity of Bourne’s population so that it continues to encompass a broad range of persons of all ages, interests and economic status.
- Recognize the importance of quality of life and fulfillment of basic needs to the economic and social health of the community.
- Encourage efforts by private and philanthropic interests to provide affordable housing, extended care facilities, and other human services.

Human Services Actions

- Establish and staff a Human Services Department to coordinate all human service agencies, organizations, and activities in Bourne, so as to avoid duplication of effort and to allow the Council on Aging to focus solely on needs of the elderly.
- Review and update the surveys of human services conducted by the Council on Aging and Barnstable County to assure that services continue to meet needs within Bourne.
- Adopt a Human Services Outreach Plan based upon the human services surveys.
- Expand and promote the Children’s and Youth Council to develop and manage programs, and act as advocates, for children and teens.
- Work with the Cape Cod Regional Transit Authority and local businesses to expand shuttle bus services throughout Bourne.
- Adjust shuttle bus routes and services to better coincide with activities such as school open and close times, Community Center events, and retail hours.
- Promote community and neighborhood awareness of the basic needs of elderly residents for food, safety and hygiene.
- Pressure elected representatives for state, federal and private programs that provide basic preventive and acute care medical services for uninsured residents, and that encourage doctors to remain in private practice despite the high cost of maintaining a local practice.
- Support organizations that provide emergency assistance and advocacy for families and individuals who are homeless or at risk of becoming homeless.

EDUCATION

Education is an important component of Bourne's economy and culture. Respondents to the LCP community opinion survey ranked education second in importance only to water quality as an issue of concern. Bourne is the only town on Cape Cod with a four-year college, and one of only two towns on the Cape with a technical high school. It also hosts a Montessori School, and has more students per capita in its public school system than any other Cape town.

Bourne's public school system enrolled 1,935 students from pre-kindergarten through twelfth grade in 2018-2019. Its graduation rate is typically about 92 percent, with 84 percent going on to higher education. Total enrollment declined nearly 22 percent from 2008 to 2018, but the school department has taken bold steps to improve efficiency in the face of changing enrollment.

At a time when some Cape Cod towns are closing schools because of dwindling enrollment, Bourne has recently invested in two new state-of-the-art schools. Bournedale Elementary School was opened off Scenic Highway in 2009. Peebles Elementary School was replaced by a new Intermediate School built on the same site as the Middle and High Schools in 2019.

In 2016 the school department decided to move to grade span schools where all students of a grade are housed in a single school. Instead of having several elementary schools scattered in diverse locations, all but one of the town's schools are now consolidated on a central campus. The Bournedale School is the only one on a separate site and on the mainland side of the canal.

Starting in the fall of 2019, Bournedale Elementary School became the sole location for Pre-Kindergarten through Grade Two; the new Bourne Intermediate School houses all Grades 3 through 5; Bourne Middle School serves Grades 6 through 8; and Bourne High School has remained Grades 9 through 12. The School Department is moving to the High School from the historic 1840 Bourne Academy building on Sandwich Road that it has occupied for 40 years.

The obligation to educate children residing on Joint Base Cape Cod has presented a challenge to the Bourne school system. Two schools on the base have been closed, and base students are now bused to the other public schools. A long-running dispute between the town and the federal government over payment for educating military dependents has not been fully resolved.

Upper Cape Cod Regional Technical School (UCT) is a public vocational-technical high school that opened in 1966 and serves more than 700 students in 14 vocational areas of study. UCT supplements the Bourne school system as an independent school district and serves five towns in Barnstable and Plymouth Counties: Falmouth, Sandwich, Bourne, Wareham, and Marion.

The stated mission of Upper Cape Cod Regional Technical School is to foster a lifelong commitment to learning, community, personal responsibility, and career growth within a diverse student population of 21st century learners through the integration of academic and technical proficiency, while preparing students to be effective members of a global society.

In addition to its high school level curriculum, UCT also provides quality equal opportunity post-secondary programs to educate and retrain workers in preparation for the challenges of the 21st century, and offers a broad range of continuing adult education courses.

The school also addresses the ancillary needs of its communities by providing services and facilities to business, labor, public service, and recreational organizations. UCT hosts the home field of the Bourne Braves baseball team. Students in the school's culinary arts program prepare and serve breakfast and lunch in the student cafeteria, and provide low-cost lunches to the public in its Canalside Restaurant, by reservation only, Monday through Friday during the school term.

Massachusetts Maritime Academy is a fully accredited, four-year, co-educational state university offering Bachelor and Master of Science degrees that are highly regarded in the maritime industry. The Academy was established more than a century ago and moved to Buzzards Bay from Hyannis in 1949. It is now the largest state maritime academy in the country. It is also the first maritime academy to enroll women, who now comprise about 13% of its student body.

Through Sea Terms and Cooperative Education Programs, Academy undergraduates log real-world career experience during their pursuit of a Bachelor's Degree, often while traveling to foreign countries. Upon graduation, cadets are qualified as licensed maritime professionals, skilled business managers, ship safety officers, commissioned military officers, and more.

The United States Department of Transportation's Maritime Administration (MARAD) recognizes the Academy as one of six state maritime colleges approved to prepare graduates for federal license examination as third mate, ocean vessels, unlimited tonnage, or third assistant engineer, steam or motor, unlimited horsepower.

The Academy has seen substantial growth over the last decade, and in 2018-2019 enrolled 1,780 cadets, of which 1,688 were undergraduates. It also offers continuing education and certification for mariners from all over the world. Future plans are focused on expansion to 2,000 students.



The Taylor's Point campus of Massachusetts Maritime Academy with the MV Kennedy training ship.

Academy administrators and town officials have both expressed interest in better integrating the Academy into Bourne's revitalized Downtown. Academy facilities have long been available to town residents, but knowledge of these opportunities is not widely known among townspeople. The seasonal differences, with Main Street most active in the summer when the Academy is less busy, may offer unexplored opportunities for shared resources in the areas of facility use, student parking, and workforce housing.

Education Goal

The Education Goal of the Bourne Local Comprehensive Plan is to coordinate and support all of the town’s educational institutions and activities, in order to provide high-quality learning opportunities at all levels and in a broad range of subjects and specialties for people of all ages and interests.

Education Policies

- All students can learn, all decisions shall be made in the best interests of students, students learn best when actively involved in the process, and learning is more successful when school experiences have meaning for the students.
- There is great opportunity to benefit all of the educational institutions in Bourne through collaboration and coordination of curriculum, programs, and activities.
- Bourne recognizes and promotes the value of the various educational institutions as a unified benefit of living and operating a business in Bourne.

Education Actions

- Use Bourne’s unique coalition of educational systems and its proximity to the marine and scientific institutions in Woods Hole to promote location and expansion of Blue Economy research, manufacturing, and service businesses in town.
- Create a common online presence where all of Bourne’s educational institutions, both public and private, can post information, activities, and announcements.
- Appoint a standing Council of Education that meets at least quarterly, with representation from all of Bourne’s educational institutions, town government, and the business community, to coordinate policies and activities in the best interests of all.
- Explore opportunities for shared resources in the areas of facility use, student parking, and workforce housing, between the Maritime Academy and Downtown Buzzards Bay.
- Establish a retail store on Main Street to sell clothing, souvenirs, and supplies representing the Maritime Academy, Upper Cape Tech, and Bourne schools, to benefit all three systems.
- Develop joint educational ventures between the National Marine Life Center and all of Bourne’s educational institutions.
- Promote Bourne as a college town and center of marine education, research, manufacturing, and services.
- Continue to encourage Science, Technology, Engineering, and Mathematics (STEM) educational initiatives and programs in the curriculum at all grade levels.

APPENDIX

TABLE OF RECOMMENDED ACTIONS

The following list of all of the action items for each of the planning elements in this Local Comprehensive Plan, with assignment of primary responsibility for carrying out each action item, statement of anticipated date of completion, and level of priority. Additional boards, committees, and officials may be involved in carrying out actions, but are not necessarily listed here.

Note that these action items are aspirational, not mandatory. Some are essential; others are optional; still others border on fantasy. They should be considered to be a wish list of possible ways to attain the goals and fulfill the policies listed in this plan.

Completion dates are listed as a general guide. Ongoing actions that have no set completion date are listed as *Cont.* for Continuous. Priorities are shown as High (H), Medium (M), or Low (L).

Action Items	Responsibility	Completion Date	Priority
<u>WATER RESOURCES</u>			
Identify, remediate, treat, or contain identified sources of pollution in coastal embayments and estuaries in an effort to attain established Total Maximum Daily Loads (TMDL).	Con Com Stormwater Working Group	Cont.	H
Create a comprehensive wastewater management plan to upgrade public and private wastewater treatment facilities and methods in appropriate areas, especially in densely developed neighborhoods, and actively seek grants and other funding to carry out the plan.	Sewer Com	2021	H
Promote public/private initiatives to create neighborhood wastewater treatment facilities in lieu of individual septic systems or regional collection and treatment systems.	BOH	Cont.	H
Take advantage of the Cape Cod Commission's Pond and Lake Stewardship (PALS) program to compile a biological, chemical, and physical profile of each fresh water pond and waterway, and continually monitor all fresh water areas for changes in the profile.	Con Com	Cont.	H
Encourage and assist the Buzzards Bay and North Sagamore Water Companies to identify and develop new well locations to serve expanding development north of the canal.	Con Com	Cont.	H
Initiate a continuing public education and incentive program on the effects of pollution from septic systems, stormwater runoff, yard fertilization, recreational boating, pet waste, birds and wild animals, and overdevelopment.	Con Com Pollution Task Force	Cont.	M
Work with adjacent towns and the Massachusetts Department of Transportation to enforce Best Management Practices for controlling storm water runoff from roads.	Con Com, DPW, Stormwater Working	Cont.	M
Continue to collaborate with Joint Base Cape Cod officials to clean up pollution from the base.	BOS	Cont.	M
Adopt water conservation plans that encourage installation and use of water-saving and recycling devices such as cisterns, gray-water tanks, and alternative septic systems.	BOH, Water Districts	2021	M
Improve communications between town, state, and federal officials to coordinate policies and programs related to water quality.	BOS	Cont.	M

<u>OCEAN RESOURCES</u>			
Use the Waterways Improvement Fund and funding from the Seaport Economic Council to support rapidly increasing costs of coastal dredging, facilities maintenance, and other coastal environmental quality activities.	Shore & Harbor	Cont.	H
Revise the Floodplain Zoning Bylaw and pursue other actions recommended in Bourne's 2018 Hazard Mitigation Plan and the Cape Cod Commission's Regional Policy Plan.	Planning Bd	2021	H
Cooperate and support organizations and programs that monitor and evaluate coastal waters, including the Coalition for Buzzards Bay and Massachusetts Estuaries Project.	BOS	Cont.	H
Conduct an assessment and evaluation of ocean resources throughout Bourne.	Natural Res	2020	M
Prepare and publicize a Coastal Resources Management Plan that addresses conflicts between shellfish habitat, navigation, recreation, wildlife and plant habitat, and development.	Natural Res	2021	M
Adopt additional regulations, including a storm water bylaw, required to meet the Phase II Stormwater bylaw standards of the federal Clean Water Act.	BOS, PB, Stormwater Working Group	2021	M
Restore and maintain natural tidal flows to salt marsh areas.	Con Com	Cont.	M
Continue to monitor use of, and enforce regulation related to, waterfront fueling facilities, sewage pump-out stations, boats, storm drains, and septic disposal systems.	Natural Res	Cont.	M
Take advantage of the Maritime Academy and the Canal in all efforts to promote and protect Bourne's ocean resources	BOS	Cont.	M
Expand the shellfish propagation and habitat restoration program in accordance with the Coastal Resources Management Plan.	Natural Res	Cont.	M
Inspect and upgrade culverts, storm drains, and other infrastructure to prioritize retrofits and improvements, including dredging where appropriate, in order to improve water quality.	DPW	2020	M

<u>WETLAND RESOURCES</u>			
Remove barriers to tidal flow in coastal wetlands, and restore and maintain tidal flows to salt marsh areas	Con Com	2019	H
Protect beaches, dunes, coastal banks, and salt marshes from human alteration.		Cont.	H
Continue the existing successful maintenance and improvement dredging program.	Shore & Harbor	Cont.	M
Create and implement regulations to provide undisturbed natural or vegetated buffer areas boarding wetlands to reduce damaging runoff and protect their natural functions.	Con Com	2021	M
Adopt a bylaw to prohibit illicit stormwater discharges into wetlands and buffer areas, and initiate a program to remove all such discharges.	Con Com	2022	M
Actively promote public awareness of the value of wetlands and the importance of protecting them; and educate the public on what they can do through social media and mailings	Con Com	Cont.	M
Seek funding by grants or appropriations to support efforts identify and remediate impaired coastal embayments.	Con Com	Cont.	M
Develop a wetlands protection program for inclusion in Bourne's school curriculum.	Con Com / School	2021	L
Create resource management plans for Bourne's ACEC areas that are consistent with published State guidelines.	Con Com	2022	L

WILDLIFE AND PLANT HABITAT			
Post biologically sensitive areas to prevent damage from walkers and cyclists.	Con Com	2021	H
Support and work to implement the Massachusetts Endangered Species Act by streamlining local review procedures with MESA review of projects.	Con Com	Cont.	M
Develop strategies to control and remove invasive species on publicly owned land.	Con Com	Cont.	M
Plant native vegetation as needed to enhance or restore wildlife habitat.	Con Com	Cont.	M
Cluster development away from the most sensitive areas of a site.	Planning Bd	Cont.	M
Keep identified wildlife migration corridors unimpeded by development or fencing.	Con Com	Cont.	M
Promote best management practices to protect wildlife and plant habitat from adverse impacts.	Con Com	Cont.	M
Minimize clearing and grading of development sites.	Planning Bd	Cont.	M
Preserve critical wildlife and plant habitats during the design/permitting stage of developments.	Planning Bd	Cont.	M
Acquire conservation easements over private land to preserve wildlife corridors.	Con Com	Cont.	M
Revise regulations to protect wetland buffers or create buffers where none exist.	Con Com	Cont.	M

OPEN SPACE			
Actively implement recommendations of the 2018 Open Space and Recreation Plan in order to maintain Bourne's rural character and visual appeal.	OSC	Cont.	H
Aggressively pursue acquisition or protection of key parcels through land bank, Community Preservation Act, state and federal grants, and other sources of funding.	OSC	Cont.	H
Conduct an inventory of potential viewsheds and work to open them.	OSC	2020	H
Revise zoning bylaws and subdivision regulations to increase the amount of open space preserved and to ensure that it remains open.	Planning Bd	2021	H
Fully utilize advanced planning techniques such as transfer of development rights, land swapping, cluster development, and planned unit development to maximize preservation of open land.	Planning Bd	2021	H
Continue to develop greenbelts between neighborhoods and villages by buying key parcels, mandating cluster developments, and generating public interest.	OSC	Cont.	M
Support the activities of private organizations, such as the Bourne Conservation Trust, to acquire and preserve open space land and easements.	OSC	Cont.	M
Establish a stewardship program to maintain town-owned open space.	OSC	Cont.	L
Prevent adverse development impacts on existing open space by requiring new development to consider the proximity of existing open lands to new construction.	Planning Bd	Cont.	L
Consider limiting occupancy of new dwellings in certain areas of the floodplain to seasonal use.	Planning Bd	Cont.	L
Encourage and assist private landowners to restore and preserve open land as well-maintained open space.	Planning Bd	Cont.	L

<u>COMMUNITY DESIGN</u>			
Expand design standards and design review procedures now applied to Buzzards Bay to improve the visual quality of highways, business parks, and the other villages.	Planning Bd	2023	H
Encourage developers to mix residential, retail, office, and other commercial uses in their projects in established village centers and to strengthen locally-owned village businesses.	Planning Bd	Cont.	H
Continue to support planned development and improvement of Main Street in Buzzards Bay as Bourne's government and downtown commercial core, and as a regional center for marine-related education, research and entertainment.	Planning Bd	Cont.	M
Explore ways to better connect Downtown Buzzards Bay visually and physically to the Canal for recreational and boating access.	Planning Bd	Cont.	M
Consider revising the zoning bylaw to better moderate the size, mass, and setbacks of residential buildings relative to their lot sizes and neighboring structures.	Planning Bd	2023	H
Require deeper buffers between residential and commercial neighborhoods.	Planning Bd	2025	M
Preserve Bourne's agricultural land uses and the rural and maritime character of the community by protecting recognized and designated buildings and sites.	Hist. Com.	Cont.	M
Mount a program of public education and business incentives that will encourage existing businesses to redesign their buildings and sites in a more attractive way, as has been done in Downtown Buzzards Bay.	Planning Bd	2020	L

<u>COASTAL RESILIENCY</u>			
Create a Coastal Resiliency Advisory Committee (CRAC) to advocate for Coastal Resiliency town actions.	BOS	2021	H
Work with state and regional agencies to create programs that encourage local power sources and reduce dependency on the national power grid.	Emer Pl. Com..	Cont.	H
Participate in the National Flood Insurance Program (NFIP) Community Rating System (CRS) program through enhanced floodplain management activities.	Emer Pl. Com..	Cont.	H
Work with officials of Joint Base Cape Cod to evaluate the risk of wild fires and take actions to reduce the risk.	Emer Pl. Com..	Cont.	H
Conduct public outreach to increase the number of subscribers to the Code Red system of communication with residents before, during, and after hazard events.	Emer Pl. Com..	Cont.	M
Develop and distribute hazard awareness information and conduct educational programs for the public.	Emer Pl. Com..	Cont.	M
Seek and take advantage of funding opportunities through the Municipal Vulnerability and Coastal Zone Management grants to implement Bourne's Hazard Mitigation Plan and to reduce the town's vulnerability to natural hazards.	Emer Pl. Com./CRAC	Cont.	M
Perform a feasibility study to assess raising roads to Wings Neck, Scraggy Neck, Patuisset, and Mashnee Island.	DPW/Con Com/Eng	2024	M
Coordinate local hazard mitigation planning and activities with those of Barnstable County, Plymouth County, and surrounding towns.	Emer Pl. Com, Con Com	Cont.	L
Move paper records stored in Town Hall and other vulnerable locations to safer sites outside of the floodplain.	Town Clerk/BOS	2021	L

<u>CAPITAL FACILITIES AND INFRASTRUCTURE</u>			
Review and consolidate former municipal facilities plans to create a comprehensive Capital Improvement Plan (CIP).	Capital Outlay Comm.	2020	H
Update annually the five-year CIP as an effective tool to plan property acquisitions, development and redevelopment of structures and facilities, as well as replacement of major vehicles and equipment.	Capital Outlay Comm.	Cont.	H
Create a Facilities Management Department and hire a fulltime Facilities Manager.	BOS	2020	H
Consider adding construction management and project management to the Facilities Manager's role beyond building maintenance.	BOS	2020	M
Consider expanding the new Facilities Management Department into an independent Buildings and Grounds Department within the DPW that includes full-time technicians such as carpenters, plumbers, electricians, and painters, so that less work has to be outsourced.	Dept. Public Works	2020	M
Conduct a comprehensive assessment of town facilities every five years.	Capital Outlay Comm.	2020	M
Consider designating a portion of the short-term rental tax to wastewater facilities planning and development.	BOS	2020	M
Reactivate the Wastewater Advisory Committee to monitor and coordinate wastewater planning and development in all areas of Bourne.	BOS	2020	M
Implement an impact fee system to assure that all future development and redevelopment covers its fair share of the cost of building, buying or expanding capital facilities and assets related to development.	Planning Bd	2020	M
Acquire or reserve sites for future capital facilities before the town is fully developed in order to reduce costs and community disruptions.	Capital Outlay Comm.	Cont.	M
Conduct highest and best use studies on underutilized municipal buildings and facilities.	Capital Outlay Comm.	2020	L

<u>TRANSPORTATION</u>			
Urge the Army Corps of Engineers to accelerate plans to replace the canal bridges.	BOS	Cont.	H
Support the MassDOT plan to replace the Bourne Bridge Rotary with a conventional highway interchange.	BOS	Cont.	H
Work with MassDOT to reconfigure the interchange between Route 25 and Scenic Highway, including removing Belmont Circle from the through traffic pattern.	BOS	Cont.	H
As part of the rotary replacement, build a new northbound MacArthur Boulevard north of the landfill and convert the existing southbound lane to a two-way local service road.	BOS	Cont.	H
Extend the Shining Sea Bicycle/Pedestrian Trail from North Falmouth to the Cape Cod Canal, and partner with the Cape Cod Commission to expand the Cape's bike path network.	BOS	Cont.	H
Continue to push the MBTA to extend commuter rail service to Buzzards Bay.	BOS	Cont.	H
Reconfigure intersections to increase safety at Five Corners, County and Clay Pond Roads, Shore and Barlows Landing Roads, and County Road at Route 28A.	DPW	2021	H
Encourage MassDOT to install a median barrier the full length of Scenic Highway.	BOS	Cont.	M
Investigate building a new bicycle/pedestrian path between MacArthur Blvd, Clay Pond Road, and Monks Cove, generally following the layout of Valley Bars Road.	DPW	2021	L
Reconstruct Sandwich Road between the canal bridges into a divided parkway.	DPW	2025	M
Promote construction of more park and ride lots near the Canal bridges.	BOS	Cont.	L
Encourage expanded and improved ferryboat services between off-Cape locations and the islands of Martha's Vineyard and Nantucket, as well as on-Cape locations.	BOS	Cont.	L
Complete the proposed pedestrian/bicycle path between the Gallo Ice Arena and the split on Sandwich Road.	DPW	2024	L

<u>ENERGY</u>			
Amend project plan review and design guidelines to include standards for solar orientation, green materials, wind turbines and other energy-efficient design concepts.	Planning Bd	2020	H
Take full advantage of the Massachusetts Green Communities Act to identify and fund improvements in energy efficiency and development of renewable energy resources.	Emer Pl. Com..	Cont.	H
Cooperate with efforts by OneCape to expand fiber optic internet service throughout town.	BOS	Cont.	M
Strengthen and enforce the existing by-law to reduce excessive commercial lighting.	Planning Bd	2021	L
Continue to convert the town's fleet of vehicles to low-emission and energy efficient models that use hybrid power systems or alternative fuels such as propane or bio-diesel.	DPW	Cont.	L
Work with utility companies to locate the most vulnerable distribution systems underground.	Emer Pl. Com..	Cont.	L
Identify steps to take advantage of new energy technologies, as they become market proven.	Emer Pl. Com..	Cont.	L
Adopt a policy to prohibit opening of windows in public buildings designed to have balanced heating and air conditioning systems.	BOS	2020	L

<u>WASTE MANAGEMENT</u>			
Plan for long-term sustainable development of the ISWM facility and its integrated approach to solid waste management, including potential operations utilizing innovative technologies that can manage materials beyond the closure of the landfill.	ISWM	Cont.	H
Monitor developing waste reduction programs and adopt successful models to reduce volumes of waste being generated by residents and businesses.	ISWM	Cont.	H
Reach out to the business community and multi-family residential developments to encourage compliance with the mandatory recycling bylaw.	Recycling Comm.	Cont.	H
Work with and support the Recycling Committee and the Bourne DPW on ways to expand public space recycling initiatives.	ISWM	Cont.	M
Educate Bourne residents about the operations of ISWM and improving the quality of single stream recycling through public speaking engagements, site tours, and open houses.	ISWM	Cont.	M
Work with the Bourne DPW to review and improve curbside collection efficiencies, identify problems and enhance enforcement of the mandatory recycling bylaw.	ISWM	Cont.	M
Continue Bourne's participation in regional household hazardous waste management collection programs in order to prevent hazardous waste from entering the landfill or otherwise being disposed of improperly.	ISWM	Cont.	M
Support initiatives at the state level to create a circular economy through programs such as extended producer responsibility.	Recycling Comm.	Cont.	H
Continue to explore more economical or efficient options for disposing of non-recyclable wastes in an environmentally sound manner.	ISWM	Cont.	M
Explore adoption of a toxic and hazardous materials bylaw or regulation based on the Cape Cod Commission's model.	ISWM	Cont.	L

<u>CULTURAL HERITAGE</u>			
Appoint an advisory design review panel to review new construction and administer recommended design guidelines.	BOS	2020	H
Prepare a publication that explains and illustrates design preferred guidelines, like the Cape Cod Commission Guidebook <i>Designing the Future to Honor the Past</i> .	Historical Comm.	2020	H
Adopt a "landmark incentive program" to recognize individual buildings, sites and areas of cultural significance identified by the Bourne Historical Commission.	Historical Comm.	2020	H
Tailor zoning to the unique character of each village center, including provisions for mixed use and flexible parking standards.	Planning Bd	2021	H
Include protection of historic and archeological resources as one of the considerations for special permits.	Planning Bd	2021	M
Draft specific guidelines for regulating scenic roads to be included in the zoning bylaw instead of the general bylaws.	Planning Bd	2021	M
Initiate a continuing program to bring Bourne's diverse historic and cultural resources into the schools and community center through displays, plays, and guest lectures.	Historical Comm.	2020	M
Create a traveling display of Bourne's history and cultural diversity for presentation at public events such as the Main Street Festival and county fair.	Historical Comm.	2020	L

<u>ECONOMY</u>			
Engage an experienced professional to oversee all community development activities in Bourne, and to assure that such development meets the needs of the community for high-quality jobs and a solid tax base.	BOS	2020	H
Conduct a market needs assessment to compile a comprehensive inventory of job needs and to identify categories of businesses that would provide high-quality, well-paid jobs for Bourne residents.	Town Planner	2020	H
Support the Bourne Financial Development Corporation (BFDC) as a more active partner with the town's government boards and committees, and assist the BFDC effort to create a business park for Blue Economy companies and start-ups in Bournedale.	BOS	2020	H
Take advantage of the Massachusetts Maritime Academy and Bourne's proximity to the scientific and marine institutions of Woods Hole to promote "blue economy" businesses.	BOS	2020	M
Evaluate significant business development proposals, both in Bourne and the larger region, for their ability to generate positive economic activity and fiscal impact to Bourne.	Planning Bd	Cont.	M
Expand design standards and reach of the design review committee to promote high-quality design and construction of commercial sites, buildings and signs.	Planning Bd	2020	L
Continue to work with and encourage private developers and local organizations to build and redevelop properties and business ventures in Downtown Buzzards Bay, in accordance with this Local Comprehensive Plan and related planning studies.	Planning Bd	Cont.	L
Investigate the possibility of creating a Growth Incentive Zone (GIZ) in North Sagamore, to streamline permitting and promote development of new commercial and residential growth.	Planning Bd., BOS, Town Planner	2020	L

<u>HOUSING</u>			
Actively carry out the provisions of Bourne’s Housing Production Plan to create affordable housing throughout the town and to attain the plan’s goal to raise the share of affordable housing to at least ten percent of year-round resident households.	Housing Trust/Partnersship	Cont.	H
Promote private development of affordable housing through private/public partnerships, regulatory incentives, and tools such as the Local Initiative Program.	Housing Trust	Cont.	H
Facilitate development of rental housing units in areas with adequate utilities, road access and services, and with particular emphasis in the Buzzards Bay Growth Incentive Zone.	Housing Trust/Partnership	Cont.	H
Revise the zoning bylaw to ease restrictions on “in-law” or year-round accessory apartments in single-family residential districts, with restrictions on short-term or seasonal use.	Planning Bd., Housing Partnership	2021	M
Create a system to give developers density bonuses or other incentives to create workforce housing units in Downtown Buzzards Bay.	Planning Bd	2021	M
Provide an amnesty program to legalize existing accessory apartments and bring them up to code for year-round rental.	Housing Trust, ZBA	2021	M
Institute a program to salvage houses that might otherwise be demolished, and use tax title and other publicly owned properties for single-family or multifamily affordable housing.	Housing Trust	2020	M
Encourage, through property tax abatements and other incentives, homeowners who do not have heirs to adopt deed restrictions that would keep their houses affordable in perpetuity.	Housing Trust	Cont.	L
Create a program to acquire and rehabilitate foreclosed properties as affordable housing.	Housing Trust/Partnership	2020	L
Develop educational programs and websites to promote creation of affordable housing and instruct those who qualify of how to gain access to it.	Housing Part.	2020	L
Preserve existing housing stock through use of federal, state, and local housing rehabilitation and emergency repair programs.	Housing Trust	Cont.	L

RECREATION			
Actively promote and support extension of the Shining Sea Recreational Trail between North Falmouth and the canal, as this single action would fulfill the Recreation Goal as no other, and would meet all of the Recreation Policies.	Recreation Comm.	Cont.	H
Consider creating a recreation center with dedicated rooms for after school activities, child care, and adult programs, in the Sagamore area, to supplement current activities at the Veteran's Memorial Community Center	Recreation Comm.	Cont.	H,
Create a Parks Department within the Department of Public Works to maintain parks, ball fields, and other recreational facilities throughout the town.	DPW	2021	H
Continue to work with the Capital Facilities Committee to develop a five-year Capital Improvement Plan for recreational facilities.	Recreation Comm.	Cont.	M
Find appropriate locations and create a dog park and pickleball courts.	Recreation	Cont.	L
Continue to improve maintenance of existing playing fields, and other recreational facilities, using both volunteers and town employees.	Recreation Comm.	Cont.	L
Partner with the Department of Natural Res to expand and protect public access to both freshwater and saltwater bodies for recreational activities.	Recreation Comm.	Cont.	L
Continue to evaluate all existing facilities and future plans for accessibility to persons of all ages and physical abilities.	Recreation Comm.	Cont.	L
Expand year-round recreation programs that appeal to teenagers and older adults, including, opportunities for indoor walking areas.	Recreation Comm.	Cont.	L

HUMAN SERVICES			
Establish and staff a Human Services Department to coordinate all human service agencies, organizations, and activities in Bourne, so as to avoid duplication of effort and to allow the Council on Aging to focus solely on needs of the elderly.	BOS	2020	H
Review and update the surveys of human services conducted by the Council on Aging and Barnstable County to assure that services continue to meet needs within the town.	Human Services Com.	2020	H
Adopt a Human Services Outreach Plan based upon the human services surveys.	Human Services Com.	2020	H
Expand and promote the Children's and Youth Council to develop and manage programs, and act as advocates, for children and teens.	Human Services Com.	2020	M
Work with the Cape Cod Regional Transit Authority and local businesses to expand shuttle bus services throughout the town.	Human Services Com.	2020	M
Adjust shuttle bus routes and services to better coincide with activities such as school open bus services throughout the town.	BOS	2020	M
Promote community and neighborhood awareness of the basic needs of elderly residents for food, safety and hygiene.	Human Services Com.	2020	M
Pressure elected representatives for state, federal and private programs that provide basic preventive and acute care medical services for uninsured residents, and that encourage doctors to remain in private practice despite the high cost of maintaining a local practice.	Human Services Com.	2020	L
Support organizations that provide emergency assistance and advocacy for families and individuals who are homeless or at risk of becoming homeless.	Human Services Com.	2020	L

<u>EDUCATION</u>			
Use Bourne’s unique coalition of educational systems and its proximity to the marine and scientific institutions in Woods Hole to promote location and expansion of Blue Economy research, manufacturing, and service businesses in town.	BOS	Cont.	H
Create a common online presence where all of Bourne’s educational institutions, both public and private, can post information, activities, and announcements.	School Committee	2020	H
Appoint a standing Council of Education that meets at least quarterly, with representation from all of Bourne’s educational institutions, town government, and the business community, to coordinate policies and activities in the best interests of all.	BOS	2020	H
Explore opportunities for shared resources in the areas of facility use, student parking, and workforce housing, between the Maritime Academy and Downtown Buzzards Bay.	Planning Bd	2020	M
Encourage establishment of a retail store on Main Street to sell clothing, souvenirs, and supplies representing the Maritime Academy, Upper Cape Tech, and Bourne schools to benefit all three systems.	School Committee	2020	M
Develop joint educational ventures between the National Marine Life Center and all of Bourne’s educational institutions.	School Committee	Cont.	M
Promote Bourne as a college town and center of marine education, research, manufacturing, and services.	BOS	Cont.	L
Continue to encourage Science, Technology, Engineering, and Mathematics (STEM) educational initiatives and programs in the curriculum at all grade levels.	School Committee	Cont.	L

LINKS TO RESOURCES

Town of Bourne Website: <http://www.townofbourne.com>

Community Survey Results:

https://www.townofbourne.com/sites/bournema/files/news/bourne_resident_survey_results_1.15.19.pdf

2008 Bourne Local Comprehensive Plan:

https://www.townofbourne.com/sites/bournema/files/file/file/lcp_final_for_website_0.pdf

2018 Bourne Open Space & Recreation Plan:

https://www.townofbourne.com/sites/bournema/files/uploads/180208_bourne_final_osrp.pdf

2017 Bourne Hazard Mitigation Plan:

https://www.townofbourne.com/sites/bournema/files/uploads/2017_bourne_hazard_mitigation_plan.pdf

Bourne Wetland Protection Bylaw:

https://www.townofbourne.com/sites/bournema/files/file/file/bylaw_oct_2009.pdf

Bourne Housing Production Plan:

https://www.townofbourne.com/sites/bournema/files/uploads/bourne_housing_production_plan_4_as_of_6-24-2014-final_0.pdf

Bourne Zoning Bylaw:

https://www.townofbourne.com/sites/bournema/files/uploads/2016byalwforweb.2_1.pdf

Cape Cod Commission Website: <http://www.capecodcommission.org>

Cape Cod Commission Local Comprehensive Plan Regulations:

http://www.capecodcommission.org/resources/regulatory/Ord14-06_LCPRegs_amend11-20-14.pdf

Cape Cod Commission Regional Policy Plan:

https://barnstablecounty.sharepoint.com/dept/commission/team/rpp/rpp_final/Forms/AllItems.aspx?id=%2Fdept%2Fcommission%2Fteam%2Frpp%2Frpp%5Ffinal%2F2018%5FCape%5FCod%5FRegional%5FPolicy%5FPlan%5Ffor%5Fweb%2Epdf&parent=%2Fdept%2Fcommission%2Fteam%2Frpp%2Frpp%5Ffinal&p=true&cid=07a2b33d-6bfb-4f3c-b558-80d95055dcea

Cape Cod Commission Regional Transportation Plan:

[http://www.capecodcommission.org/resources/transportation/rtp/2016/FinalReport/Cape%20Cod%202016%20Regional%20Transportation%20Plan%20-%20without%20Appendices%20\(Endorsed%207-20-15\).pdf](http://www.capecodcommission.org/resources/transportation/rtp/2016/FinalReport/Cape%20Cod%202016%20Regional%20Transportation%20Plan%20-%20without%20Appendices%20(Endorsed%207-20-15).pdf)

Cape Cod Commission Comprehensive Economic Development Strategy:

<http://www.capecodcommission.org/index.php?id=351&maincatid=76>

Cape Cod Commission Regional Wastewater Management Plan:

<http://www.capecodcommission.org/index.php?id=332&maincatid=76>

Cape Cod Commission Ocean Management Plan:

<http://www.capecodcommission.org/index.php?id=349&maincatid=76>

Cape Cod Commission Regional Multi-Hazard Mitigation Plan:

<http://www.capecodcommission.org/index.php?id=352&maincatid=76>

Buzzards Bay National Estuaries Program: <https://buzzardsbay.org/>

Municipal Vulnerability Preparedness Program:

<https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program>

U.S. Census Bureau Data Page for Bourne:

<https://www.census.gov/quickfacts/fact/table/bournetownbarnstablecountymassachusetts,US/PS/T045217>

Massachusetts Statewide Comprehensive Outdoor Recreation Plan:

https://www.recpro.org/assets/Library/SCORPs/ma_scorp_2012.pdf

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CAPE COD
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December 5, 2019

Steven Strojny, Chairman
Bourne Local Comprehensive Plan Committee
Town of Bourne
Town Hall
24 Perry Avenue
Buzzards Bay, MA 02532

Re: Town of Bourne Local Comprehensive Plan Certification

Dear Mr. Strojny,

This letter is to confirm that at its meeting on December 5, 2019, the Cape Cod Commission certified the 2019 Bourne Comprehensive Plan as consistent with the Regional Policy and Cape Cod Commission Local Comprehensive Plan regulations by unanimous vote of its members.

Sincerely,

Lisa Dillon
Commission Clerk

Cc: Coreen Moore, Bourne Town Planner

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TOWN PLANNER
TOWN OF BOURNE

Bourne Local Comprehensive Plan Summary for Cape Cod Commission Certification

This document provides a summary of elements from the Bourne Local Comprehensive that are required for Cape Cod Commission certification. The full plan, with expanded content, is available at <https://www.townofbourne.com/planning/news/local-comprehensive-plan>. For certification, the Commission requires that an LCP include the following content.

1. Vision statement and growth policy
2. Existing conditions inventory and overview
3. Land use and planning goals that are consistent with RPP goals
4. Capital facilities plan
5. Housing plan
6. Targeted action plan

For further information about LCP content and Cape Cod Commission certification requirements see the [LCP Guidance Document](#).

1. Vision Statement & Growth Policy

The Growth Policy for the Town of Bourne, expressed throughout this Local Comprehensive Plan (LCP), is to guide growth toward areas that are adequately supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons. This growth policy is directly aligned with the growth policy in the 2018 RPP, which states that “Growth should be focused in centers of activity and areas supported by adequate infrastructure and guided away from areas that must be protected for ecological, historical or other reasons. Development should be responsive to context allowing for the restoration, preservation and protection of the Cape’s unique resources while promoting economic and community resilience.”

To support this growth policy, the Town of Bourne LCP also sets out a vision for the town, built upon the vision articulated in Bourne’s first LCP, which envisioned a town of village centers serving the daily needs of surrounding neighborhoods, with an active downtown in Buzzards Bay that would be a center for government, marine research, and education. Regional commercial and industrial uses would be located on MacArthur Boulevard and other areas with good highway access. Village centers would be connected by pedestrian and bicycle paths, as well as local roads, away from regional traffic. This revised plan envisions continuation of the policies of encouraging and supporting locally-owned businesses and taking advantage of Bourne’s variety of educational opportunities and its proximity to the marine and scientific institutions in Woods Hole. This plan also reinforces the work of the Bourne Housing Partnership in assuring that appropriate and affordable housing continues to be available to residents at all ages and income levels. The plan’s goals and actions support the growth policy and help advance and support important planning documents including the 2018 Open Space and Recreation Plan, the 2017 Hazard Mitigation Plan, the 2014 Bourne Housing Production Plan and the 2019 Municipal Vulnerability Preparedness Program Summary of Findings, which address land protection and preservation and climate change resiliency.

In addition to the growth policy and vision, the LCP contains a Community Design section that addresses the desire and need for the town to develop in a manner that reflects its heritage and distinctive

character. The LCP recognizes and identifies areas with distinctive qualities and characteristics within the natural and built environment, reflective of the RPP placetypes, and provides actions and policies to support the community vision for these areas. For example, the LCP recognizes the importance of village centers and the desire to encourage a mix of uses in these areas and connect them with multiple modes of transportation, which is similar in nature and aspirations to the Community Activity Centers placetype in the RPP, while also identifying areas such as MacArthur Boulevard, which have good highway access, as places more appropriate for regional commercial and industrial uses, similar to the Suburban Development Areas and Industrial Activity Centers placetypes in the RPP. The Community Design section also highlights the importance of preserving the town's agricultural land uses and rural and maritime character.

The Open Space section of the LCP also refers to the natural areas placetype identified in the RPP and the importance of protecting these resources in Bourne for many reasons, but especially for their impact on the character of the town. The villages of Bourne include important historic resources, indicative of the rich history of the town and the LCP identifies actions to protect these resources and character which align with the strategies identified for the Historic Areas placetype in the RPP.

Additionally, the Capital Facilities and Infrastructure section contains a policy that "public investments in infrastructure and facilities shall reinforce the traditional character, Cape Cod Placetypes, and village center development patterns of the town" and one of the plan's housing policies is to "Foster development of diverse neighborhoods with housing for all age and income groups, and with a focus on higher density developments in community activity centers."

2. Existing Conditions

The following narrative provides a synopsis of existing conditions as provided in the LCP. An expanded inventory and additional details are provided throughout the plan.

The LCP begins with an in-depth explanation of the history and existing conditions of Bourne and includes a profile of Bourne, outlines its form of government, physical attributes, and socio-demographic statistics such as population. In addition to this profile and an in-depth history of the town, woven throughout the LCP and its issue area descriptions, are further facts and data that provide a good picture of the existing assets, opportunities, and issues in Bourne.

Town Government

- Open Town Meeting (Quorum: 125 Registered Voters)
- Five-member Elected Board of Selectmen
- Town Administrator Appointed by Selectmen

Historic Origin

- First English Settlement in 1627 as part of Sandwich
- Incorporated as a Town in 1884

Physical Size and Land Use

- Total Land Area: 26, 240 Acres (40.65 Square Miles)
- Joint Base Cape Cod: 10,238 Acres (incl 749-acre National Cemetery)

- Residential Land Area: 5,250 Acres
- Commercial/Industrial Land Area: 632 Acres
- Mixed Use Land Area: 61 Acres
- Public/Semi-public/Tax Exempt: 14,911 Acres
- Fresh Water Area: Approximately 300 Acres
- Wetlands: 2,272 acres
- Shoreline: Approximately 54 Miles

Population

- Year-round Residents: 20,501 (Winter 2018 Town Census)
- Seasonal Peak Population: Estimated 40,000
- Population Density: 504 Persons per Square Mile
- Median Age of Permanent Population: 48 (Massachusetts: 39)
- Persons Age 65 and Over: 21.6 Percent (Massachusetts: 16.2 Percent)

Economics

- Total Assessed Value in 2018: \$4,469,763,220
- Median Household Income: \$70,304 (Massachusetts: \$70,954)
- Per Capita Income: \$37,042 (Massachusetts: \$38,069)
- Poverty Rate: 9.7 Percent (Massachusetts: 10.4 Percent)

Housing

- Total Housing Units: 11,510
- Seasonal Housing Units: 2,626 (22.8 Percent of Total Units)
- Affordable Housing Units: 705 (8.2 Percent of Year-round Units)
- Median Price of All Single-family Houses Sold in 2018: \$421,869 (Note that this number is highly skewed by a few sales of waterfront estates; a more realistic median for year-round dwellings is estimated at \$300,000.)

Open Space

- Protected: 14,269 Acres (54.4 Percent)
- Town Owned: 2,152 Acres (8.2 Percent)
- Federal & State Owned: 11,096 Acres (42.3 Percent)

The 2018 Open Space and Recreation Plan states that Bourne has approximately 400 acres of beaches, marinas, playgrounds and playing fields, about 1.5 percent of total land area, in active recreational use

Regarding capacity for growth, the town is close to build-out under current zoning and has little capacity for new growth. Downtown Buzzards Bay and Joint Base Cape Cod are the only areas with significant development potential. The zoning in Buzzards Bay would allow for a significant increase in residential and commercial development, but future growth in Buzzards Bay is limited by wastewater treatment needs. The town has funded an expanded treatment facility that could accept an additional 100,000 gallons per day, which would allow new residential and commercial development in the downtown.

Joint Base Cape Cod could become a site for future housing and commercial growth should portions of it become repurposed.

The Cape Cod Commission conducted a buildout analysis in 2012 and its growth projections remain applicable, as no zoning changes that affect density have since been adopted.

Key Issues and Needs

Water quality and protection, traffic and transportation, including expanding bicycling infrastructure, and revitalization of Downtown Buzzards Bay, which will require addressing its coastal resiliency needs, are the key issues or highest priorities currently for the town.

Based on the LCP survey results from Bourne residents, water quality and protection is the top issue facing the town. Vital to protecting and improving the town's water quality is reduction of total nitrogen flowing into salt water wetlands, estuaries, and embayments, and reduction of phosphorus entering fresh water ponds, streams, and aquifers. The LCP stresses that it is essential for Bourne to continue to expand wastewater collection and treatment systems and other options, especially in densely developed coastal areas. The Queen Sewell area of Buzzards Bay Village, Gray Gables, Tahanto, Barlow's Landing, Pocasset Heights, Patuisset, Cedar Point, and Picture Lake are all areas of critical concern.

Traffic congestion today is another major concern in town. The LCP discusses several actions to address transportation needs, including extension of commuter rail service to Buzzards Bay; replacement of the two Canal bridges; extension of the Shining Sea bikeway from North Falmouth to the canal; and capacity and safety improvements to Sandwich Road, MacArthur Boulevard, and Scenic Highway. Since most of these issues lie beyond the authority of the town to manage, the LCP calls for Bourne officials to work with state and federal authorities to advance these projects and seek continued progress on their implementation.

Downtown Buzzards Bay continues to be the focus of future investment. The October 2018 planning workshop, during which participants ranked issues facing Bourne, and the LCP community survey both showed that this remains a high priority for a large majority of Bourne residents. Focusing development in the downtown would help boost the local economy while providing new housing opportunities and businesses to serve the local population. Providing additional infrastructure (wastewater, commuter rail, bike path) to serve anticipated growth is a top priority and key to helping this area flourish. With much of downtown Buzzards Bay located in the floodplain and the projected Sea, Lake, and Overland Surges from Hurricanes (SLOSH) zone, coastal resiliency is also an important issue for Bourne. It is important that the town identify and promote sound construction and design strategies to minimize risk to public safety and property. The [2017 Hazard Mitigation Plan](#) and the [2019 Municipal Vulnerability Preparedness Program Summary of Findings](#) recommend actions such as salt marsh restoration, low-lying roads assessment, and development of an integrated water resources management plan to help reduce storm related impacts and adapt to sea level rise.

Comprising over one-third of the town's area, the existence and activities of Joint Base Cape Cod (JBCC) significantly impact the Town of Bourne, however the Town of Bourne has little influence over the activities conducted on the base. While future growth could occur there, planning for such growth and changes on the base is speculative. However, the town would be interested in pursuing future land use changes and state economic development initiatives that may benefit the town and could help address needs such as acquiring land for an industrial park. It is important for Bourne to maintain

communication with JBCC to coordinate and collaborate on future planning initiatives and seek continued representation with state and federal officials on future planning efforts.

3. Community Goals

The Bourne LCP contains goals and supporting policies for all 14 issue areas identified in the 2018 Regional Policy Plan. In addition to the 14 RPP issue areas, the town identified the importance of and need for goals and policies in three additional areas: recreation, human services, and education. The goals in all the issue areas and their supporting policies are tailored to meet the specific needs of Bourne while remaining consistent with the RPP goals.

Bourne LCP Goal	Bourne LCP Policies	Regional Policy Plan Goal
Water Resources		
<p>The Water Resources goal of the Bourne Local Comprehensive Plan is to assure an adequate supply of high-quality drinking water without need for excessive treatment, to reverse degradation of subsurface aquifers, and to restore and preserve the ecological integrity of surface waters.</p>	<ul style="list-style-type: none"> • Manage water use so that it does not adversely affect the quality or quantity of surface water resources, private wells, or the safe yield of the region’s fresh water aquifers. • Advance and support regional plans and programs to expand wastewater treatment efforts that will lead to servicing densely developed neighborhoods along the Buzzards Bay coast. • Institute an educational campaign to phase out use of synthetic chemical fertilizers and pesticides in favor of low-nitrogen organic and natural biological treatment methods. 	<p>To maintain a sustainable supply of high quality untreated drinking water and protect, preserve, or restore the ecological integrity of Cape Cod’s fresh and marine surface water resources.</p>
Ocean Resources		
<p>The Ocean Resources goal of the Bourne Local Comprehensive Plan is to protect the public interest in the coast as well as rights for fishing, navigation and recreation; to improve, preserve and manage coastal areas in order to safeguard and perpetuate their biological, economic, historic, maritime and aesthetic values; and to preserve, enhance and expand public access to the shoreline.</p>	<ul style="list-style-type: none"> • Ensure that future development and modification of existing development is properly sited and designed to minimize flood hazards and maintain the ability of coastal landforms to migrate naturally. • Restore sustainable commercial and recreational harvesting of both finfish and shellfish, and protect benthic habitats from direct or indirect impacts. • Enhance and improve public access to and visibility of ocean resources. 	<p>To protect, preserve, or restore the quality and natural values and functions of ocean resources.</p>
Wetland Resources		
<p>The Wetland Resources goal of the Bourne Local Comprehensive Plan is to restore and protect the natural state of all wetlands and their buffers to the greatest extent possible.</p>	<ul style="list-style-type: none"> • Preserve the quality and quantity of inland and coastal wetlands and their buffers. • Protect wetlands from stormwater discharges and changes in hydrology. • Monitor and control vegetation and grade changes in wetlands and their buffer areas. • Promote restoration of degraded wetland resource areas. 	<p>To protect, preserve, or restore the quality and natural values and functions of inland and coastal wetlands and their buffers</p>
Wildlife and Plant Habitat		
<p>The Wildlife and Plant Habitat goal of the Bourne Local Comprehensive Plan is to restore and protect the natural environment to the greatest extent possible while accommodating the needs of residents and visitors for housing,</p>	<ul style="list-style-type: none"> • Manage natural habitats that support diverse communities of local wildlife and plant species. • Promote best management practices to protect wildlife and plant habitat from the adverse impacts of development. • Prevent, minimize, or reverse invasive species incursions. 	<p>To protect, preserve, or restore wildlife and plant habitat to maintain the region’s natural diversity</p>

transportation, recreation, and economic opportunity.		
Open Space		
The open space goal of the Bourne Local Comprehensive Plan is to preserve key parcels of the remaining undeveloped land as open space for resource protection, wildlife habitat, recreation, and groundwater recharge; to maintain the esthetic beauty and character of the community; and to limit the visual and fiscal impacts of development.	<ul style="list-style-type: none"> • Promote acquisition and preservation of key parcels of land for protection of groundwater supplies, coastal wetlands, wildlife habitat and other natural resources, and to maintain the appearance of Bourne's rural character. • Improve management of town-owned open space and recreation areas. • Discourage development that would place undue burdens upon Bourne's natural and fiscal resources. 	To conserve, preserve, or enhance a network of open space that contributes to the region's natural and community resources and systems
Community Design		
The community design goal of the Bourne Local Comprehensive Plan envisions an attractive community with a broad range of residential choices, a strong commercial and industrial base, historic village centers providing daily needs for goods and services, and a sense of community that reflects its maritime location and rural heritage.	<ul style="list-style-type: none"> • Strengthen and improve established village centers so that they better serve the daily needs of their surrounding neighborhoods for goods and services. • Promote design and construction of housing, subdivisions and commercial properties that reflects the distinctive character of Cape Cod. • Discourage strip commercial development in favor of village centers and planned industrial, commercial, or office parks. 	To protect and enhance the unique character of the region's built and natural environment based on the local context.
Coastal Resiliency		
The coastal resiliency goal of the Town of Bourne is to minimize and mitigate the effect of sea level rise, increasingly frequent and severe storms, and other climate-related hazards on the town's residents, economy, and infrastructure.	<ul style="list-style-type: none"> • Recognize that the climate in Bourne has changed significantly in recent decades, resulting in hotter summers, colder winters, and more severe and more frequent storms year-round. • Actively seek ways to reduce loss of life, property, infrastructure, and the impacts on environmental and cultural resources in Bourne from natural hazards. • Ensure mitigation measures are sensitive to natural features, historic resources, and community character. 	To prevent or minimize human suffering and loss of life and property or environmental damage resulting from storms, flooding, erosion, and relative sea level rise
Capital Facilities and Infrastructure		
The Capital Facilities goal of the Bourne Local Comprehensive Plan is to identify needs and recommend means to provide adequate community facilities to meet Bourne's current and projected needs, without placing undue burdens on its financial resources.	<ul style="list-style-type: none"> • Development of new infrastructure, whether by public agencies or private entities, shall be consistent with Bourne's Local Comprehensive Plan and the Cape Cod Commission Regional Policy Plan. • Public investments in infrastructure and facilities shall reinforce the traditional character, Cape Cod Placetypes, and village center development patterns of the town. 	To guide the development of capital facilities and infrastructure necessary to meet the region's needs while protecting regional resources
Transportation		
The transportation goal of the Bourne Local Comprehensive Plan is to create a system of transportation alternatives that allows Bourne residents and visitors to move freely, economically, and efficiently within the town and between Bourne and other locations, on and off Cape Cod.	<ul style="list-style-type: none"> • Improve the flow of through traffic crossing Bourne, and separate through traffic from local traffic to allow both to move freely without interfering with each other. • Discourage through traffic from using local roads. • Encourage alternatives to automobile use and expand travel options for persons who cannot or prefer not to drive. 	To provide and promote a safe, reliable, and multi-modal transportation system.
Energy		

<p>The Energy Goal of the Bourne Local Comprehensive Plan is to assure an uninterrupted supply of electricity, natural gas, and communications services to all Bourne residents and businesses, despite changes in climate and weather patterns.</p>	<ul style="list-style-type: none"> • Promote diversification of electrical sources to reduce reliance on the regional grid. • Encourage conservation and sustainable production of energy. • Reduce lighting that wastes energy, obscures the night sky, and bleeds onto abutting land. 	<p>To provide an adequate, reliable, and diverse supply of energy to serve the communities and economies of Cape Cod.</p>
<p>Waste Management</p>		
<p>The Waste Management goal of the Bourne Local Comprehensive Plan is to continue to maximize recycling and composting of solid waste; to recycle or compost more than 60 percent of all solid waste by 2030; and to dispose of the waste that cannot be recycled in an economical and environmentally sound manner.</p>	<ul style="list-style-type: none"> • Minimize the amount of solid waste that is generated. • Maximize the amount of solid waste that is recycled. • Reduce financial dependency on landfill operations and extend the life of the landfill facility, while assuring that long-term environmental safety remains an overriding concern. 	<p>To promote a sustainable solid waste management system for the region that protects public health, safety, and the environment and supports the economy</p>
<p>Cultural Heritage</p>		
<p>The cultural heritage goal of the Bourne Local Comprehensive Plan is to protect and preserve the important historic and cultural features of the town's landscape, structures and community activities that help shape its special character, and to ensure that future development respects the traditions and distinctive character of Bourne's historic village centers.</p>	<ul style="list-style-type: none"> • Encourage recognition and preservation of historic buildings, documents, artifacts, sites and trails. • Guide the character of new development and redevelopment through education and regulations that encourage design that honors Bourne's historic practices. • Support cultural heritage activities that contribute to a community's distinctive character and create pleasant memories for its residents and visitors. 	<p>To protect and preserve the significant cultural, historic, and archaeological values and resources of Cape Cod.</p>
<p>Economy</p>		
<p>The economy goal of the Bourne Local Comprehensive Plan envisions Bourne as an attractive location for a diverse business community that provides rewarding year-round employment to town residents at many levels of skill, education and experience, while contributing to the town's economy and respecting its village structure and cultural heritage.</p>	<ul style="list-style-type: none"> • Ensure that commercial and industrial development in Bourne is responsive to the needs of the community for employment, taxes, and services. • Support businesses that are owned by local residents over businesses that divert money from the local economy to distant owners. • Recognize the economic benefit to Bourne generated by recreational activities such as marinas, golf courses, recreational trails, and the Cape Cod Baseball League. 	<p>To promote a sustainable regional economy comprised of a broad range of businesses providing employment opportunities to a diverse workforce</p>
<p>Housing</p>		
<p>The housing goal of the Bourne Local Comprehensive Plan is to create an adequate supply of housing that is safe, healthy, and attainable for people of all income levels and diverse needs to purchase or rent.</p>	<ul style="list-style-type: none"> • Foster development of diverse neighborhoods with housing for all age and income groups, and with a focus on higher density developments in community activity centers. • Actively promote development and preservation of affordable housing in sufficient amounts to meet the needs of first-time homebuyers, renters, and others in need with limited incomes. • Protect and expand the supply of housing available and suitable for persons who are aging, physically or mentally challenged, or have other acute needs. 	<p>To promote the production of an adequate supply of ownership and rental housing that is safe, healthy, and attainable for people with different income levels and diverse needs</p>
<p>Recreation</p>		

<p>The recreation goal of the Bourne Local Comprehensive Plan is to provide a wide range of opportunities for active and passive recreation to meet the needs and desires of residents and visitors of all ages, abilities and interests.</p>	<ul style="list-style-type: none"> • Recognize and promote the importance of recreation to Bourne's economy, community character, and quality of life. • Encourage and support a wide range of recreational opportunities for persons of all ages, abilities and interests. • Preserve and enhance a broad range of opportunities for both active and passive recreation in the natural environment. 	<p>There is no recreation goal in the Regional Policy Plan.</p>
<p>Human Services</p>		
<p>The human services goal of the Bourne Local Comprehensive Plan is to provide and support a broad range of human services that enhance the quality of living and meet the needs of a diverse population that includes children, teenagers, families, and elderly, as well as those facing financial, personal or health difficulties.</p>	<ul style="list-style-type: none"> • Maintain the traditional diversity of Bourne's population so that it continues to encompass a broad range of persons of all ages, interests and economic status. • Recognize the importance of quality of life and fulfillment of basic needs to the economic and social health of the community. • Encourage efforts by private and philanthropic interests to provide affordable housing, extended care facilities, and other human services. 	<p>There is no human services goal in the Regional Policy Plan.</p>
<p>Education</p>		
<p>The Education Goal of the Bourne Local Comprehensive Plan is to coordinate and support all of the town's educational institutions and activities, in order to provide high-quality learning opportunities at all levels and in a broad range of subjects and specialties for people of all ages and interests.</p>	<ul style="list-style-type: none"> • All students can learn, all decisions shall be made in the best interests of students, students learn best when actively involved in the process, and learning is more successful when school experiences have meaning for the students. • There is great opportunity to benefit all of the educational institutions in Bourne through collaboration and coordination of curriculum, programs, and activities. • Bourne recognizes and promotes the value of the various educational institutions as a unified benefit of living and operating a business in Bourne. 	<p>There is no education goal in the Regional Policy Plan.</p>

4. Capital Facilities Plan

Several plans and operations in the Town of Bourne guide and plan the town's capital facilities and infrastructure investments and improvements. Previous planning efforts include working with a consultant in 2003 to draft a comprehensive capital infrastructure and facilities plan, which covers existing assets and town needs. While aspects of this draft plan are outdated, much of it remains relevant and useful in formulating and thinking about capital facilities and infrastructure planning for the town. In 2009, the Cecil Group developed a Municipal Facilities Plan for the town, which is updated annually by the Capital Outlay Committee. Since 2009, Bourne has replaced its DPW facility, built a new elementary school, and has a second elementary school, police station, and wastewater treatment plant under construction. According to Bourne's Fiscal Policy, the town is required to establish and maintain a five-year capital improvements plan and to develop capital financing strategies consistent with its fiscal policies.

It is recommended that the Capital Outlay Committee formally adopt a Capital Improvement Plan. The Capital Outlay Committee has recently purchased Facilities Management software. This new software will enable the Committee to do a facilities assessment based on priorities. Once completed the Committee may request funds for a full time Facilities Manager. As such, it is updated annually and is subject to change as the needs of the town become more defined. The Facilities Manager would oversee the building maintenance of all municipal buildings ensuring that preventative regular maintenance is

performed, limiting the Town's exposure to costly major rehabilitation projects. Additionally, the Town has identified the need to develop a comprehensive Capital Improvement Plan (CIP) and plans to do so in the next couple of years.

Water

The Town of Bourne utilizes drinking water from four purveyors, the North Sagamore Water District, Bourne Water District, Buzzards Bay Water District, and Upper Cape Water Supply Collaborative (UCWSC). As the Town of Bourne is bisected by the Cape Cod Canal, it represents a unique situation on Cape Cod where the North Sagamore and Buzzards Bay Water Districts withdraw water from the Plymouth-Carver Aquifer, while the Bourne and Upper Cape water supplies withdraw water from the Cape Cod Aquifer. Both the Plymouth-Carver and Cape Cod Aquifers are considered sole-source aquifers by US EPA.

The Bourne, Buzzards Bay, and North Sagamore Water Districts maintain distribution systems to serve approximately 22,000 people year-round and nearly 34,000 in the summer, while the UCWSC sells wholesale water to the Bourne Water District along with other drinking water suppliers (Falmouth Water Department, Mashpee Water District, Sandwich Water District, Otis Air National Guard Base, and the Barnstable County Jail) via transmission mains.

The Bourne Water District is the largest water system within the Town of Bourne, serving 22,500 summer residents. The distribution system consists of 118 miles of water mains, 6,398 service connections, has storage and pumping capacities of 4.4 million gallons (Mgal) and 4,665 gallons per minute (gpm) respectively, and in 2017 withdrew approximately 1.3 mgd which represents 86% of its authorized withdrawal capacity. In addition to water pumped from its own seven wells, the Bourne Water District purchases water from the UCWSC. The percentage purchased fluctuates from year to year and has ranged from 7-17% over the last five years. In 2017 the volume of unaccounted water (water lost from the system) was 9.6% of the total volume.

The Upper Cape Water Supply Collaborative pumps water from three wells which it sells to other water suppliers. In 2017 the 62.1 Mgal purchased by the Bourne Water District represented 15% of the total volume pumped. The UCWSC is authorized to withdraw up to 3 mgd, and in 2017 average withdrawal was 1.11 mgd or approximately 37% of its authorized capacity.

The Buzzards Bay Water District serves approximately 6,600 residents via 53 miles of water mains and 2,521 service connections. In 2017 water withdrawals from five groundwater wells averaged 0.46 mgd which represents 87% of the district's authorized volume. Unaccounted for water was 4% of the total volume.

The North Sagamore Water District serves approximately 4,500 residents through 45 miles of water mains and 1,837 service connections. Water withdrawals from three gravel packed wells in 2017 averaged 0.41 mgd or 77% of authorized withdrawal capacity, while unaccounted for water was 4.1% of the total pumped volume.

The Bourne, North Sagamore, and Buzzards Bay Water Districts are currently pumping more than three quarters of their respective authorized volumes. Water suppliers are required to provide mitigation for any withdrawals above their permitted volume (both overall and for individual wells), which may be a concern particularly in the event that a well has to be taken offline. Bourne Water District's interconnection with the UCWSC provides it redundancy to meet additional demand or in the event of

an emergency. Massachusetts Water Conservation Standards limit Unaccounted-for-Water to 10% of withdrawals. All of the Water Districts in Bourne are below this limitation, though the Bourne Water District is very close (9.6%).

The Buzzards Bay Water District has already exceeded its 0.53 mgd permitted capacity in peak years, and additional buildout in the Buzzards Bay downtown area is expected to generate an additional 0.35 mgd of water demand over the next 25 years. The Buzzards Bay Water District would need to develop additional supply well(s) and/or establish an interconnection to a neighboring water district to accommodate this future growth, and to provide system redundancy for emergency situations. The Town is working with the Buzzards Bay Water District to ensure the District is informed about permitting for future projects and water needs.

Wastewater

Through an intermunicipal agreement with the Town of Wareham, sewage from Downtown Buzzards Bay and Hideaway Village is piped to Wareham's wastewater treatment facility for treatment and disposal. The volume that Wareham will accept, however, is limited to 200,000 gallons per day (gpd).

The Town of Bourne completed a targeted wastewater planning effort for the Buzzards Bay downtown area. A portion of the Buzzards Bay area is sewered and up to 200,000 gpd of wastewater is conveyed to Wareham for treatment and disposal. Bourne is limited to this flow through its intermunicipal agreement with Wareham, which limits development in the Buzzards Bay area, the focal area for growth for the town. In May 2019, \$2.8 million was appropriated at town meeting for designing and constructing a 100,000 gpd wastewater treatment facility, pump station, and force main for downtown Buzzards Bay, which is now underway. The town is also supporting a regional effort by the Buzzards Bay Coalition to expand the Wareham treatment facility to potentially serve all of Buzzards Bay Village and a neighborhood in Plymouth that drains into Buttermilk Bay. Additionally, in May 2019, the town appropriated \$265,000 for planning, designing, and constructing a community septic disposal system to upgrade the Savary Community Septic System in North Sagamore.

The owner of Kingman Marina has constructed a neighborhood scale wastewater treatment facility to service the marina, 15 new townhomes adjacent to the marina, and about 52 existing homes in the adjacent Cedar Point neighborhood. In exchange for capacity at the facility for the Cedar Point neighborhood the town allowed for increased density in the new townhome development. Recently, the town received a grant through EPA's Southeast New England Program (SNEP) for coastal watershed restoration, in collaboration with the Buzzards Bay Coalition and neighboring towns to identify options for treatment in the Buttermilk Bay watershed.

Former seasonal homes on lots as small as 5,000 sf are now being replaced or converted to year-round dwellings that exacerbate the problems of on-site septic systems. It is crucial that Bourne work toward sewerage or improving the performance of on-site septic systems in densely developed neighborhoods, including Monument Beach, Gray Gables, Tahanto, Pocasset Heights, Patuisset, and Cedar Point.

Bourne participates in the Massachusetts Estuaries Project, which is establishing maximum contaminant limits, known as Total Maximum Daily Loads (TMDL) for coastal embayments and estuaries that the town will have to meet to comply with the Federal Clean Water Act. A management plan is needed to restore and maintain the town's fresh water environments. Bourne should support the Pond and Lake Stewardship (PALS) Program, a regional effort to establish a biological, chemical, and physical profile of each waterway, and a program to monitor them for changes over time.

Transportation

Bourne has approximately 380 miles of road, about 98 miles of which are municipally-owned federal aid roads, which are eligible for Chapter 90 funds for maintenance and improvements. There are 12 signalized intersections, four circular intersections, and five state numbered roads (Routes 28, 25, 6, 6A, and 3) in town. All cars and trucks traveling between Cape Cod, the islands of Martha's Vineyard and Nantucket, and other off-Cape locations, pass through Bourne and over the two canal bridges, which are owned and maintained by the Army Corp of Engineers. Because all vehicular traffic traveling to/from the Cape and Islands must pass over the two canal bridges, they are frequently congested and result in a bottleneck. Although the Army Corps of Engineers is studying whether to upgrade or replace the canal bridges, no additional bridge capacity will be added within the next decade. Additionally, local roads are increasingly used by through travelers trying to by-pass bottlenecks on State highways at peak items, interfering with local travel. Most town roads have adequate capacity without the extra traffic burden though some need modifications.

MassDOT has proposed significant improvements to several gateway intersections in the Town of Bourne to alleviate congestion at bottleneck intersections as documented in their Draft Canal Area Transportation Study report (Summer 2019). The gateway intersections include Belmont Circle, Bourne Rotary Scenic Highway to Route 25 On-Ramp and Route 6 Exit 1C relocation. The canal area improvements could drastically change the transportation network in the town of Bourne.

Two Cape Cod Regional Transit Authority routes, the Bourne Run and the Sandwich Line, travel through Bourne, and during FY 2018, the Transit Authority provided 41,640 one-way passenger trips in Bourne. The Cape Cod Canal Bike Path runs along both sides of the Cape Cod Canal and is a great asset for the town. Providing a connection between the Cape Cod Canal Bike Path through Bourne's Village Centers to the Shining Sea Bicycle Path in North Falmouth is a key transportation project identified in this LCP, with significant potential economic benefit to the town and region. During the summer, the CapeFlyer train stops in Bourne and there is discussion about potential commuter rail service extending from Boston to Buzzards Bay, which would provide an additional transportation option to and from Boston and beyond.

Coastal Resiliency

Stakeholders at the 2019 Bourne Community Resilience Building Workshop identified flooding as the natural hazard having the greatest direct impact on the town both currently and in the past. Flooding is of great concern given the approximately 54 miles of coastline, the many "necks" or narrow causeways that provide access to several coastal communities along the Buzzards Bay shoreline, and the fact that the community's downtown is located within the floodplain, as are approximately 40% of the single-family homes in the community.

Hurricanes have traditionally posed the greatest threat to this area, with the worst one ever recorded occurring in 1635. Bourne was hit hard multiple times in the mid-twentieth century, with named storms coming ashore in 1936, 1938, 1944, 1950, two in 1954, and one in 1960. The most recent severe storm was Hurricane Bob in 1991. The most damaging effect of hurricanes in Bourne has come from tidal surge. The 1938 hurricane flooded Taylor's Point and the western end of Main Street to nearly 14 feet above mean sea level.

Climatologists are now saying that a tidal surge twice that high is not only possible but likely. Computer models now calculate that a Category 3 hurricane travelling northward at 60 miles per hour could push a tidal surge into Buzzards Bay as high as 29 feet. That would flood nearly all of Buzzards Bay and the

coastal neighborhoods south of the canal. Scientists broadly agree that if current warming trends continue, the melting of polar ice could raise sea levels from three to ten feet by the end of this century. That would create serious problems for Bourne, but the effects would happen slowly so the town might be able to minimize damage.

Utilities

The Town of Bourne is served by NE Tel-Verizon and Eversource for its electricity and Comcast provides its telecommunications services. Street lights are owned by the Town and the poles are leased from the electric companies. There are approximately 1775 poles in town. To relocate replace or add new street lights or poles the Town must have a public hearing with easements granted by town meeting. Some street lights are owned and contracted separately by private citizens.

The Town implemented a solar energy contract in FY 2016 for solar power. Electricity costs have been reduced through Energy Credit Revenue. Given the rising cost of electricity, this arrangement has been beneficial to the Town. In the future the Town may want to reconsidering hiring an Energy Coordinator to help the Town reduce reliance on the regional grid.

Open Space & Recreation

The 2018 Bourne Open Space and Recreation Plan provides information on the progress the town has made since its 2008 Open Space and Recreation Plan, an environmental inventory and analysis for the town, an inventory of lands of conservation and recreational interest, an analysis of needs for the town and a 7-year action plan to guide future planning efforts to protect natural resources, acquire open space, and improve recreational opportunities for the town to implement the Open Space and Recreation Plan's goals and objectives. The primary goals of the OSRP are to:

- Protect unique and sensitive community resources and acquire or otherwise ensure the protection of key parcels
- Provide multiple-use, accessible facilities to all user groups, residents, and visitors
- Continue to educate and increase awareness of Bourne residents regarding conservation, land protection, natural resources and pollution of water supply
- Work with neighboring towns, Cape Cod Commission, local and regional land trusts and conservation organizations, and the Commonwealth to further regional open space and recreation goals and projects.

The OSRP identifies resource protection needs with a focus on the important functions the natural environment contributes to a healthy and viable community. Based on the environmental conditions inventory and the public input process, needs focus around six themes:

- Confirm and address threats to drinking water supplies
- Implement wastewater management strategies to reduce impacts to groundwater
- Minimize impacts of invasive species
- Restore and maintain coastal habitats
- Acquire land to meet diverse objectives, such as protecting critical habitats, building wildlife corridors, and maintaining water quality.

Please see the 2018 Bourne Open Space and Recreation Plan for more details.

https://www.townofbourne.com/sites/bournema/files/uploads/180208_bourne_final_osrp.pdf

Municipal Facilities

In 2009, the Cecil Group prepared a Municipal Facilities Plan for the town which assessed each municipal facility for architectural, structural, and mechanical integrity to determine what physical improvements or abatements are necessary to accommodate continued use, possible expansion, or change in use, including demolition. The facilities assessed included the Bourne Police Station, Fire Department Headquarter Operations, Fire Department Buzzards Bay Station, Fire Department Sagamore Station, Fire Department Monument Beach and Pocasset Substations, Town Hall, The Bourne Library, the Archives Building, and Veterans Memorial Community Center. Based on the condition of each of these facilities, the plan recommended potential renovation, reuse, new construction, relocation, or expansion alternatives. Since 2009, Bourne has replaced its DPW facility, built a new elementary school, and has a second elementary school and police station under construction. More details can be found in the 2009 Municipal Facilities Plan.

Solid Waste Management

Solid waste in Bourne is managed by two departments, the Department of Public Works (DPW) and the Department of Integrated Solid Waste Management (ISWM). The DPW provides weekly curbside collection of both household trash and mixed single-stream recyclables, using town staff and semi-automated collection vehicles that lift empty large bins owned by the town.

The landfill is permitted to accept an average of 600 tons per day¹ and accepts municipal solid waste (MSW) from the Town of Falmouth under contract, MSW from Bourne, and municipal waste combustor ash under contract from the SEMASS waste-to-energy facility in Rochester. In May 2005, Town Meeting authorized ISWM to spend one million dollars of net assets from the enterprise fund to construct a permanent enclosed C&D transfer station on the abutting 25-acre parcel of town-owned land. This facility has been in operation since 2009.

ISWM is operated as an Enterprise Fund, separate from the tax levy. All operations and debt services for ISWM are paid for by revenue from customers. ISWM also pays for the curbside collection program of the DPW and pays a host fee to the General Fund for every ton it manages. ISWM manages the landfill, a construction and demolition materials transfer station, a single stream recyclables transfer station, and a residential recycling center.

The residential recycling center manages all of the materials that are collected at the curb as well as yard waste and brush, textiles, scrap metal, construction and demolition materials, electronic waste, tires, white goods such as refrigerators, and items that are diverted from the landfill such as waste oil. A composting program also began in 1989, collecting leaves, grass and Christmas trees. Over the years the program has expanded to include brush and stumps as well. Material for composting is ground up and placed in windrows, where it is converted to compost for use by Bourne residents and is used as a vegetative support layer when closing sections of the landfill that have reached final grade. Bourne continually looks for ways to improve and expand recycling and composting operations with the most recent major initiative being the distribution of curbside collect carts to all residential properties. Bourne currently has a curbside recycling rate of 30% and is evaluating ways to ensure that quality is the highest it can be.

According to Massachusetts Department of Environmental Protection, landfill capacity will decrease significantly in 2021 for those landfills that provide capacity for many types of municipal solid waste due

¹ From Open Space and Recreation Plan

to other landfills closing. The Bourne landfill thus has in place phases of expansion to be able to continue to accommodate the solid waste needs of the town and region. Most recently, Phase 6 was undertaken, which includes expanding the existing landfill up to approximately 9.82 acres to extend the life of the landfill into the 2020s. *(Information from the DRI materials)*

Future Projects/Actions

Below are capital facilities and infrastructure projects—which may involve the planning stages, design, or actual construction—that have been identified to help further the LCP vision and goals for the town.

Overall

- Review and consolidate former municipal facilities plans to create a comprehensive Capital Improvement Plan (CIP). This would help provide planning, guidance, and coordination for future efforts across all relevant capital facilities sectors, which will be key to achieving the LCP vision and goals.
 - 2020-2021

Water

- Encourage and assist the Buzzards Bay and North Sagamore Water Companies to identify and develop new well locations to serve expanding development north of the canal. This is important as water resources are fundamental to the community's economic future and ability to grow.
 - This project is ongoing.

Wastewater

- Construction of the new wastewater treatment facility for Downtown Buzzards Bay to allow for more development in this area, which is part of the LCP's vision.
 - Underway
- Continue to support the regional effort by the Buzzards Bay Coalition to expand the Wareham treatment facility so it can serve all of Buzzards Bay Village and a neighborhood in Plymouth that drains into Buttermilk Bay. The LCP emphasizes development in Buzzards Bay, which will require greater wastewater infrastructure.
 - Ongoing
- Inspect and upgrade culverts, storm drains, and other infrastructure to prioritize retrofits and improvements, including dredging where appropriate, in order to improve water quality, which is a key issue identified in the LCP.
 - 2020
- Encourage more partnerships and neighborhood wastewater treatment facilities, which would help to town address the identified key issue of water quality.
 - Ongoing

Transportation

- Belmont Circle multi-modal improvements (TIP) project will provide safety and circulation improvements at key location for travel to and from Buzzards Bay, including accommodations for bicycles and pedestrians to access Buzzards Bay.
 - Construction 2020

- Scenic Highway Median Installation (TIP) project will provide safety upgrade to primary access corridor to Bourne (and the region).
 - Construction 2024
 - Shining Sea Bicycle Path extension from North Falmouth through Bourne’s village centers to the canal is a key transportation project with significant economic benefit to the town and region, and for fulfilling the LCPs vision of better connecting the villages in Bourne. Phase I is in the Transportation Improvement Program (\$2.27 M) and a Project Notification Form for Phase II was submitted in summer 2019. The town received a MassTrails grant (\$285,000) for design/engineering/permitting for Phase I and II. A plan for future phases has not been developed. Cape Cod Commission staff will be working with the town in 2019-2020 to develop a Bourne Bicycle Transportation Plan which may identify future path segments.
 - Ongoing for Phase 1
- Investigate building a new bicycle/pedestrian path between MacArthur Blvd, Clay Pond Road, and Monks Cove, generally following the layout of Valley Bars Road would provide an important connection in town, again advancing the LCP vision. The town should include this in the Bourne Bicycle Transportation Plan if it intends to pursue this project.
 - 2021

Coastal Resiliency

Please see the [2017 Hazard Mitigation Plan](#) and the [2019 Municipal Vulnerability Preparedness Program Summary of Findings](#) for details on recommended actions. Some of the recommended actions include distributing educational materials about hazards facing the town, restoring saltmarshes and barrier beaches, conducting a utilities vulnerability assessment, and development of an integrated water resources management plan.

Utilities

Much of this infrastructure is privately-owned and so projects are drive by those entities and at this time the town has no identified utility projects relevant to this document.

Open Space & Recreation

Please see the 2018 Open Space and Recreation Plan for details on recommended actions. Some of the actions are to develop a comprehensive inventory of wetland restoration sites currently being adversely impacted and those areas that have the potential to be impacted, promote the donation of land and conservation easements over land in coastal areas, and continue to seek funding for support for remediation efforts at impaired coastal embayments.

Municipal Facilities

Please see the Municipal Facilities Assessment and the Five-year and Annual Capital Improvement Plans or Capital Outlay Requests for identified and planned projects.

Solid Waste Management

The Bourne Integrated Solid Waste Management has plans in place for future expansion as needed.

Funding Sources and Strategies

There are several different funding sources which may be used to advance infrastructure and facilities projects; a brief overview of some potential funding strategies for infrastructure and facilities projects follows.

Debt Service

The Town has two types of debt service obligations: non-excluded debt and excluded debt. Non-excluded debt is the debt service on ongoing Capital Outlay borrowing. The FY20 non-excluded debt service of \$2,918,639 is a 3.37% increase over FY19. The town strives to maintain this at a consistent 3-5% of the budget in accordance with Financial Policy. Non-excluded debt for FY20 is 4.26% of General Fund Operating Budget and is within policy. Excluded Debt Service is the debt service that has been excluded from Proposition 2 ½ for major projects including: the Bournedale School, the DPW Facility, the replacement of Peebles School with the new Bourne Intermediate School and the new Police Facility. The \$999,852 increase in Excluded Debt Service expense is a 30.5% increase over last year. It is offset by the increase in revenue from the debt exclusion tax levy. This line item has increased over the last few years for the permanent bonding for the Police and replacement of Peebles School.

Free Cash

Free Cash is the term used for the Certified Unrestricted General Fund Balance of the Town. Free Cash is certified at the beginning of each fiscal year by the Department of Revenue. These funds cannot be spent until certified. Once certified the Cash is “free” because there are no restrictions on what the funds can be used for and the Town can ask Town Meeting to appropriate it for any purpose. Maintaining a balance in Free Cash is important because it provides the funds for expenditures after the tax rate has been set.

Capital Stabilization Fund

The Town has a capital stabilization fund that reserves cash for future capital expenditures. Its primary funding source has been ISWM Host Community Fees.

Community Preservation Act Funds

The Town adopted the CPA at its April 2005 election, replacing the Open Space Act and allowing the Town to receive matching state funds based on a 3% tax levy surcharge. The provisions of the CPA allow money to be allocated to open space, historic preservation, affordable housing and recreation.

Enterprise Funds (Sewer and ISWM)

Enterprise funds are a special municipal accounting mechanism that completely separates these funds' finances from the rest of the Town's finances that are managed through the Town General Fund (General Fund.) Therefore, ISWM and sewer do not rely on taxes to fund their budgets. Revenues are mainly derived from customers using the facilities. Chapter 90 Funds

Chapter 90 funds are for capital improvement such as highway construction, preservation, and improvement projects. Chapter 90 funds can also be used to design projects to be constructed using other funding sources (for example, the Transportation Improvement Program). For FY2020, Bourne was apportioned just over \$607,000.

MVP Grants

Now that Bourne is a designated Municipal Vulnerability Preparedness community, it is eligible for MVP action grants, which can be used to support and implement projects to improve the town’s coastal resiliency and resiliency to other top hazards identified through the MVP process.

In addition to the above funding sources, there are other sources that may at times be used to fund capital projects such as state or other government or organizational grants or leveraging town funds.

5. Housing Plan

While the community is fortunate to have some diversity in its housing stock, including a significant inventory of rental and multi-family housing that tends to promote greater affordability, these units have been declining. Additionally, growth in housing supply, while slowing down some, has been substantial over the past several decades as the number of housing units in Bourne increased by 25.5% during the eighties, another 7.2% in the nineties, and up 12.0% from 2000 to 2010. This most recent rate of housing growth was significantly higher than the county and state at 9.0% and 7.1%, respectively. Some recent building activity has been the result of demolishing previous homes and rebuilding newer more expensive ones in their place. Simultaneously, homeowner vacancy rates have been declining over the past several decades to an all-time low of 2.3% by 2010, representing very tight market conditions.

Despite the increase in housing stock, there are several hundred names on Bourne Housing Authority waiting lists, indicating unusually high need. Households headed by elders, others on fixed income or by a single person are a rapidly growing share of the Town's makeup and affect housing needs. At the same time, resources for supporting increasing housing needs have been shrinking on both state and federal levels. The level of housing need is also apparent in that 3337 households, or more than 42% of all Bourne households, were living in housing that is by common definition beyond their means and unaffordable.

The Bourne Housing Partnership coordinated and prepared a Housing Production Plan dated July 2014. DHCD approved the plan in January 2015, and it expires in January 2020. Updating the housing production plan is a targeted action and is anticipated within the coming months. The existing Housing Production Plan includes the following strategies to help ensure sufficient housing for the town.

Table I-1 Summary of Housing Strategies	Priority for Implementation			
	In Years 1-2	In Years 3-5	# Affordable Units	Responsible Parties***
VI.A Continuation of Existing Housing Strategies				
1. Conduct ongoing community education	X		•	HP/BHA/COA
2. Capitalize the Affordable Housing Trust Fund	X		•	BOS/CPC/AHT
3. Continue funding existing housing initiatives	X		16	BOS/CPC/HP/AHT
4. Make suitable public property available for affordable housing	X		42	BOS/AHT
5. Create affordable living options for Seniors	X		40 (also counted in VI.A.4)	BHA

6.	Work with developers on fine-tuning affordable housing projects	X		128	HP/ZBA
7.	Encourage special needs housing	X		7	HP/AHT
8.	Monitor and insure SHI units remain affordable	X		•	HP
VI.B Introduction of New Housing Strategies					
1.	Pursue Chapter 40R/40S smart growth zoning	X		10	PB/HP
2.	Explore solutions for preserving mobile homes	X		•	HP/AHT
3.	Pursue new buy-down strategies	X		Included in VI.A.3	HP/AHT
4.	Amend accessory dwelling bylaw		X	•	PB/HP
5.	Revise open space community bylaw		X	•	PB/HP
6.	Explore adoption of inclusionary zoning		X	•	PB/HP

• Indicates those actions for which units are counted under other specific housing production strategies, have an indirect impact on production, do not add to the Subsidized Housing Inventory, or cannot be counted towards production goals.

Abbreviations

Bourne Housing Partnership = HP

Bourne Affordable Housing Trust = AHT

Board of Selectmen = BOS

Planning Board = PB

Zoning Board of Appeals = ZBA

Bourne Housing Authority = BHA

Council on Aging = COA

6. Targeted Action Plan

The LCP contains an appendix with all of the actions identified in the LCP that could be taken to help bring the vision for the community to fruition. Below is a list of selected actions to be implemented first. Each action has a short description, any anticipated sub-actions if applicable, and identifies potential action leads and timeframes.

Capital Facilities and Infrastructure Planning

Review and consolidate former municipal facilities plans to create a comprehensive Capital Improvement Plan (CIP).

Anticipated Sub-Actions

- Create a Facilities Management Department and hire a fulltime Facilities manager
- Update annually the five-year CIP

Action Lead and Timeframe

- Capital Outlay Committee
- 2020-2021

Potential Funding Source

- Town budget

Wastewater Advisory Committee

Reactivate the Wastewater Advisory Committee to monitor and coordinate wastewater planning and development in all areas of Bourne.

Action Lead and Timeframe

- Board of Selectmen, Town Administrator, Sewer Commission
- Next 6-8 months (2020)

Comprehensive Water Quality and Wastewater Management Planning

Identify, remediate, treat, or contain identified sources of pollution in coastal embayments and estuaries to attain established Total Maximum Daily Loads (TMDL) and create a comprehensive wastewater management plan to upgrade public and private wastewater treatment facilities and methods in appropriate areas, especially in densely developed neighborhoods, and actively seek grants and other funding to carry out the plan.

Anticipated Sub-Actions

- Prioritize watershed or embayment/estuaries to address (Develop method for prioritization if needed)
- After determining town priority embayments/estuaries, build team to lead project, including CCC staff for guidance.
- Expand upon the 2007 Tighe & Bond wastewater plan.
- Determine whether to create comprehensive wastewater management plan in-house or hire consultant
- Determine scope of plan
 - Issue RFQ if using consultant
 - Select consultant

Action Lead and Timeframe

- Conservation Commission, Planning Board, Wastewater Advisory Committee, Stormwater Working Group
- 2020-2022

Potential Funding Sources/Strategies

- Grants, Town Meeting appropriations

Stormwater Management

Adopt additional regulations, including stormwater bylaw, required to comply with Phase II Federal Clean Water Act.

Anticipated Sub-Actions

- Present for Town Meeting vote fall 2019
- Administer bylaw

Action Lead and Timeframe

- Stormwater Working Group

- In progress/2019

Floodplain Zoning Bylaw

Review and/or revise the Floodplain Zoning Bylaw

Anticipated Sub-Actions

- Schedule work session with the Conservation Commission and Building Inspector to discuss recommendations from the Hazard Mitigation Plan
- Consider whether to hire consultant to revise bylaw
- Seek funding, including DLTA grant to revise bylaw

Action Lead and Timeframe

- Engineering, Conservation Commission, Building Inspector
- 2020-2021

Potential Funding Sources/Strategies

- Existing budget, appropriation through Town Meeting, free cash, FEMA grants, DLTA grants

Community Rating System (CRS)

Participate in/join the National Flood Insurance Program (NFIP) Community Rating System (CRS) program through enhanced floodplain management activities.

Anticipated Sub-Actions

- Identify staff capacity to administer program
- Review possible floodplain management activities for the Community Rating System
- Prioritize floodplain management activities to implement

Action Lead and Timeframe

- Conservation Commission, Town Engineer, Building Inspector
- Currently underway, continuing through 2020-2021

Canal Bridges

Continue to work with the ACOE and MassDOT on bridge replacement and associated canal area road projects.

Anticipated Sub-Action

- Seek support and guidance from Cape Cod MPO to advance projects

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator.
- Ongoing

Bourne Bridge Rotary Improvements

Work with MassDOT and the Cape Cod MPO to advance a plan to replace the Bourne Bridge Rotary with a conventional highway interchange.

Anticipated Sub-Action

- Seek support and guidance from Cape Cod MPO to advance projects

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Potential Funding Sources/Strategies

- State and Federal Highway funds.

Belmont Circle Multi-modal Improvements

Work with MassDOT and the Cape Cod MPO to make improvements to Belmont Circle such as upgraded pavement markings and signs, as well as improved pedestrian and bicycle through the installation of sidewalks and shared use paths.

Anticipated Sub-Action

- Seek support and guidance from the Cape Cod MPO to advance project

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Potential Funding Sources/Strategies

- State and Federal Highway funds (\$4,971,140 allocated in the 2020 TIP)

Route 25 and Scenic Highway Connector Ramp Improvements

Work with MassDOT and the Cape Cod MPO to improve the connector ramp between Route 25 and Scenic Highway.

Anticipated Sub-Action

- Seek support and guidance from the Cape Cod MPO to advance project

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Potential Funding Sources/Strategies

- State and Federal Highway funds (project identified in the 2020 Regional Transportation Plan)

Scenic Highway Median Installation

Work with MassDOT and the Cape Cod MPO to install a median along Route 6 to improve safety and traffic flow.

Anticipated Sub-Action

- Seek support and guidance from the Cape Cod MPO to advance project

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Potential Funding Sources/Strategies

- State and Federal Highway funds (\$4.3 million programmed for 2024 TIP)

Buzzards Bay Parking and Circulation Plan

Develop a parking and circulation plan for Downtown Buzzards Bay and explore possible coordination with Massachusetts Maritime Academy.

Anticipated Sub-Actions

- Implement recommendations from feasibility study currently underway
- Further investigate town taking of Bypass road
- Seek technical assistance from Cape Cod Commission to develop plan

Action Lead and Timeframe

- Town Planner, Planning Board, Town Engineer, Board of Selectmen
- 2020-2025

Complete Streets Funding Program

Adopt Complete Streets policy to obtain funding for bicycle/pedestrian improvements through MassDOT Complete Streets funding program.

Anticipated Sub-Actions

- Draft policy for Board of Selectmen vote/approval
- Following adoption of policy, seek technical assistance from the Cape Cod Commission to develop prioritization plan

Action Lead and Timeframe

- Town Engineer, DPW
- 2020

Potential Funding Sources/Strategies

- MassDOT Complete Streets Funding Program funds

Commuter Rail

Continue to advocate with Cape Cod MPO and MassDOT for commuter rail in Bourne.

Anticipated Sub-Action

- Seek support and guidance from Cape Cod MPO to advance projects

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Extend Shining Sea Bike Path

Promote and support extension of the Shining Sea Trail between North Falmouth and the canal.

Anticipated Sub-Actions

- Continue to hold public meetings on Shining Sea Bike Path extension plan
- File Project Notification Form (PNF) with MassDOT for phases of the extension

Action Lead and Timeframe

- DPW Director, Town Engineer, Board of Selectmen, Town Administrator
- Ongoing

Potential Funding Sources/Strategies

- State and Federal Highway funds (TIP), other – state trails grants, etc. (\$2.27 million TIP funding; \$285,000, MassTrails grant)

Buzzards Bay Resiliency - MVP

Conduct workshop to educate developers and property owners about positive incentives to promote resiliency, including subsidies, grants, tax breaks, and insurance breaks,

Anticipated Sub-Actions

- Consider working with CCC to provide a regional (Cape-wide) workshop
- Explore seeking an MVP action grant opportunities, including to produce educational materials to educate developers and property owners about positive incentives to promote resiliency, including subsidies, grants, tax breaks, and insurance breaks

Action Lead and Timeframe

- Conservation Commission
- 2020-2021

Potential Funding Sources/Strategies

- MVP action grants; FEMA grants

Increase Rental Housing

Facilitate development of rental housing units in areas with adequate utilities, road access and services, and with particularly in the Buzzards Bay Growth Incentive Zone.

Anticipated Sub-Actions

- Consider and seek state planning initiatives and tools to increase stock of rental and affordable housing units
- Review zoning bylaw to consider allowing multi-family units

Action Lead and Timeframe

- Housing Partnership Committee/Housing Trust, Planning Board
- 2020

Raise Share of Affordable Housing

Actively carry out the provisions of Bourne's Housing Production Plan to create affordable housing throughout the town and to attain the plan's goal to raise the share of affordable housing to at least ten percent of year-round resident households.

Anticipated Sub-Action

- Update Housing Production Plan and submit to DHCD for certification

Action Lead and Timeframe

- Housing Partnership Committee/Housing Trust
- 2020

Accessory Dwelling Unit Bylaw

Revise zoning to allow for accessory dwelling units

Anticipated Sub-Actions

- Seek technical assistance or resources from Cape Cod Commission to draft revision to bylaw
- Schedule joint meeting with Planning Board, ZBA, and Housing Partnership Committee

Action Lead and Timeframe

- Planning Board, Housing Partnership Committee
- 2021

Open Space and Recreation Plan

Actively implement recommendations of the 2018 Open Space and Recreation Plan (OSRP) order to maintain Bourne's rural character and visual appeal.

Anticipated Sub-Action

- Conduct annual review and prepare progress report on OSRP 7-Year Action Plan

Action Lead and Timeframe

- Open Space Committee
- Ongoing per OSRP

Sagamore Village Planning

Conduct planning study for Sagamore Village area to prepare for and manage future development in the area.

Anticipated Sub-Actions

- Seek technical assistance to conduct planning study
- Consider and seek state and county planning and zoning initiatives and opportunities

Action Lead and Timeframe

- Town Planner, Planning Board
- 2021

Inclusionary Zoning

Explore expanding inclusionary zoning to areas outside of the downtown.

Anticipated Sub-Action

- Schedule meeting with Planning Board and Housing Partnership Committee

Action Lead and Timeframe

- Town Planner, Planning Board, Housing Partnership Committee
- 2022

Design Standards

Develop new design standards and design review procedures to improve the visual quality of highways, business parks, and the other villages.

Anticipated Sub-Action

- Seek DLTA funding for technical assistance from the Cape Cod Commission or consultant services to develop design standards for highway corridors, business parks, and villages

Action Lead and Timeframe

- Town Planner, Planning Board, Design Review Committee
- 2022

Zoning/Bylaw Changes

The LCP identifies the following potential zoning or bylaw changes.

Zoning/Regulation/ Bylaw	Comments	Lead
Revise cluster zoning bylaw	To improve open space protection.	Planning
Revise Accessory Dwelling Units bylaw	From HPP and LCP	Planning
Adopt floodplain bylaw revisions	To reduce impacts to property and safety. See Hazard Mitigation Plan.	Planning and Conservation
Adopt stormwater bylaw to comply with Phase II Federal Clean Water Act	Could be part of zoning bylaw as well as subdivision and wetlands regs or bylaw.	Conservation, DPW
Add protection of historic and archaeological resources to special permit criteria.		Planning
Explore adoption of inclusionary zoning town-wide	From HPP	Planning, Housing Partnership
Expand design standards and design review procedures now applied to Buzzards Bay to improve the visual quality of highways, business parks, and the other villages	Could be longer range timeframe	Planning

Anticipated Meeting Schedule with Commission Staff

Starting in 2020, town staff will meet annually with Commission staff following Annual Town Meeting, in May or June, to provide an update on progress towards implementing the actions in the targeted action plan.

Other Town Plans

The LCP supports and is supported by the other following town plans:

- 2018 Bourne Open Space and Recreation Plan
- 2017 Bourne Hazard Mitigation Plan
- 2014 Bourne Housing Production Plan (and anticipated 2020 update)
- 2019 Bourne Municipal Vulnerability Preparedness Program Summary of Findings
- Five-year and Annual Capital Improvement Plans

Public Process

- The town held two community workshops, facilitated by the Cape Cod Commission, on November 16, 2017 to initiate discussions with residents on Strengths, Weaknesses, Opportunities, and Threats (SWOT) in the development of the LCP vision and strategy.
- The LCP Committee and planning staff held a public workshop on Saturday, October 27, 2018. Despite a nor'easter that brought heavy rain and wind that morning, more than 40 people participated.
- The town held an Economic Development Summit in 2019, facilitated by the Cape Cod Commission, focusing on an economic development action plan for Buzzards Bay and the smaller village centers/activity areas.
- The town issued a community survey using an online polling service. More than 760 persons answered the questionnaire, 93 percent of whom were year-round Bourne residents.
- In addition the LCP Committee held public meetings throughout development of the plan, with a public hearing on October 10, 2019 to get feedback from the community.

Cape Cod Commission Involvement

Bourne's planning staff and consultant worked with the Cape Cod Commission staff during the plan's development to ensure that the revised plan is consistent with the RPP and the LCP regulations. The Commission staff provided background studies and data to the consultant and participated in Bourne's public outreach efforts, including attendance at LCP meetings. Following the Town's submittal of the draft LCP to the Commission staff for review, both the Town staff and Commission staff have worked closely to ensure that the plan meets the requirements for Commission certification. The 2019 Bourne LCP is the first to follow and be reviewed under the new LCP regulations. A collaborative approach to meet the requirements, focusing on the key certification elements and following the new LCP framework, was informative and educational for both Town and Commission staff and resulted in a comprehensive document that meets the certification requirements for certification.

In addition, the Commission worked together with the town on the following projects during the LCP's development:

- SWOT analysis (2017): The Commission facilitated a stakeholder workshop in Bourne that focused on identifying the town's strengths, weaknesses, opportunities, and threats relative to economic development.
- Economic Development Summit (2019): The Commission facilitated a stakeholder workshop and prepared a draft economic development action plan focusing on Buzzards Bay and the smaller village center/activity areas.