

Annual Report
Fiscal Year 2003

Cape Cod Commission

Barnstable County • Massachusetts



Cape Cod Commission
Fiscal Year 2003
(July 1, 2002 through June 30, 2003)

Robert D. Deane, *Chair*
Robert Randolph, *Vice Chair (through April 2003)*
Susan Kadar, *Secretary*

Appointed Representatives:

Barnstable	David Ansel
Bourne	Robert D. Deane
Brewster	Elizabeth Taylor
Chatham	Catherine Frazer
Dennis	Brad Crowell
Eastham	Ian Aitchison
Falmouth	Henry F. Owens III
Harwich	Lawrence Cole
Mashpee	Ernest Virgilio
Orleans	Frank H. Hogan
Provincetown	Len Stewart
Sandwich	Robert S. Jones
Truro	Susan Kadar
Wellfleet	Alan Platt
Yarmouth	Thomas Broidrick
County Commissioner	Lance Lambros (through 11/02), then William Doherty
Minority Representative	Robert Randolph (through 4/03), then vacant
Native American Representative	Gloria Brundage (through 12/02), then Mark Harding
Governor's Appointee	vacant (through 8/02), then Herbert Olsen

Cover: Long Pond in Harwich and Brewster, one of many Cape ponds whose water quality is under study by the Cape Cod Commission.

Cape Cod Commission • 3225 Main Street • P.O. Box 226 • Barnstable, MA 02630-0226
Phone: (508) 362-3828 • Fax: (508) 362-3136 • E-mail: frontdesk@capecodcommission.org
Web sites: www.capecodcommission.org and www.gocapecod.org

A Message from the Chair and the Executive Director

Many communities and agencies throughout the Commonwealth of Massachusetts took a closer look at land use and zoning issues in Fiscal Year 2003. A statewide Coalition for Zoning Reform focused legislative attention on the need to amend the state's existing zoning, planning, and subdivision control laws. A similar, unifying theme for land use planning and regulation on Cape Cod this year was to begin to incorporate "smart growth" principles and strengthen growth-management efforts.

Through the work of the Cape Cod Commission, Barnstable County continued its commitment to growth management by providing significant grants to towns to implement policies and actions developed in their Local Comprehensive Plans. Throughout the year, the Commission and its staff worked to assist Cape communities in developing, updating, and following through on their plans; these efforts will continue in the coming year. The Commission also sent a letter of endorsement for the proposed "Act to Promote Land Use Reform in Massachusetts" to the state legislature in March, recognizing that the act, if adopted, could empower Cape towns to undertake more effective zoning changes and advance regional goals for the protection of natural resources, community character, and economic health.

Hand-in-hand with zoning and growth-management initiatives, the management of the Cape's wastewater and its direct impact on water quality has gained increasing importance throughout the region. The Cape Cod Commission helped conduct studies of the water quality of coastal embayments, ponds, and lakes and coordinated the work of the Barnstable County Wastewater Implementation Committee, an advisory board established by the Barnstable County Commissioners late in Fiscal Year 2002 to serve as a regional forum on wastewater issues. The committee shares information, coordinates efforts between towns, the county, and state programs, and provides local and regional input for the development

of a comprehensive regional wastewater strategy. The Commission also worked with the Cape Cod Business Roundtable in its efforts to identify funding sources for wastewater infrastructure. We expect that significant science and policy work on wastewater-related issues will be accomplished through ongoing efforts throughout Cape Cod in the coming years.

Cooperation and coordination were evident in other ways as well this year. The regional planning agencies of Cape Cod, Martha's Vineyard, and Nantucket met formally to compare notes on issues of joint concern. The first such meeting, held in January 2002, covered a wide range of topics, such as the geographic, demographic, and political similarities and differences in the regions served by the Cape Cod Commission, the Martha's Vineyard Commission, and the Nantucket Planning and Economic Development Commission. The March 2003 meeting focused on affordable housing and transportation. Future joint efforts may include a collaborative approach as a "region of regions" to the state legislature on shared issues.

The regulatory work of the Cape Cod Commission, which is closely tied to its planning work, remained active throughout the year. Large and complex projects such as proposed retail and wholesale businesses, a large-scale wind-energy facility in Nantucket Sound, and an expansion of the Cape's health-care facilities engaged the Commission and staff in diverse and technical aspects of growth management. Unseen to many, the Commission also devoted considerable time to follow-up and compliance matters for previously approved Developments of Regional Impact. We also revised and updated many regulations and procedures to improve the regulatory program in keeping with the 2002 Cape Cod Regional Policy Plan.

We close this message by expressing continued gratitude to our 19 members. Although representation of the 15 Cape towns remained stable on the Commission this year, we experienced a turnover in the Native American, County Commissioner, and Governor's Appointee positions, and we lost our long-time Minority Representative, Robert Randolph, to cancer in April. On behalf of the citizens of Cape Cod, we extend our deep respect and thanks to the members who left us this year.



Robert D. Deane
Chair, Fiscal Year 2003
Bourne Representative, 1998–2003



Margo Fenn
Executive Director
Cape Cod Commission

Program Highlights

Barnstable County's planning and land use regulatory agency, the Cape Cod Commission, provides regional services and serves as a coordinator of many projects and activities that affect all 15 towns in the county. Activities involve promotion of affordable housing, demographic and economic data analyses, economic development programs, geographic mapping and data analyses, historic preservation, marine and coastal resource protection, preservation of open space and natural resources, transportation planning and analyses, solid and hazardous waste management, and water quality and water supply protection.

The Cape Cod Commission is charged with reviewing and regulating Developments of Regional Impact (DRIs) for all 15 towns of Barnstable County. The Commission is also charged with recommending designation of Districts of Critical Planning Concern (DCPCs), which allow communities to protect resources of significant regional value through special regulatory and planning processes. In addition, the Commission is charged with preparing and overseeing the implementation of the Regional Policy Plan, the set of planning policies and objectives that guide development on Cape Cod.

Representation on the Cape Cod Commission provides each Cape town with opportunities to participate in setting regional policy and to advocate for the town's interests in land use planning. Commission membership involves each town in important regulatory and funding matters at regional, state, and federal levels. Through the Commission's involvement, many committees and councils contribute to the quality of life throughout Barnstable County. Some of these groups include the Barnstable County HOME Consortium Advisory Council, the Barnstable County Wastewater Implementation Committee, the Bays Legal Fund, the Cape Cod Groundwater Guardian Team, the Cape Cod Joint Transportation Committee, the Cape Cod Metropolitan Planning Organization, the Citizens Advisory Council for the Massachusetts Military Reservation, the Massachusetts Bays Program, and the Massachusetts Solid Waste and Hazardous Waste advisory committees.

In Fiscal Year 2003, the Cape Cod Commission provided a wide variety of services to the entire Barnstable County region, including:

- support for the development, updating, and implementation of Local Comprehensive Plans;
- coordination of Barnstable County's special affordable housing projects and the HOME Consortium programs;
- preparation of the annual Comprehensive Economic Development Strategy for Cape Cod;
- completion of the regulatory review of 20 Development of Regional Impact (DRI) proposals, two development agreements, and one settlement agreement;
- support for the Cape Cod Transit Task Force;
- preparation of the three-year update for the Cape Cod Regional Transportation Plan and the annual Transportation Improvement Program (TIP);
- coordination of the ongoing Cape Cod Pond and Lake Stewardship program;
- continued participation in the Massachusetts Estuaries Project and other coastal water-quality studies;
- support for Cape Cod Land Bank committees and coordination of the Cape Cod Pathways program; and more.

The following pages describe these activities in greater detail.

Planning, Community Development, and Regulatory Activities

In Fiscal Year 2003, the Cape Cod Commission continued its focus on growth management initiatives, including the implementation of Local Comprehensive Plans and planning for needed infrastructure, particularly wastewater treatment (described in more detail in the “Water Resources” portion of these program highlights).

Local Comprehensive Plans

For the second year in a row, Barnstable County awarded grants to Cape towns to support the implementation of Local Comprehensive Plans (LCPs). The initiative aims to help each town address growth management priorities that each town has identified through local processes. The staff of the Cape Cod Commission continued to help administer these grants and to support development of Local Comprehensive Plans and zoning and bylaw work as needed. Details are provided in the “Services to Towns” section of this annual report.



Downtown Falmouth

Dennis District of Critical Planning Concern

The Commission approved the implementing regulations developed by the Town of Dennis for the Quivet Neck/Crowe’s Pasture District of Critical Planning Concern (DCPC) in East Dennis, first designated a DCPC in March 2002. The Commission also recommended a boundary change that was proposed by the town to allow it to exclude 4.3 acres from the district and to complete the purchase of 33 acres of undeveloped land for permanent preservation. The changes, approved by the Barnstable County Assembly of Delegates at the end of the fiscal year, ensure better protection for safeguarding the resources of the district than the implementing regulations alone would have.

Planning for Wind Energy

The Commission participated in a continuing series of “stakeholder” meetings organized by the Massachusetts Technology Collaborative (MTC) to explore issues related to proposed offshore wind-energy facilities. The Commission also held a municipal forum for local officials and submitted a grant proposal to MTC to study land-based, distributed wind-energy facilities. As the fiscal year came to a close, the Commission learned that its grant application was successful; the

project will allow the Commission and the Cape Light Compact to create a regional “suitability” map showing the most appropriate locations for siting wind facilities, to conduct a technical and economic feasibility review of wind-energy technologies, and to develop a model local bylaw for wind-power facilities.



*Shaw's Supermarket,
Harwich*

Regulatory Activities

The Commission continued to have a full regulatory workload, issuing decisions on 20 Developments of Regional Impact (DRIs), two Development Agreements, and one Settlement Agreement (see descriptions in the accompanying table) and reviewing about 40 other proposals in Fiscal Year 2003. The proposals included assisted living facilities, supermarkets, retail businesses, healthcare facilities, telecommunications services, academic facilities, municipal projects, residential subdivisions, and alterations to historic structures. The Commission's

conditions on its DRI and other regulatory decisions brought many benefits to Cape communities, such as six units of affordable housing and \$60,000 contributed to a local housing authority; more than 140 acres of land set aside and more than \$300,000 contributed toward the preservation of open space; more than \$246,000 contributed toward traffic and transportation-related studies plus trip-reduction programs, improvements to sidewalks and other pedestrian facilities, and safety improvements at intersections; installation of several denitrifying septic systems and improved wastewater treatment plus water-quality monitoring and funding for related studies; improvements to architectural, landscaping, and site designs; and better management of hazardous materials and waste.

The Commission also continued to address regulatory matters related to 55 previously approved DRIs this fiscal year. Generally the work entailed follow-up action on compliance issues or project changes. These activities are documented in the “Services to Towns” section of this report.

The Commission also began to revise and update many existing regulations and pursued adoption of a new type of hardship exemption, one for DRIs deemed to be “projects of community benefit.” Revisions to regulations are continuing into Fiscal Year 2004. The Commission also developed two new technical bulletins that support the regulatory process: *Technical Bulletin 01-001: Development of Regional Impact Guidelines for Invasive Plant Species Management Plans* and *Technical Bulletin 03-001: Development of Regional Impact Guidance on Submission and Preparation of Hazardous Materials and Waste Management Plans*. The Commission also completed revisions to the existing *Technical Bulletin 92-002: DRI Guidelines for Natural Resources Inventory (Plant and Wildlife Assessment)*, *Technical Bulletin 96-002: Guidelines for Referral of Historic Structures to the Cape Cod Commission*, and *Technical Bulletin 96-003: Guidelines for Transportation Impact Assessment*.

Development of Regional Impact (DRI) Decisions, Development Agreements, and Settlement Agreements in Fiscal Year 2003

NAME	LOCATION	DESCRIPTION	DECISION and DATE
• Flat Pond Subdivision	Seawest Drive New Seabury (Mashpee)	Development of a 24-lot residential subdivision.	Procedural denial – 07/11/02
• Shaw's Supermarket	Sisson Road Harwich	Redevelopment of an existing 43,916-sq.ft. supermarket into a 59,054-sq.ft. supermarket on 9.53 acres.	DRI approval with conditions – 08/08/02
• Falmouth Academy Classroom Expansion	Highfield Drive Falmouth	Construction of a three-story, 15,000-sq.ft. classroom addition on a 33.65-acre site.	DRI Exemption approval – 08/22/02
• Orleans Toyota	Route 6A Orleans	Redevelopment of a 3.6-acre site, with construction of a 14,238-sq.ft. full-service indoor/outdoor automobile sales and service facility.	DRI Exemption denial – 08/22/02
• Seacoast LP/Verizon Wireless	Echo Road Mashpee	Construction of a 150-ft. tall six-carrier standard-array monopole-type wireless telecommunications tower and equipment shelter on 7,500-sq.ft. of leased space.	DRI approval with conditions – 09/19/02
• Industrial Communications & Electronics Inc.	Echo Road Mashpee	Construction of a 150-ft. tall six-carrier standard-array monopole-type wireless telecommunications tower and equipment shelter on 10,000-sq.ft. of leased space.	DRI approval with conditions – 09/19/02
• South Shore YMCA ANR	Three Ponds DCPC area Sandwich	Subdivision of 285 total acres into three parcels: one 80-acre parcel for open space, one 36-acre parcel for future water supply, and one 169-acre parcel to be retained by the YMCA camp.	DRI approval with conditions – 12/19/02
• 151 North Market Street/Mashpee Commons	151 North Market Street Mashpee	Construction of retail space, a kidney dialysis center, and office space totaling 21,235 sq.ft. on 12 acres of a 135-acre site.	Hardship Exemption approval with conditions – 12/19/02
• Dennis Filled Tidelands (Howland Site)	40 West Main Street West Dennis (Dennis)	Reconstruction of a 3,800-sq.ft. restaurant, a 4,200-sq.ft. retail area, boat ramp and piers, and removal of miniature golf course on 2.5 acres.	DRI approval with conditions – 01/09/03
• Pleasant Bay Assisted Living Facility	South Orleans Road Brewster	Construction of a 60,626-sq.ft. building with 59 units of assisted living and one apartment, plus outbuildings on 13.1 acres.	DRI approval with conditions – 01/09/03
• Independence Medical Arts	100 Independence Drive Hyannis (Barnstable)	Conversion of 26,000-sq.ft. general office space into medical office space in an existing 46,000-sq.ft. building on 7.81 acres.	Hardship Exemption approval with conditions – 01/23/03
• Bourne Assisted Living Facility	County Road Pocasset (Bourne)	Demolition of Barnstable County Hospital buildings and construction of 84 affordable independent and assisted living units (approximately 85,000 sq.ft.) on 65.6 acres.	DRI approval with conditions – 02/20/03
• Seacoast Tower	Route 151 Falmouth	Construction of a 180-ft. tall monopole-type wireless communications facility with associated equipment on 10,000 sq.ft. of leased space.	DRI approval with conditions – 03/20/03
• Cape Cod Healthcare Ambulatory Complex	Hadaway Road Independence Park Hyannis (Barnstable)	Development agreement (12-year contract) for an eventual 263,100-sq.ft. health-care campus on 40.6 acres.	Development Agreement approval – 03/20/03
• SouthCape Village Talanian	Route 28 Mashpee	"Phase I" construction of a 42,000-sq.ft. supermarket and 14,000-sq.ft. retail space at an outlet center on 25 acres.	Major Modification (to a previously approved DRI) approval with conditions – 04/10/03
• BJ's Wholesale Club	Hadaway Road Independence Park Hyannis (Barnstable)	Construction of a 68,831-sq.ft. facility on 15.78 acres.	DRI approval with conditions – 04/10/03
• Home Depot Lite	Southwind Plaza Hyannis (Barnstable)	Reuse of a vacant retail store facility (the former Bradlees) for a 79,995-sq.ft. store.	Settlement Agreement approval – 05/08/03
• Sprint Spectrum, L.P.	Routes 137 and 39 East Harwich (Harwich)	Installation of a wireless communications facility in a 150-ft. tall flag pole on 2,500 sq.ft. of town-owned land.	DRI approval with conditions – 05/22/03
• Cape Cod Academy Science Center	50 Osterville-West Barnstable Road Osterville (Barnstable)	Construction of a 19,200-sq.ft. science center on 43.71 acres.	DRI Exemption approval – 06/05/03
• New Seabury ANR	New Seabury Properties Mashpee	An "Approval Not Required" plan to create three new lots (45.06 acres, 6.27 acres, and 16.39 acres) from three existing lots.	Procedural denial – 06/19/03
• New Seabury Flat Pond Subdivision	New Seabury Properties Mashpee	A 26-lot definitive plan modifying a previous subdivision plan.	Procedural denial – 06/19/03
• Watts Family Farm Wireless Facility	23 Falmouth-Sandwich Road Sandwich	Construction of a 150-ft. tall monopole-type wireless facility able to accommodate six carriers, plus equipment shelters on 6,400 sq.ft. of land.	DRI approval with conditions – 06/19/03
• Mashpee Industrial Park	Route 28	Transportation and open space amendments to a 1997/1998 Development Agreement.	Development Agreement Modification approval – 06/19/03

Affordable Housing

Since 1990, the Cape Cod Commission has recognized the critical relationship that exists between development of land-use policies and affordable housing. The Commission has formed and participated in cooperative partnerships locally and regionally to support affordable housing activities. A significant part of that effort is the coordination of the Barnstable County HOME Consortium and the activities of its Advisory Council, established in 1993, to attract federal and state funds to the region. New this year, the Commission organized the first of what will be regular meetings (about twice a year) for town housing committees to share their experiences and learn from each other.

HOME Consortium

The Barnstable County HOME Consortium supported these and other affordable housing initiatives in Fiscal Year 2003:

- **HOME Program:** The program committed or continued to service awards totaling \$1,375,000 to create or rehabilitate 266 affordable rental units and 42 affordable home-ownership units throughout the Cape.
- **Down Payment Closing Cost Assistance Program:** The program provided assistance to 23 low-income, first-time home buyers this year. To date since its inception, the program has provided assistance to more than 340 households.
- **Homeowner Repair Program:** The program provided 14 loans totaling more than \$105,000 this year for repair work such as window and door replacement, well installation, handicapped accessibility improvements, and more. Since its inception, the program has made 149 such loans.

Osprey Lane, Sandwich



- **Operating Support:** This year, the program committed \$20,000 to the Housing Land Trust for Cape Cod, which describes itself as “a partnership of the housing, environmental, and business communities seeking to provide affordable housing in an environmentally sensitive manner.”

Housing Production

Production of new affordable housing units continued this year throughout Cape Cod. Completed projects included 12 rental units in Wellfleet, 65 senior rental units in Harwich, 18 rental units in Provincetown, and 36 rental units in Sandwich. Construction began this year on 16 homeownership units by Habitat

for Humanity and 14 rental units by the Housing Assistance Corporation; both projects are in Hyannis.

Barnstable County Affordable Housing Funds

Last year the Barnstable County Commissioners and Assembly of Delegates allocated \$500,000 toward these activities:



*Southside Village,
Hyannis*

- **Rental Housing Development Subsidies:** The county allocated \$200,000 to be used as no-interest loans that are leveraged with other funds to support rental housing projects. By year end, \$190,000 had been committed: \$40,000 to the Lower Cape Cod Community Development Corporation to acquire four newly constructed one-bedroom rental units in Provincetown; \$75,000 to the Housing Assistance Corporation to acquire 14 newly constructed two- and three-bedroom rental units in Hyannis; and \$75,000 to Community Housing Resource in partnership with the Housing Land Trust for Cape Cod to construct six new one- and two-bedroom rental units in Provincetown.
- **Purchase Pool Program:** The county allocated \$200,000 to this program, which so far has been hampered by the escalating real estate market and limits on potential state funding sources.
- **Technical Assistance to Towns:** The county allocated \$50,000 to support Cape towns pursuing development activities for needed units. To date, the county has awarded the Town of Eastham \$5,000 for site and architectural plans for a 12-unit affordable rental project, and the Town of Falmouth \$5,000 for site plans for a 4-unit affordable ownership project.
- **Monitoring the Resale of Affordable Ownership Housing:** The county allocated \$50,000, awarding it to the Housing Assistance Corporation over two years, to monitor the resale of about 350 existing deed-restricted affordable ownership housing units.

Soft Second Loan Program

The Commission continued to administer the Soft Second Loan Program, which reduces loan costs and interest rates and subsidizes interest payments. This year, the program secured \$135,000 in state funds for the Cape and made home ownership possible for 17 low-income, first-time home buyers. Since its inception in 1992, the program has assisted more than 380 households and leveraged more than \$46 million in private funds.

Comprehensive Permit (Chapter 40B) Proposals

The Commission's staff reviewed and provided technical comments to local zoning boards of appeals on 15 comprehensive permit (Chapter 40B) applications throughout the region this year; see the "Services to Towns" section of this annual report. In addition, the Commission's affordable housing specialist compiled data and conducted an inventory of Chapter 40B developments on the Cape. The study found that about one third of the affordable housing created in Barnstable County has been produced through Chapter 40B projects; more than 60 percent of the units in those developments are affordable.

Economic Development

The Cape Cod Commission continued its broad-based economic development activities, especially making a stronger effort this year to coordinate the planning and evaluation process for the Cape Cod Comprehensive Economic Development Strategy (CEDS). In addition, the Commission sponsored the Tenth Annual Maritime Days event in May 2002, a popular set of activities featuring the region's historic ties to the maritime industry. At the end of the fiscal year, the Commission's Economic Development Officer, Gay Wells, resigned from the agency to accept the position of southeast regional director of the Massachusetts Office of Business Development.

Comprehensive Economic Development Strategy

The Commission and the county's Cape Cod Economic Development Council worked with groups at four levels to enhance the CEDS, including Cape Cod economic development professionals, regional contributors, the economic development council for southeastern Massachusetts, and the "Regional Competitiveness Council for the Cape and Islands" formed by Massachusetts Governor Mitt Romney. Contributions to the CEDS planning and evaluation process came from the Arts Foundation of Cape Cod, the Association to Preserve Cape Cod, the Barnstable County Department of Human Services, the Cape & Islands Workforce Investment Board, the Cape Cod Chamber of Commerce, the Cape Cod Community College, the Cape Cod Hook Fishermen's Association, the Cape Cod Technology Council, the Cape Light Compact, the Chambers of Commerce Executives Group, and the Smart Planning and Growth Coalition. The economic development vision set forth in the strategy document is for community sustainability; that is, for Cape Cod to pursue an economic development approach that strikes "a balance between progress and preservation."



Artist at work during the 2003 Maritime Festival

Research and Data Analyses

The Commission reduced its Research Analyst position from full time to part time this fiscal year. Despite that shift, the position continued to provide help with a variety of demographic and economic data needs, answering a total of 253 inquiries. Thirty-seven percent of those inquiries were business related, 38 percent were from public agencies or officials, and the balance (25 percent) were from members of the news media, students, and the general public.

Geographic Information System

The Commission restructured its Geographic Information System (GIS) department midway through this year to accommodate more requests for technical assistance, going from a department with one full-time systems manager and one full-time GIS analyst to a department with one part-time systems manager and two full-time GIS analysts. The restructured department also began to work closely with a new grant-funded GIS analyst in the Water Resources program. The changes have enabled the GIS department to answer more requests for data, to process data updates that have been neglected, and to contribute to more of the regional programs of the Cape Cod Commission.

Data Updates

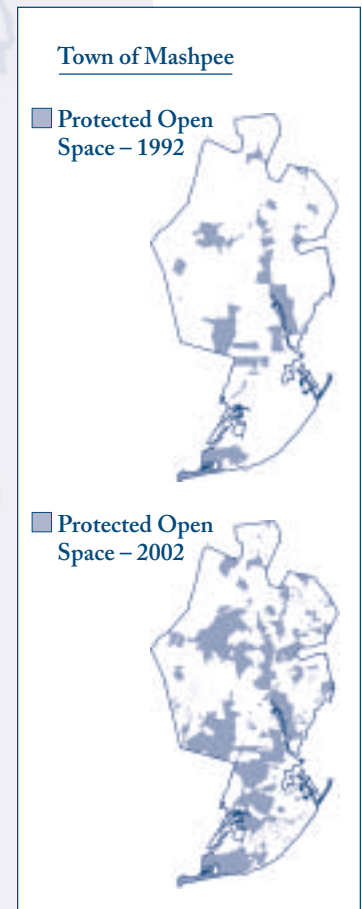
Data layer updates occupied much of the staff time this fiscal year. The staff completed parcel layers for the towns of Dennis (last corrected in 1993) and Wellfleet (last corrected in 1989) and shared copies of the data with those towns for their own use. The GIS department also edited the protected open space layers for all 15 Cape towns with updates since 1996.

Regional Projects

Maps created by the GIS department supported many of the Commission's regional projects this year, including the Regional Open Space Plan, Regional Infrastructure and Facilities Plan, and Regional Policy Plan and related work on growth incentive zones. In addition, the department supported GIS mapping and data development for coastal embayment, wastewater management, Project Impact, and predisaster mitigation grants.

Assistance to Towns

The GIS department provided technical assistance to towns requesting maps or data; see the "Services to Towns" section of this annual report. Assistance ranges from responding to requests for copies of data layers to making more involved maps with drafts and revisions. Towns with their own GIS often request Commission-created data, especially for neighboring towns. Towns without their own GIS often request printed maps to be used for educational purposes (such as posters at town meeting) or GIS data to be used by a hired consultant. In either case, the Commission serves as a service center for regional GIS data.



Marine and Coastal Resources

The Commission's Marine and Coastal Resources program fulfills two main responsibilities: (1) representation and coordination of the Massachusetts Bays Program on Cape Cod, and (2) provision of technical expertise relating to marine and coastal issues.

Marine Monitoring

The Cape Cod Commission continued its important role in the development and coordination of marine-monitoring efforts in Cape Cod Bay. Working with the Center for Coastal Studies, the Commission helped evaluate results from water-quality and ecosystem monitoring activities in the bay and coastal wetlands. The Commission also continued its role in the Public Interest Advisory Committee, an advisory board to the U.S. Environmental Protection Agency on the Massachusetts Water Resources Authority's Boston Harbor sewage outfall, which discharges treated wastewater into Massachusetts and Cape Cod bays.

Ocean Management

Potential changes in ocean management prompted by the Pew Oceans Commission, the U.S. Commission on Ocean Policy, and the new Massachusetts Ocean Management Task Force may affect the way coastal resources are managed and the manner in which Cape communities retain their historic ties to the sea. It is broadly acknowledged that the existing patchwork of jurisdictions and incoherent partitioning of the oceans for fishery management, resource protection, and special uses require a more cohesive approach to ocean management at federal and state levels. The Commission continues to advocate for the Cape's interests to ensure that policies make sense for resource management in Barnstable County.



A fishing vessel in the Cape Cod Canal

Coastal Hazards

Coastal erosion, shoreline change, the hazards posed by extreme storm events, and episodic coastal flooding remain high priorities for the Commission's work with Cape Cod communities. Several Commission staff members continue to be actively engaged in regional hazard-planning efforts, working with towns, the Massachusetts and Federal Emergency Management agencies (MEMA and FEMA), and others to address coastal resources and infrastructure needs in the face of storms and natural disasters, sea-level rise, climate change, or other natural threats. Project Impact Cape Cod continued its work plan, this year supporting planning, public outreach, and structural mitigation projects to minimize future damage from storms and natural disasters. The Commission also began work on a new state grant to create a regional multiple-hazard mitigation plan.

Natural Resources and Land Protection

The Cape Cod Commission continued to serve in a coordinating role for Cape towns in land protection and acquisition work. In addition, the Commission once again coordinated Barnstable County's Cape Cod Pathways program, assisting towns with their efforts to create links to the walking trail network and hosting public events that highlight the beauty of the region as well as the need to protect the Cape's scenic and natural areas for future human enjoyment and ecological benefits.

Land Protection

This fiscal year, the Commission continued to support the work of local Land Bank committees by organizing periodic Land Bank "roundtable" meetings and by compiling and sharing detailed statistics on Land Bank properties. With the help of Barnstable County's AmeriCorps Cape Cod program, the Commission maintained a database on land acquisitions.

Cape Cod Pathways

The Commission coordinated the ninth annual Walking Weekend in October 2002, holding workshops and brainstorming sessions beforehand to reenergize local leaders and organizers for the Pathways effort. In addition, the Commission organized a Pathways clean-up day in June. With help from AmeriCorps Cape Cod, the Commission also created detailed maps of Pathways trail segments with a global positioning system, or GPS, unit.



*Access to a coastal trail
in Chatham*



*Hitching a ride during
Walking Weekend 2002*

Transportation

The Cape Cod Commission's Transportation program provides technical expertise in transportation and traffic-related matters for the agency, the region, and the 15 towns of Barnstable County. This work includes regulatory project reviews, planning activities, and technical studies.

Transportation Planning

After incorporating public comments received through several public meetings and discussions with local planning and transportation organizations, the Commission's transportation staff substantially completed the triennial update of the 20-year long-range plan known as the Cape Cod Regional Transportation Plan in Fiscal Year 2003. The plan is the primary means by which federal and state funds are allocated to the Cape's transportation needs. This year's plan identified priorities such as improving public transportation, maintaining roads and bridges, making safety improvements, preserving Cape Cod character (especially for scenic roads), and more. Proposed projects included local transportation centers in Provincetown, Orleans, and the Upper Cape; bicycle trail extensions; changes to the Sagamore Rotary area of Bourne and the Route 132 area of Hyannis; and more. Early in the county's next fiscal year, the Cape Cod Metropolitan Planning Organization (MPO), which includes a representative from the Massachusetts

Executive Office of Transportation and Construction, the Massachusetts Highway Department, the Cape Cod Regional Transit Authority, and the Cape Cod Commission with advice from the Cape Cod Joint Transportation Committee, endorsed the plan by majority vote.

The staff also updated the Fiscal Year 2003 element of the Cape Cod Transportation Improvement Program (TIP) and compiled the Federal Fiscal Years 2004–2008 version of the TIP, which is the annual compilation of shorter-term transportation projects to receive expected federal and state funds. Again, the MPO endorsed the latest TIP in August 2003.

The Commission's staff also continued to support the work of the Cape Cod Transit Task Force. The task force continues to work to improve coordination of Cape Cod Regional Transit Authority services with other providers, to design a set of Cape Cod-style transportation-support shelters around the region, to enhance transit service on the Outer Cape, and more.

Reconstruction of the Meadow Neck Road Bridge, Waquoit



Transportation Studies

Under a contract with the Massachusetts Highway Department, the Commission substantially completed a study of traffic congestion and safety along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown. The study analyzed crash records, existing and potential traffic flow patterns, and safety at major intersections. The study supported upgrades to several already signalized intersections, recommended the installation of a new signal at Governor Prence Road in Eastham, and supported the installation of better signs and lane markings at the Orleans/Eastham rotary, consideration of a signal at West Road in South Wellfleet, continued enforcement of speed limits and traffic control laws, and more.

The Commission's staff also conducted a study of parking and transportation options at the Barnstable County complex in Barnstable village. The study supported better management, coordination, and marketing of transit services in the area and incentives for employees to pursue alternatives to single-occupant automobile commuting.

Other studies included an analysis of the use of Sagamore and Barnstable Park-&-Ride commuter lots and the completion of the Commission's 18th annual summer traffic-counting program. Data compiled between 1992 and 2002 during the summer traffic counts show an increase of 1.62 percent per year, for a total increase in summer traffic of 17.53 percent over the period.

In April 2003, Executive Director Margo Fenn was appointed to serve on Massachusetts Governor Mitt Romney's Highway Design Manual Task Force. The task force is charged with creation of a new highway design manual consistent with the Governor's "Communities First" Initiative.



Road work on Route 6 near Governor Prence Road, Eastham

Completed Cape Cod Rail Trail bridge over Rock Harbor Road and Route 6 in Orleans



Waste Management

The Cape Cod Commission supports Barnstable County and local efforts to reduce and manage solid and hazardous wastes, including representing the Cape region on the Massachusetts Department of Environmental Protection's Solid Waste and Hazardous Waste advisory committees and the Council of SEMASS Communities.

Hazardous Waste

The Commission worked through an ad hoc committee this year to modify the Cape Cod Regional Policy Plan's definition of "hazardous material." The revised definition, accepted by the full Commission late in Fiscal Year 2003 and forwarded to the Assembly of Delegates for its consideration, excludes certain manufactured items, cosmetics, consumer non-food grocery products, latex paint, and soap.

The Commission staff continued to work with Barnstable County's Cape Cod Cooperative Extension staff to support municipal household hazardous product collection events across the Cape. Details are provided in the "Services to Towns" section of this annual report.

Solid Waste

The Commission's planner/solid waste specialist actively monitored a variety of state legislation related to solid waste and recycling programs, advising Cape communities on the impacts the proposed legislation would have locally. Town departments and community organizations were advised of these and other solid waste matters through the Commission's *Talkin' Trash* newsletter, an electronic-only document prepared and distributed periodically, as well as through the Commission's regular newsletter, the *Reporter*, and through community presentations.

The Commission's solid waste specialist also continued to review a feasibility study, prepared for Barnstable County by the consulting firm of Wright-Pierce, Inc., for a possible co-composting facility for Outer Cape towns. He also participated in ongoing, broad planning efforts undertaken by the Town of Bourne to address regional solid waste and recycling needs at its integrated waste management facility.

Toward the end of the fiscal year, the Commission's planning and transportation staff also initiated a study to compare the costs and benefits of hauling municipal solid waste off Cape by railroad versus truck.

Cape Cod "trash train"



Water Resources

The Cape Cod Regional Policy Plan states: *“All of Cape Cod’s water resources are linked together by groundwater. The quality and quantity of our groundwater is of critical importance, as it is the only source of drinking water for most of Cape Cod. Of equal concern are the health and quality of marine waters and freshwater bodies, which are connected to and dependent upon the groundwater for ecological health and sustenance. These resources provide significant economic and recreational opportunities and serve as a defining characteristic of Cape Cod.”*

With Cape Cod’s increased residential growth, environmental and business leaders are focusing more sharply on water quality and its relationship to wastewater management. Barnstable County, through its Department of Health and Environment and the Commission’s Water Resources program, is dedicated to addressing the wastewater challenge through innovative programs, projects, and forums. The Commission worked closely with the Cape Cod Business Roundtable to evaluate funding options and management structures for the creation of needed wastewater facilities.

Wastewater Implementation Committee

The newly established Barnstable County Wastewater Implementation Committee (WIC), which is coordinated by the Commission’s Water Resources program, provides a regional forum for discussing and capitalizing on regional opportunities for effective wastewater management and for receiving input for the development of a new regional wastewater management plan for Cape Cod. In its first year, the WIC met nine times and provided input on the wastewater facility planning process, provided local information for a matrix of wastewater needs in Cape communities, developed a request for proposals for consultants to evaluate options for establishing wastewater management districts, and began a land-use analysis of wastewater needs and facility siting criteria. Much of the WIC’s work was documented in the Commission’s report to the Massachusetts Department of Environmental Protection on the *Cape Cod Comprehensive Regional Wastewater Management Strategy Development Project*. More than 200 copies of the report were printed and distributed throughout the region. The WIC continues to work with the Barnstable County Commissioners and the Assembly of Delegates to coordinate use of the county Wastewater Management Reserve fund for local municipal grants and other activities.



Little Mill Pond, a nutrient-rich embayment in Chatham

Massachusetts Estuaries Project

One activity that will contribute to decisions on future wastewater infrastructure for Cape Cod is the Massachusetts Estuaries Project, which will address water quality in the Cape's embayments. Of the first 20 priority embayments identified for the project, 15 are on Cape Cod. The School of Marine Science and Technology at the University of Massachusetts-Dartmouth is conducting the project for the Massachusetts Department of Environmental Protection; the Commission's Water Resources program is one of the technical partners. The project will determine embayment-specific nitrogen-loading management criteria and provide preliminary restoration scenarios, which in turn will be the basis for potential wastewater infrastructure changes.



Oyster Pond, Chatham

Pond and Lake Stewardship

The Commission's Water Resources program continued to coordinate the Cape Cod Pond and Lake Stewardship (PALS) program. Foremost among PALS activities this year was the production of the *Cape Cod Pond and Lake Atlas*. Released in May, the atlas presents the most comprehensive count of ponds and review of pond depth and water quality ever completed for Cape Cod. It also details all the current pond-related activities on the Cape and includes a regional review of water quality and individual reviews of more than 70 ponds. A grant from the Community Foundation of Cape Cod helped the Commission produce the atlas.

An aerial view of several freshwater bodies and nearby development



This year was also the second in which Commission staff coordinated a pond water-quality sampling "snapshot." Volunteers collected samples from more than 170 ponds with at least one pond sampled in every town (see this report's "Services to Towns" section). The University of Massachusetts-Dartmouth School of Marine Science and Technology again provided laboratory analyses of the samples. The program also received another grant this year from the Community Foundation to coordinate two pond workshops, print and distribute the atlas, coordinate the 2003 snapshot, and provide technical support to PALS groups.

The Commission staff also responded to a request from the Association to Preserve Cape Cod to manage their pond-level monitoring network, expanding the number of ponds in the network to 29. Commission staff also worked with a number of pond associations and key pond and lake stewards throughout the year to assist in developing sampling programs, to provide technical interpretation of sampling data, and to help secure funding to support stewardship and/or sampling programs.



Long Pond, Harwich

Water Education

Education about groundwater issues is an increasingly important aspect of Barnstable County's work. This year Commission staff worked with county supplemental funds on several tasks with the Cape Cod Groundwater Guardian Team, which includes regional and local government, businesses, and nonprofit organizations. On behalf of the team, Commission staff developed a new Web site (www.capecodgroundwater.org), updated and printed 10,000 copies of water conservation materials for local hotels and motels, and coordinated water education festivals in Dennis/ Yarmouth, Sandwich, and Truro schools.

New this year was an effort by the Water Resources staff to coordinate stormwater education activities for towns that will be required to file for Phase II stormwater management permits. Groundwater Guardian funds underwrote the printing of 300 copies of a four-part poster series on stormwater.





Services to Towns



The Cape Cod Commission provided a wide variety of technical assistance to each of the 15 towns in Barnstable County. The services cover the regional issue areas highlighted previously in this report but with a local emphasis, tailored to the specific needs of each community. A summary of the assistance follows.

BARNSTABLE

Planning, Community Development, and Regulatory Program

- Continued to provide support for the \$25,000 Local Comprehensive Plan Implementation Grant awarded by Barnstable County in Fiscal Year 2002.
- Approved with conditions the Development of Regional Impact (DRI) application for BJ's Wholesale Club, approved the DRI Exemption application for the Cape Cod Academy Science Center, approved a development agreement for the Cape Cod Healthcare Ambulatory Complex, entered into a settlement agreement for Home Depot Lite, and approved the Hardship Exemption application for the Independent Medical Arts project.
- Continued to review other DRI proposals, including the Atlantis Development Proposed Supermarket, Barnstable Wastewater Facilities Plan, Rectrix Aerodrome Center, and the now-withdrawn Cape Club Golf Course, Transcape, and Trinity Christian School proposals.
- Continued to work on regulatory matters related to the Barnstable Municipal Airport, Bed Bath & Beyond, Cape Cod Aggregates, Cape Cod Mall Expansion, Cotuit Landing, Excel Switching, Hinckley Building, and Industrial Communications & Electronics/Cingular projects.

Affordable Housing Program

- Celebrated the completion of the CHIP's House II (Centerville) 10-unit housing project for persons with head injuries, which used \$50,000 in HOME Program funds.
- Committed HOME Program funds to the 16-unit Habitat for Humanity project at Danvers Way and for the 14-unit Southside project by Housing Assistance Corporation in Hyannis.
- Awarded \$3,000 in Technical Assistance Program funds to update the town's housing action plan.
- Provided technical comments on three Comprehensive Permit (Chapter 40B) applications.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided digital Regional Policy Plan (RPP) maps to the town's Planning Department and digital RPP data to the town's GIS Department.
- Provided Project Impact (hazard mitigation) maps to the town's Police Department.

Transportation Program

- Provided assistance in obtaining state and federal funds for transportation projects through the annual Transportation Improvement Program, including Route 132 improvements.
- Provided a technical review of the proposed Route 132 reconstruction project.
- Provided technical assistance about an appeal of a Zoning Board of Appeals decision on a Centerville rooming house.
- Performed traffic counts on selected roadways and intersections, including West Main Street, Shoot Flying Hill Road, Race Lane, Pine Street, Phinney's Lane, Ocean Street, Old Post Road, Nye Road, Oak Street, Lumbert Mill Road, Main Street/Hyannis, Hadaway Road, Huckins Neck Road, Five Corners Road, portions of Routes 6A, 6, 28, and 132.



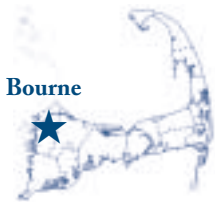
Barnstable

Waste Management Program

- Provided technical assistance about Pay-As-You-Throw solid waste management and about legislative issues related to solid waste.
- Provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Finalized a coastal embayment study of Barnstable Harbor.
- Continued a coastal embayment study of Popponessett Bay, including an update of parcels data and analyses linked to water-consumption data.
- Finalized a report on the water quality of the Centerville River and Popponessett Bay.
- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Reviewed the water levels and flow of the Marstons Mills River herring run associated with Middle Pond.
- Coordinated pond and lake stewardship programs with the Middle Pond, Marstons Mills Middle School, and Indian Ponds Association stewards.
- Coordinated water quality “snapshots” (sampling and analyses) of Aunt Bettys, Bearse, Bog, Crystal, Eagle, Fawcetts, Garretts, Hamblin, Hathaway, Joshua, Lewis, Little, Long, Lovells, Lumbert Mill, Micah, Middle, Mill, Muddy, Neck, No Bottom, Parker, Red Lily, Round, Schoolhouse, Shallow, and Shubael ponds, and Lake Elizabeth, Mystic Lake, and Wequaquet Lake.
- Participated on the town’s Nutrient Management Team.
- Developed a detailed inventory-tracking system for retail use of hazardous materials.
- With funding from Barnstable County and the Massachusetts Department of Environmental Protection and in cooperation with the Barnstable County Wastewater Implementation Committee, assisted in a wastewater management district case study of the Three Bays watershed and a wastewater management district case study of the Popponessett Bay watershed between Mashpee and Barnstable.
- Coordinated stormwater education meetings.



BOURNE

Planning, Community Development, and Regulatory Program

- Continued to provide support for the town’s development of its Local Comprehensive Plan (LCP) with the \$15,435 LCP Implementation Grant awarded by Barnstable County.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for the Bourne Elementary School.
- Approved with conditions the Development of Regional Impact (DRI) application for the Bourne Assisted Living Facility.
- Continued to review the Adventure Isle and CanalSide Commons DRI proposals.
- Continued to work on regulatory matters related to the Algonquin Pipeline/Canal Lateral, Bourne Landfill, Cape Sagamore, Grazing Fields Farm, Guardian Self Storage, Herring River Lots, Industrial Communications & Electronics, Ingersoll Farms, One Trowbridge Road, and Nightingale Pond projects.

Affordable Housing Program

- Provided technical comments on one Comprehensive Permit (Chapter 40B) application.
- Awarded \$122,300 in Development of Regional Impact (DRI) mitigation funds for the Bourne Housing Partnership’s three-unit home-ownership development.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided digital GIS data to the town’s Planning Department.

Transportation Program

- Awarded \$74,400 in Development of Regional Impact (DRI) mitigation funds for the Buzzards Bay/Main Street sidewalk project.
- Participated in meetings with town and state officials and began the review and preparation of technical comments on the proposed Sagamore Rotary Improvement Project’s Draft Environmental Impact Report and Environmental Assessment.
- Continued the Canal Area Transportation Study, a supplement to other Massachusetts Highway Department studies analyzing the road network in the Cape Cod Canal area.
- Concluded a study of park-and-ride lots in the Mid- and Upper Cape areas.
- Provided technical assistance on the traffic impacts of the Pilgrim Pines Chapter 40B proposal.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 25, 28, 28A, 3A, and 6, the Scenic Highway, Sandwich Road, and Trowbridge Road.

Waste Management Program

- Provided technical assistance on recycling initiatives.
- Provided technical assistance for the town’s ongoing, broad planning effort for municipal solid waste and regional recycling at the Bourne Integrated Solid Waste Management Facility.

Water and Coastal Resources Programs

- Finalized a coastal embayment study and report on Red Brook Harbor.
- Coordinated water quality “snapshots” (sampling and analyses) of Red Brook Pond.
- Continued to participate in monitoring, planning, and management issues related to water supply and hazardous waste cleanup in the Massachusetts Military Reservation area.
- Reviewed and provided technical comments on the landfill monitoring and hydrogeologic study.
- Cosponsored a seminar on the health effects of perchlorate.

BREWSTER

Planning, Community Development, and Regulatory Program

- Provided support for the development of the town’s Local Comprehensive Plan (LCP) with the \$25,000 LCP Implementation Grant awarded by Barnstable County.
- Approved with conditions the Development of Regional Impact (DRI) application for the Pleasant Bay Assisted Living Facility.
- Continued to work on regulatory matters related to the Rowe Property, Captain’s Golf Course, and Cape Cod National Golf Course projects.

Affordable Housing Program

- Provided technical comments on the affordable accessory-apartment bylaw.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Installed a GIS data set for use in the town’s GIS.
- Produced a custom land-use map for the town’s Planning Board.

Transportation Program

- Provided technical assistance to the Planning Board on traffic operations and safety issues of a proposed Dunkin’ Donuts store on Route 6A.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 124, 137, 39, 6A, Airline Road, and Millstone Road.

Waste Management Program

- Provided technical assistance to the Town Administrator and the Board of Selectmen about hazardous materials and wastes from automotive related uses in a wellhead protection area.
- Provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Continued to support the Long Pond Management Plan effort and assisted the Long Pond Watershed Association with implementation of in-pond alum treatment.
- Coordinated water quality “snapshots” (sampling and analyses) of Black, Blueberry, Cahoon, Cliff, Cobbs, Elbow, Flax, Greenland, Griffiths, Higgins, Little Cliff, Long, Lower Mill, Mill, Myricks, Pine, Schoolhouse, Seymour, Slough, Smalls, Sols, Upper Mill, and Walkers ponds.

CHATHAM

Planning, Community Development, and Regulatory Program

- Continued to provide assistance with the Local Comprehensive Plan (LCP) and with the \$25,000 LCP Implementation Grant awarded by Barnstable County.
- Provided assistance with historic preservation issues.
- Continued to review the Chatham Wastewater Plan Development of Regional Impact (DRI).
- Continued to work on regulatory matters related to the Blank/Brontas, Chatham Revetments, and Valleau Historic projects.

Affordable Housing Program

- Awarded \$3,000 in Technical Assistance Program funds to update the town’s housing action plan.

Geographic Information System Program

- Provided maps and GIS support for the South Coastal Harbor Management Plan.
- Produced maps of the Pleasant Bay water-quality monitoring stations, updated maps for the Pleasant Bay Management Plan, and processed water-use data for the coastal embayments project.
- Updated the protected-open-space GIS layers.

Transportation Program

- Provided assistance in obtaining state and federal funds for transportation projects through the annual Transportation Improvement Program, including the construction of the Chatham bicycle path spur.
- Performed a preliminary analysis of Route 28 safety and traffic issues between George Ryder Road and Barn Hill Road.



- Performed traffic counts on selected roadways and intersections, including portions of Routes 137 and 28, Crowell Road, Morton Road, and Old Queen Anne Road.

Waste Management Program

- Provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Continued to provide assistance with wastewater facilities planning.
- Provided support for the Pleasant Bay Alliance's project on the management of shoreline structures.
- Coordinated water quality "snapshots" (sampling and analyses) of Barclay, Black, Blue, Duck, Emery, Fox, Goose, Marys, Mill, Minister, Perch, Pickerel, Ryders, Schoolhouse, Stillwater, Trout, and White ponds, and Lovers Lake.



DENNIS

Planning, Community Development, and Regulatory Program

- Continued to provide support for the Local Comprehensive Plan, including its certification review.
- Provided technical assistance for the Quivet Neck/Crowe's Pasture District of Critical Planning Concern (DCPC).
- Approved with conditions the Development of Regional Impact (DRI) application for the Dennis Filled Tidelands (Howland reconstruction) project.
- Continued to review the Sprint Spectrum LP/Dennisport telecommunications facility project and reviewed the now-withdrawn Sprint Spectrum telecommunications facility and the Quivet Creek, Quivet Grid, Quivet Neck, and Quivet Vistas DRI proposals.

Affordable Housing Program

- Provided technical comments on one Comprehensive Permit (Chapter 40B) application.
- Awarded \$3,000 in Technical Assistance Program funds to develop the town's housing action plan.

Geographic Information System Program

- Updated GIS parcels data.
- Created maps of the Quivet Neck/Crowe's Pasture District of Critical Planning Concern.
- Updated the protected-open-space GIS layers.

Natural Resources and Land Protection Program

- Supported the town's pursuit of a grant for the Crowe's Pasture property from the U.S. Fish and Wildlife Service/National Coastal Wetlands Conservation Grant Program.

Transportation Program

- Worked with the Massachusetts Department of Environmental Management to identify sources of funds for the reconstruction of portions of the Cape Cod Rail Trail.
- Began an analysis of Route 28 safety and traffic issues.
- Performed traffic counts on selected roadways and intersections, including portions of Setucket Road, Main Street, Highbank Road, Airline Road, and Routes 6A, 6, and 134.

Waste Management Program

- Provided technical assistance on legislative issues related to solid waste.
- Provided technical assistance to the Health Department to identify a contractor to dispose of hazardous waste, and provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Coordinated water quality "snapshots" (sampling and analyses) of Eagle and No. Simmons ponds.
- Conducted a Cape Cod Groundwater Guardians water education festival at the Dennis-Yarmouth Middle School.



EASTHAM

Planning, Community Development, and Regulatory Program

- Continued to provide assistance for the update/implementation of the Local Comprehensive Plan.
- Continued to review the Eastham Ocean Beach Development of Regional Impact (DRI) proposal.
- Continued to work on regulatory matters related to the Cape Cod Storage project.

Affordable Housing Program

- Awarded a total of \$8,000 in Barnstable County and Cape Cod Commission Technical Assistance Program funds to support planning work for 12 affordable rental units on a portion of the Roach property.
- Provided technical comments on one Comprehensive Permit (Chapter 40B) application.

Geographic Information System Program

- Updated GIS parcels data.
- Installed a GIS data set for use in the town's GIS.
- Updated the protected-open-space GIS layers.
- Provided a map for the town's Local Planning Committee.

Transportation Program

- Worked with the Massachusetts Department of Environmental Management to identify sources of funds for the reconstruction of portions of the Cape Cod Rail Trail.
- Continued a study of traffic congestion and safety issues along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown.
- Performed traffic counts on selected roadways and intersections, including portions of Route 6, Massasoit Road, and Samoset Road.

Waste Management Program

- Continued to provide oversight for a feasibility study of an Outer Cape co composting facility.
- Provided technical assistance on legislative issues related to solid waste.
- Provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Finalized a report on the water quality of Town Cove/Nauset Marsh.
- Continued to participate in the U.S. Geological Survey (USGS) groundwater modeling project for the Outer Cape.
- Completed a report on the hydrology of vernal pools and kettle hole ponds in the Cape Cod National Seashore area.
- Coordinated water quality "snapshots" (sampling and analyses) of Bridge, Depot, Great, Herring, Jemima, Ministers, Molls, Muddy, and Widow Harding ponds.
- Completed the installation and survey of water-table observation wells.

FALMOUTH

Planning, Community Development, and Regulatory Program

- Continued to provide support for the \$25,000 Local Comprehensive Plan Implementation Grant awarded by Barnstable County.
- Provided technical assistance and advice on a proposed National Register Historic District in Waquoit.
- Continued to participate on the MMR Community Advisory Council (working with the MMR Environmental Management Council). Upcoming planning work includes support for the MMR Joint Land Use Study.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for an offshore wind power proposal.
- Approved with conditions the Development of Regional Impact (DRI) proposal for the Seacoast Tower telecommunications facility and approved the DRI Exemption for the Falmouth Academy Classroom Expansion project.
- Continued to review the Falmouth Hospital Medical Pavilion DRI proposal and reviewed the now-withdrawn Falmouth Hospital Wellness Center DRI proposal.
- Continued to work on regulatory matters related to the Ballymeade ANR, Ballymeade Estates, Ballymeade/Wyldewood, Boxberry Hill Road, Burlington Self Storage, Crooked Pond Well, Falmouth Fire/Rescue Headquarters, Falmouth Wastewater Facility Plan, and Woods Hole Oceanographic Institution Campus projects.

Affordable Housing Program

- Awarded \$3,000 in Technical Assistance Program funds for consulting help for the six unit East Ridge Road affordable housing project.
- Provided technical comments on three Comprehensive Permit (Chapter 40B) applications.

Geographic Information System Program

- Updated the protected-open-space GIS layers.

Transportation Program

- Continued to support the Cape Cod Transit Task Force, including coordination of transportation services (especially Cape Cod Regional Transit Authority, or RTA, services) with ferry services to Martha's Vineyard, plus other Capewide initiatives.
- Working closely with the Falmouth Transportation Management Commission, revised a study of Steamship Authority-related traffic in Falmouth.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 151, 28, and 28A, Brick Kiln Road, Cross Road, Gifford Street, Jones Road, Palmer Avenue, Quissett



Falmouth

Road, Sam Turner Road, Sandwich Road, Sippewissett Road, Spring Bars Road, Ter Heun Drive, and Worcester Court.

Water and Coastal Resources Programs

- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Finalized the embayment study of Megansett Harbor and continued to study the water quality of Waquoit Bay, including an update of parcels data and analyses linked to water-consumption data.
- Coordinated pond and lake stewardship programs with the Falmouth Association Concerned with Estuaries and Salt Ponds and the Waquoit Bay National Estuarine Research Reserve.
- Coordinated water quality “snapshots” (sampling and analyses) of Cedar Lake and Trout Pond.
- Continued to provide wastewater planning assistance.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for the Chapaquoit Beach replenishment project.
- Continued to participate in monitoring, planning, and management issues related to water supply and hazardous waste cleanup in the Massachusetts Military Reservation area.
- Assisted the Ashumet Committee with a fertilizer education program.
- With funding from Barnstable County and the Massachusetts Department of Environmental Protection and in cooperation with the Barnstable County Wastewater Implementation Committee, assisted in a wastewater management district case study of Falmouth’s coastal ponds.



HARWICH

Planning, Community Development, and Regulatory Program

- Provided technical comments on exterior lighting design issues.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for two offshore wind power proposals (one on Davis Bank, one on Nantucket Shoals).
- Approved with conditions the Development of Regional Impact (DRI) applications for the Shaw’s Supermarket and Sprint Spectrum LP telecommunications facility.
- Continued to review the Cape Cod Healthcare/Long Pond Medical Facility, W.J.G. Realty Trust, and Sprint/Harwichport Golf Course telecommunications facility DRI proposals, and reviewed the now-withdrawn Mary C. Evans Realty Trust DRI proposal.

Affordable Housing Program

- Completed the development of the Pine Oaks Village III project (65 units of affordable senior rental housing) using HOME Program funds.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided a custom map of the location of the “ocean sanctuary.”
- Produced maps of the Pleasant Bay water-quality monitoring stations, updated maps for the Pleasant Bay Management Plan, and processed water-use data for the coastal embayments project.

Natural Resources and Land Protection Program

- Supported the town’s pursuit of a Massachusetts Self Help grant for the Krumin property.

Transportation Program

- Worked with the Massachusetts Department of Environmental Management to identify sources of funds for the reconstruction of portions of the Cape Cod Rail Trail.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 39, 28, 137, and 124.

Waste Management Program

- Provided assistance with several household hazardous waste collections.

Water and Coastal Resources Programs

- Continued to support the Long Pond Management Plan effort.
- Finalized a report on the water quality of Herring River.
- Coordinated pond and lake stewardship programs with the Long Pond Watershed Association, Skinequit Pond stewards, and the Harwich Water Quality Task Force.
- Assisted the Long Pond Watershed Association with implementation of in-pond alum treatment.
- Coordinated water quality “snapshots” (sampling and analyses) of Andrews, Aunt Edies, Bucks, Cornelius, Flax, Grass, Hawksnest, Hinckleys, Josephs, Robbins, Sand, Skinequit, and Walkers pond.
- Provided support for the Pleasant Bay Alliance’s project on the management of shoreline structures.

MASHPEE

Planning, Community Development, and Regulatory Program

- Provided support for the \$25,000 Local Comprehensive Plan (LCP) Implementation Grant awarded by Barnstable County.
- Provided technical comments on a Draft Environmental Impact Report filed with the Massachusetts Environmental Policy Act (MEPA) office for the Mashpee Place project.
- Approved with conditions the Development of Regional Impact (DRI) applications for the Industrial Communications & Electronics and Seacoast telecommunications facilities and a major modification of the SouthCape Village/ Talanian DRI project, approved the Hardship Exemption application of the 151 North Market Street/Mashpee Commons project, and denied on procedural grounds the New Seabury Development, New Seabury ANR, and New Seabury Flat Pond Subdivision proposals. Also approved modifications to a previously approved (1997 and 1998) development agreement for Mashpee Industrial Park.
- Continued to review the 532 Main Street, Augat Self Storage, Holland Mills Well and Pumping Station, Mashpee Commons, Mashpee Place, Mashpee Watershed Plan, and Shaw's Supermarket DRI proposals.
- Continued to work on regulatory matters related to the Anchor Storage, Boch Center for the Performing Arts, Flagship Self Storage, Lowell Street, Mashpee Industrial Park, Maushop Revetment, Shellback Way Realty Trust/Brynwood Associates, and Willowbend Golf Course projects.

Affordable Housing Program

- Awarded \$3,000 in Technical Assistance Program funds to the Mashpee Affordable Housing Trust to provide legal services for a house donation.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided GIS data to the Assistant Town Planner for use in the town's GIS.
- Produced significant natural resource areas, cell tower, and industrial park maps on request.

Natural Resources and Land Protection Program

- Supported the town's pursuit of a Massachusetts Self Help grant for the Barrows property.

Transportation Program

- Assisted the town with the advancement of plans to install a traffic signal at Route 28, Donna's Lane, and Jobs Fishing Road.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 130, 151, and 28, Asher's Path, Great Neck Road, Great Oak Road, and Sandwich Road.

Waste Management Program

- Provided assistance with the disposal of medical and mercury wastes.

Water and Coastal Resources Programs

- Continued to participate in monitoring, planning, and management issues related to water supply and hazardous waste cleanup in the Massachusetts Military Reservation area.
- Continued a coastal embayment study of Popponessett Bay, including an update of parcels data and analyses linked to water-consumption data, and finalized a report on the water quality of the bay.
- With funding from Barnstable County and the Massachusetts Department of Environmental Protection and in cooperation with the Barnstable County Wastewater Implementation Committee, assisted in a wastewater management district case study of the Popponessett Bay watershed between Mashpee and Barnstable.
- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Coordinated a pond and lake stewardship program with the Mashpee Environmental Coalition.
- Coordinated water quality "snapshots" (sampling and analyses) of Amos, Canawa, Deans, Jim, Mashpee-Wakeby, Moody, Red Brook Bog, Rock Landing, Santuit, and Trout ponds.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for the Farrelly revetment repair/rebuild project.

ORLEANS

Planning, Community Development, and Regulatory Program

- Provided support for the \$25,000 Local Comprehensive Plan (LCP) Implementation Grant awarded by Barnstable County.
- Provided technical comments on exterior lighting design issues for a proposed local ordinance.
- Denied the Development of Regional Impact (DRI) Exemption application of Orleans Toyota, reviewed the now-withdrawn Orleans Toyota DRI, and continued to review the Shaw's Supermarket DRI proposal.
- Continued to work on regulatory matters related to the Daniels Construction & Demolition Facility.



Mashpee



Orleans

Affordable Housing Program

- Provided technical comments on one Comprehensive Permit (Chapter 40B) application.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided digital data for use in the town's GIS.
- Produced maps of the Pleasant Bay water-quality monitoring stations, updated maps for the Pleasant Bay Management Plan, and processed water-use data for the coastal embayments project.

Transportation Program

- Provided assistance in obtaining state and federal funds for transportation projects through the annual Transportation Improvement Program, including construction of the Cape Cod Rail Trail bridge over Route 6.
- Awarded more than \$50,000 in Development of Regional Impact (DRI) mitigation funds for the design and/or construction of a portion of sidewalk along West Road and for the design and/or construction of intersection improvements at Route 6A, West Road, and Eldredge Park Way. Also assisted the town in the advancement of those intersection improvement plans.
- Continued a study of traffic congestion and safety issues along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 28, 39, 6, and 6A.

Waste Management Program

- Continued to provide oversight for a feasibility study of an Outer Cape co composting facility.
- Assisted the Historical Commission to find a consultant to write specifications to remove hazardous materials from the Sea Call Farm.
- Provided assistance with the household hazardous waste collection.

Water and Coastal Resources Programs

- Continued to participate in the U.S. Geological Survey (USGS) groundwater modeling project for the Outer Cape.
- Finalized a report on the water quality of Town Cove/Nauset Marsh.
- Continued to provide wastewater planning assistance.
- With funding from Barnstable County and the Massachusetts Department of Environmental Protection and in cooperation with the Barnstable County Wastewater Implementation Committee, assisted in a wastewater management district case study of the Meetinghouse Pond area.
- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Provided support for the Pleasant Bay Alliance's project on the management of shoreline structures.
- Coordinated water quality "snapshots" (sampling and analyses) of Bakers, Bolands, Cedar, Deep, Gould, Ice House, Kettle, Little Quanset, Reubens, Sarahs, Shoal, Twinings, Uncle Harveys, Uncle Israels, Uncle Seths, and Wash ponds, and Crystal and Pilgrim lakes.

PROVINCETOWN

Planning, Community Development, and Regulatory Program

- Continued to provide support for the town's revisions of its zoning bylaws.
- Continued to provide support for the \$25,000 Local Comprehensive Plan Implementation Grant awarded by Barnstable County in Fiscal Year 2002.
- Provided assistance with historic preservation issues.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for an offshore wind power proposal.
- Reviewed the now-withdrawn Cape Cod School of Art, Fish and Yea Condominiums/ 345A-347 Commercial Street, and 28-32 Standish Street DRI proposals.
- Continued to work on regulatory matters related to the 260 Commercial Street, Hitchcock Cottage, Provincetown Municipal Airport, and Provincetown Wastewater Facilities Plan projects.

Affordable Housing Program

- Completed the development of the 32 Conwell Street project (18 units of affordable rental housing) using HOME Program funds.
- Awarded \$75,000 of Barnstable County funds to Community Housing Resource for the development of six units of affordable rental housing.
- Provided technical comments on one Comprehensive Permit (Chapter 40B) application.
- Awarded \$160,000 of HOME and Barnstable County funds to the Lower Cape Cod Community Development Corporation to acquire a four-unit rental property.

Geographic Information System Program

- Provided a map of a former right-of-way along Route 6 being considered as a potential affordable housing site.



- Updated the protected-open-space GIS layers.
- Provided GIS data for use in the town's GIS, provided digital data for the Assessor's Office, and assisted with a community development grant.

Transportation Program

- Continued a study of traffic congestion and safety issues along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown.
- Performed traffic counts on selected roadways and intersections, including portions of Route 6, Conwell Street, Province Land Road, Shank Painter Road, and Snail Road.

Waste Management Program

- Continued to provide oversight for a feasibility study of an Outer Cape co-composting facility.
- Provided assistance with the joint household hazardous waste collection.

Water and Coastal Resources Programs

- Continued to participate in the U.S. Geological Survey (USGS) groundwater modeling project for the Outer Cape.
- Completed a report on the hydrology of vernal pools and kettle hole ponds in the Cape Cod National Seashore area.
- Coordinated water quality "snapshots" (sampling and analyses) of Bennett, Clapps, Grassy, Great, and Pasture ponds.
- Completed the installation and survey of water-table observation wells.

SANDWICH

Planning, Community Development, and Regulatory Program

- Continued to provide support for the \$25,000 Local Comprehensive Plan Implementation Grant awarded by Barnstable County in Fiscal Year 2002.
- Provided assistance with historic preservation issues.
- Continued to provide assistance on the flood hazard mitigation plan.
- Approved with conditions the Development of Regional Impact (DRI) applications for the South Shore YMCA ANR and the Watts Family Farms Wireless Facility.
- Continued to review the Shaw's Supermarket DRI proposal.
- Continued to work on regulatory matters related to the Norse Pines, Riverview School, Sandwich Alps, Seacoast, and Thayer ANR projects.

Affordable Housing Program

- Completed the development of the Osprey Lane project (36 units of affordable rental housing) using HOME Program and Barnstable County funds.
- Provided technical comments on four Comprehensive Permit (Chapter 40B) applications.

Geographic Information System Program

- Provided an updated zoning map.
- Updated the protected-open-space GIS layers.
- Provided maps of three parcels for a purchase of open space.
- Converted image data for the Town Planner and produced a land-use map of the Cotuit Road/Quaker Meetinghouse Road/Route 130 area.
- Provided zoning maps to the town's Water Department and Department of Public Works.

Transportation Program

- Provided assistance in obtaining state and federal funds for transportation projects through the annual Transportation Improvement Program, including the reconstruction of Route 130.
- Continued the Canal Area Transportation Study, a supplement to other Massachusetts Highway Department studies analyzing the road network in the Cape Cod Canal area.
- Concluded a study of park-and-ride lots in the Mid- and Upper Cape areas.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 130, 6, 6A, Freezer Road, Harlow Road, Main Street, Old County Lane, Race Lane, and Town Neck Road.

Water and Coastal Resources Programs

- Continued to participate in monitoring, planning, and management issues related to water supply and hazardous waste cleanup in the Massachusetts Military Reservation area.
- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Coordinated pond and lake stewardship programs with the Sandwich Three Pond Association and Sandwich Town stewards.
- Coordinated water quality "snapshots" (sampling and analyses) of Lawrence, Peters, Pimlico, Snake, Spectacle, and Triangle ponds.
- Conducted a Cape Cod Groundwater Guardians water education festival at the Henry Wing School.



Sandwich



Truro

TRURO

Planning, Community Development, and Regulatory Program

- Provided assistance with historic preservation issues.
- Provided support for the \$8,000 Local Comprehensive Plan (LCP) Implementation Grant awarded by Barnstable County.
- Provided technical comments on exterior lighting design issues.
- Provided technical comments on an Environmental Notification Form filed with the Massachusetts Environmental Policy Act (MEPA) office for an offshore wind power proposal.
- Reviewed the now-withdrawn Stop & Shop Development of Regional Impact (DRI) proposal.
- Continued to work on regulatory matters related to the Cingular telecommunications facility, Outer Cape Mini Storage, and Pamet Mall projects.

Affordable Housing Program

- Awarded \$3,000 in Technical Assistance Program funds to the Truro Housing Authority for engineering and site-plan consulting services on two lots.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided a custom map of marine water recharge areas.

Transportation Program

- Continued a study of traffic congestion and safety issues along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown.
- Performed traffic counts on selected roadways and intersections, including portions of Routes 6 and 6A, Castle Road, Highland Road, and Old County Road.

Waste Management Program

- Continued to provide oversight for a feasibility study of an Outer Cape co composting facility.
- Provided technical assistance on legislative issues related to solid waste.
- Provided technical comments on a proposed waste management bylaw.
- Provided assistance with the joint household hazardous waste collection.

Water and Coastal Resources Programs

- Continued to participate in the U.S. Geological Survey (USGS) groundwater modeling project for the Outer Cape.
- Completed a report on the hydrology of vernal pools and kettle hole ponds in the Cape Cod National Seashore area.
- Coordinated water quality “snapshots” (sampling and analyses) of Great, Horseleech, Round, Ryder, Slough, and Snow ponds.
- Completed the installation and survey of water-table observation wells.
- Conducted a Cape Cod Groundwater Guardians water education festival at the Truro Central School.

WELLFLEET

Planning, Community Development, and Regulatory Program

- Continued to provide support for the \$11,200 Local Comprehensive Plan (LCP) Implementation Grant awarded by Barnstable County this fiscal year and the \$13,800 LCP Implementation Grant awarded by the county in Fiscal Year 2002.
- Continued to work on regulatory matters related to the Nextel Tower project.

Affordable Housing Program

- Completed the development of the Wellfleet Apartments project (12 units of affordable rental housing) using HOME Program funds.

Geographic Information System Program

- Updated GIS parcels data.
- Updated the protected-open-space GIS layers.
- Assisted with the town's harbor management grant.
- Provided a custom map of town-owned land.

Natural Resources and Land Protection Program

- Supported the town's pursuit of a Massachusetts Self Help grant for the Ernst property.

Transportation Program

- Continued a study of traffic congestion and safety issues along the Route 6 corridor from the Orleans/Eastham rotary to Provincetown.
- Performed traffic counts on selected roadways and intersections, including portions of Route 6, Cahoon Hollow Road, Gross Hill Road, Lecount Hollow Road, Main Street, and Ocean View Drive.



Wellfleet

Waste Management Program

- Continued to provide oversight for a feasibility study of an Outer Cape co composting facility.
- Provided assistance with the joint household hazardous waste collection.

Water and Coastal Resources Programs

- Continued to participate in the U.S. Geological Survey (USGS) groundwater modeling project for the Outer Cape.
- Completed a report on the hydrology of vernal pools and kettle hole ponds in the Cape Cod National Seashore area.
- Completed the installation and survey of water-table observation wells.
- Coordinated water quality “snapshots” (sampling and analyses) of Doanes Bog, Duck, Dyer, Great, Gull, Herring, Higgins, Kinnacum, Long, Northeast, Southeast, Spectacle, Turtle, and Williams ponds.

YARMOUTH

Planning, Community Development, and Regulatory Program

- Continued to provide support for the technical review of the Local Comprehensive Plan and for the \$11,200 Local Comprehensive Plan Implementation Grant awarded by Barnstable County in Fiscal Year 2002.
- Provided technical comments about consultant services for creating a local “Transfer of Development Rights” bylaw.
- Continued to review the Cape Wind Development of Regional Impact (DRI) proposal, and reviewed the now-withdrawn Exxon/Mobil Redevelopment DRI proposal.
- Continued to work on regulatory matters related to the Christmas Tree Shops project.

Affordable Housing Program

- Awarded \$3,000 in Technical Assistance Program funds to Our First Home, Inc., for development consultant assistance for a four-unit home-ownership development.

Geographic Information System Program

- Updated the protected-open-space GIS layers.
- Provided digital data from Project Impact (hazard mitigation program) for use in the town’s GIS, and provided related maps to the town’s Police Department.

Transportation Program

- Provided more than \$50,000 in Development of Regional Impact (DRI) mitigation funds for the South Sea Avenue roadway improvement project.
- Began an analysis of Route 28 safety and traffic issues.
- Performed a signal warrants analysis of the Pine Grove Road/Route 28 intersection.
- Continued to provide technical assistance with the Packets Landing redevelopment project.
- Performed traffic counts on selected roadways and intersections, including portions of Willow Street, Union Street, Station Avenue, Strawberry Lane, Old Town House Road, Pine Grove Road, Setucket Road, Main Street, Great Western Road, Higgins Crowell Road, Camp Street, Captain Small Road, and Routes 6A and 28.

Waste Management Program

- Provided technical assistance on recycling initiatives.
- Provided assistance with the household hazardous waste collection.
- Initiated a planning study to determine the feasibility of transporting by rail more municipal solid waste off Cape to the SEMASS waste-to-energy facility.

Water and Coastal Resources Programs

- Continued to provide wastewater planning assistance.
- Contributed to coastal water quality studies as part of the Massachusetts Estuaries Project.
- Coordinated a pond and lake stewardship program with the Cobbs Pond stewards.
- Coordinated water quality “snapshots” (sampling and analyses) of Dennis, Horse, and Long ponds.
- Conducted a Cape Cod Groundwater Guardians water education festival at the Dennis-Yarmouth Middle School.



Cape Cod Commission
Fiscal Year 2003

Financial Information

Cape Cod Environmental Protection Fund (CCEPF)

Revenue

Federal	\$404,423.45
State	\$110,304.09
Local Assessment	\$2,369,699.00
Regulatory Fees	\$183,784.50
Misc Fees/Other	\$118,755.96
County	\$150,000.00
	\$3,336,967.00

Expenses

Planning/Community Development	\$729,054.51
Regulatory	\$1,313,202.41
Technical Services (GIS, Transportation, Water Resources)	\$466,028.52
Grant Programs	\$724,293.70
	\$3,232,579.14

Fund Balance

Previous Fund Balance	\$610,460.39
Revenue Over (Under) Expenses	\$104,387.86
Ending FY03 Fund Balance	\$714,848.25

• Restricted for FY03 Encumbrances	\$131,951.73
• Restricted for FY04 Appropriations	\$42,846.00
• Restricted for Legal Expenses	\$350,000.00
• Restricted for Unfunded Workers Compensation Liability	\$13,000.00
• Unrestricted CCEPF Balance	\$177,050.52
	\$714,848.25

Cape Cod Commission
Fiscal Year 2003

Staff

Margo Fenn, *Executive Director*
John Lipman, *Chief Planner/Deputy Director*

Administration

Gail Coyne, *Assistant to the Executive Director for Administration and Finance*
Kerien Cahoon, *Executive Assistant*
Gail Hanley, *Department Assistant III*
Carolle White, *Department Assistant III*
Joan McCarty, *Department Assistant II*
Nancy Hossfeld, *Communications Coordinator*
John Morse, *Information Technology Specialist*
Margaret Callanan, *Staff Attorney*
Katharine Peters, *Commission Clerk*

Planning, Community Development, and Regulatory

Dorr Fox, *Chief Regulatory Officer*
Andrea Adams, *Planner II*
Martha Hevenor, *Planner II*
Sarah Korjeff, *Planner II (part time)*
Greg Smith, *Planner II*
Tana Watt, *Planner II*
Sharon Rooney, *Senior Regulatory Planner*
Philip Dascombe, *Planner I*
Stacey Justus, *Planner I*
Martha Twombly, *Planner I*

Affordable Housing

Paul Ruchinskas, *Affordable Housing Specialist*
Arden Cadrin, *Department Assistant III-Affordable Housing (part time)*

Economic Development

Gay Wells, *Economic Development Officer*
Marilyn Fifield, *Research Analyst (part time)*

Geographic Information System (GIS)

Gary Prahm, *Systems Manager*
Benjamin Smith, *GIS Analyst*
Jennifer Kachajian, *GIS Analyst*

Marine and Coastal Resources

Steven Tucker, *Marine Resources Specialist*

Natural Resources and Land Protection

Heather McElroy, *Natural Resources/Land Protection Specialist*

Transportation

Robert Mumford, *Program Manager*
Lev Malakhoff, *Senior Transportation Engineer*
Glenn Cannon, *Transportation Engineer P.E.*
B. Clay Schofield, *Transportation Engineer P.E.*
Timothy Boesch, *Transportation Engineer*
Priscilla Leclerc, *Senior Transportation Planner*
John Jannell, *Transportation Analyst*

Water Resources

Thomas Cambareri, *Program Manager*
Eduard Eichner, *Water Resources Scientist*
Gabrielle Belfit, *Hydrologist*
Scott Michaud, *Hydrologist*
Donna McCaffery, *Water Resources Project Assistant (part time)*
Brian DuPont, *GIS Analyst (grant position)*



Cape Cod Commission
3225 Main Street • P.O. Box 226
Barnstable, MA 02630-0226

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