



CAPE COD
COMMISSION

Cape Cod Comprehensive Economic
Development Strategy (CEDDS)
2011 Annual Report

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Approved & Submitted By:
Cape Cod Commission, Barnstable County, Massachusetts



Table of Contents

	PAGE
FOREWORD	4
EXECUTIVE SUMMARY	7
CHAPTER 1: CEDS STRUCTURE & PROCESS	
The Cape Cod Region	10
The Legal & Philosophical Basis of the CEDS	10
The CEDS Planning Structure	12
Development of the CEDS 5-Year Plan	14
Implementation of the CEDS 5-Year Plan	15
CHAPTER 2: CEDS VISION	
Background	18
The Region's Growth Policy	19
The Region's Economic Development Vision	19
The Region's Economic Development Goals	20
The Region's Goal for the CEDS and CEDS Process	24
CHAPTER 3: CEDS CONTEXT	
Description of the Cape Cod Regional Economy	26
Second Home Survey	35
Balanced Economy Benchmarks	38
CHAPTER 4: CEDS ACTION PLAN	
Evaluating the CEDS Year 2 Implementation Plan	45
CEDS Year 3 Implementation Plan	48
CEDS Measures of Success	51
CHAPTER 5: CEDS PRIORITY PROJECTS	
Evaluating the Regional Priority Projects	53
Updated Local Priority Projects	75
APPENDICES	97



Forward

This is the second annual report on progress towards implementation of the Comprehensive Economic Development Strategy (CEDS) for the Cape Cod region. It was prepared in 2011 in accordance with U.S. Economic Development Administration (EDA) guidelines and submitted to the EDA on June 30, 2011. The foreword outlines EDA's mission, investment policy, and expectations regarding the CEDS document, planning process, and implementation.

THE ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

The mission of the EDA, an agency of the U.S. Department of Commerce, is to support the formulation and implementation of economic development programs that create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress. The EDA supports the efforts of regions and communities to devise and implement economic development programs.

The EDA provides regions with both technical and financial assistance. Investments are focused in areas experiencing or threatened with economic stress. Projects are reviewed according to five "Investment Policy Guidelines":

1. ***Be market-based and results-driven.*** An investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator measured on EDA's Balanced Scorecard, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private-sector investment.
2. ***Have strong organizational leadership.*** An investment will have strong leadership, relevant project management experience, and a significant commitment of human-resources talent to ensure a project's successful execution.



3. *Advance productivity, innovation, and entrepreneurship.* An investment will embrace the principles of entrepreneurship; enhance regional industry clusters; and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

4. *Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.* An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.

5. *Demonstrate a high degree of commitment by exhibiting:*
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage
 - b. Clear and unified leadership and support by local elected officials
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS is both a document and a process. It is a process of analysis, planning, and taking action to generate new economic development activity and improve community infrastructure and services. Certification of this document by the EDA allows the region and the towns herein to qualify for funding from the various EDA grant programs. Funding may be sought from EDA for the projects identified in this document as priorities for the region.

THE CEDS PLANNING PROCESS

Regional Planning Authorities (RPAs) across the county are responsible for developing and implementing a CEDS for their region. The RPA for



Barnstable County is the Cape Cod Commission. The CEDS process begins with the selection of a “CEDS Strategy Committee.” The Committee is responsible for convening the planning process and overseeing implementation of the plan. The Committee must be representative of the economic development community within the region including business, industry, government, service and non-profit organizations, minority populations, and training and educational entities.

THE CEDS DOCUMENT

There are two types of CEDS reports: the five-year update and the interim annual reports. The five-year CEDS update completed in 2009 included the following:

1. CEDS Planning Process: A description of the planning process
2. CEDS Context: An analysis of the regional economy using available data & research
3. CEDS Vision: An expression of the region’s economic aspirations
4. CEDS Action Plan: An account of the region’s priorities over the next five years
5. CEDS Implementation & Performance Measures: An outline of the plan’s implementation and a method for measuring progress on specific priority projects and towards meeting the CEDS goals overall

During the interim years, the annual reports track progress toward meeting the region’s economic development goals and completing the priority projects in the CEDS. The annual report documents any changes in regional conditions and priorities.



Executive Summary

The Barnstable County Comprehensive Economic Development Strategy (CEDS) has been in effect for two years; this annual report highlights the accomplishments made in Year 2 and outlines the action plan for Year 3.

The CEDS has invigorated regional collaboration around economic development on Cape Cod. It has helped bring about new partnerships and programs. The many organizations that touch on economic development are moving in a unified direction with shared goals and clear responsibilities. This alone is evidence of the success of the CEDS process.

The CEDS document has been used effectively by a number of stakeholders in requesting funding for regional priority projects identified in the document – another indicator of success. CEDS stakeholders have moved forward with most of the regional priority projects. The CEDS continues to be much more than simply a document sitting on a dusty shelf.

SUMMARY BY CHAPTER

CEDS STRUCTURE AND PROCESS

Chapter 1 outlines the planning structure and the approach taken to develop both the 5-year plan and the annual report for Year 2. Implementation of the CEDS has been driven by the CEDS Strategy Committee known as the Cape Cod Economic Development Council both in terms of their guidance and their funding. They continue to invest \$350,000 per year toward the implementation of the priority projects, data dissemination efforts, and targeted technical assistance to towns. The Cape Cod Commission has staffed this effort under the leadership of the Executive Director and the Economic Development Officer.

The annual evaluation this year centered on the SmarterCape Summit on the importance of the Open Cape middle-mile broadband network to the other CEDS priority projects. Different sessions focused on different



project topic areas and how these might be approached differently or more comprehensively with the advent of improved telecommunications infrastructure on Cape Cod. In addition to the Summit, progress reports were completed by priority project teams and stakeholders were surveyed on their priorities relative to the 18 regional priority projects. Towns were also asked to submit an updated list of local priority projects for which they might seek EDA funding.

CEDS VISION

Chapter 2¹ outlining the CEDS vision and goals remains unchanged from the 5-year plan completed in 2009. The CEDS continues to be based on the Regional Policy Plan (RPP), incorporating the regional growth policy and set of four economic development goals in the RPP. In addition, the CEDS outlines a long-term vision for economic development and a specific goal relating to the CEDS process itself.

CEDS CONTEXT

Chapter 3 focuses on understanding the regional economy of Barnstable County. The Chapter describes the economy using the most recent data available, including the 2010 Census. Data from ESRI's Business Analyst product on local businesses and employment are also presented as is data from the 2008 Second Home-owner Survey. The most notable trend is the almost 3% decline in population over the past decade and the 9% increase in housing units over the same period. The loss in population was among the white population while more people of other races moved to the Cape.

CEDS ACTION PLAN

Chapter 4 focuses on the CEDS action plan for Year 2 and the proposed action plan for Year 3. The summary table for the Year 2 action plan indicates what action steps have been taken, and includes any clarifying comments on the work completed. A similar looking table for Year 3 outlines the tasks that the Cape Cod Commission, in partnership with CEDS stakeholders, plan to complete over the coming year. This includes a schedule of when different activities are expected to occur and lists who is responsible for ensuring the work is completed. The final section in this

¹ Chapter 3 in the 5-Year Plan



chapter looks at process and outcome measures of success relative to implementation of the action plan.

CEDS PRIORITY PROJECTS

First among the many implementation highlights is the development of the Open Cape broadband network. This infrastructure, like railroads and highways before it, will have an enormous impact on the region's economy. Without this infrastructure Cape Cod would not be competitive as a place to live, work, or even play. To celebrate this success and look at the ways we need to take advantage of the Open Cape project, the region hosted a SmarterCape Summit this spring. The summit looked at many of the regional priority projects and their implementation in light of this new telecommunications infrastructure.

Coastal Use Templates, a planning priority project, has been completed for phase one of the project. The next step is to generalize the findings and apply them appropriately across the Cape. The research phase of the Economic Centers Cost Analysis and the Redevelopment Authority planning projects has also been completed. Active project teams have developed around the Entrepreneurship, Buy Local, and Waste Reduction priority projects. The entrepreneurship team announced a new case management system for entrepreneurs at the SmarterCape Summit that will be funded by the Cape Cod Chamber of Commerce.

Milestones for this coming year include the completion of the Ocean District of Critical Planning Concern, the first step in establishing off-shore wind energy in regional waters. The Economic Cost Center Analysis should be completed and work is underway to draft legislation for a regional financing authority as a result of the work done on the Regional Redevelopment Authority priority project. The SmarterCape project will also move forward this year, the first step of which will be completing an "information agenda" with IBM to outline a roadmap for the project.



Chapter 1: CEDS Structure & Process

THE CAPE COD REGION

The Cape Cod region consists of Barnstable County, which in turn consists of 15 incorporated towns:

- Barnstable
- Bourne
- Brewster
- Chatham
- Dennis
- Eastham
- Falmouth
- Harwich
- Mashpee
- Orleans
- Provincetown
- Sandwich
- Truro
- Wellfleet
- Yarmouth

The region completed its most recent five-year update of the Comprehensive Economic Development Strategy (CEDS) in June 2009. This plan was approved by the EDA in July 2009. In completing the 5-year update, the region chose a unique, intensive planning process in order to address current conditions and add focus to economic development in the region. The CEDS is built on the Regional Policy Plan (RPP); it incorporates the economic development goals and regional growth policy from the RPP.

THE LEGAL AND PHILOSOPHICAL BASIS FOR THE CEDS

The Cape Cod Commission is charged, under the Commission Act, to “ensure balanced economic development” that will provide quality jobs today and preserve the natural resources, beauty, and heritage of Cape Cod for the next generation.

THE CAPE COD COMMISSION ACT

The Cape Cod Commission was established in 1990 through an Act of the Massachusetts State Legislature and a countywide referendum. The Cape Cod Commission Act outlines the agency’s role as follows:



The purpose of the Cape Cod Commission shall be to further: the conservation and preservation of natural undeveloped areas, wildlife, flora and habitats for endangered species; the preservation of coastal resources including aquaculture; the protection of groundwater, surface water and ocean water quality; as well as the other natural resources of Cape Cod; balanced economic growth; the provision of adequate capital facilities, including transportation, water supply, and solid, sanitary and hazardous waste disposal facilities; the coordination of the provision of adequate capital facilities with the achievement of other goals; the development of adequate supply of fair affordable housing; and the preservation of historical, cultural, archeological, architectural, and recreational values.

In fulfilling this mission, the Cape Cod Commission is authorized to regulate developments that are considered to have regional impact, oversee land-use planning on Cape Cod, and recommend the designation of areas as Districts of Critical Planning Concern (DCPC).

The Act specifies that the Commission shall “promote the expansion of employment opportunities; and implement a balanced and sustainable economic development strategy for Cape Cod capable of absorbing the effects of seasonal fluctuations in economic activity.” The Commission Act and the Regional Policy Plan recognize that the Cape’s economy is inextricably linked to the health and beauty of our natural and built environment, the preservation of which will provide positive and durable returns both in terms of private investment and public benefit.

THE REGIONAL POLICY PLAN

The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of planning policies and objectives to guide development on Cape Cod and to protect its resources. The Act requires that the Regional Policy Plan identify the Cape's critical resources and management needs, establish a growth policy for the Cape, set regional goals, and develop a policy for coordinating local, regional and other planning activities. The RPP establishes a basis for economic development planning on Cape Cod, envisioning a synergy between



economic development and the protection and preservation of the Cape’s resources and heritage.

THE CEDS PLANNING STRUCTURE

THE CEDS LEAD AGENCY

The Cape Cod Commission is the regional planning authority for the Cape Cod region. It is a department of Barnstable County but with independent powers established under the Cape Cod Commission Act outlined above.

The Commission is made up of 19 members representing each town on Cape Cod, the County of Barnstable, the Governor, and both the Native American and minority communities on Cape Cod. Established in 1990 as the regional planning and regulatory authority for the Cape, the Commission is charged with promoting sustainable development. The Commission is supported by a staff of full-time planners and technical specialists in the areas of water resources, transportation, housing, natural resources, coastal and marine resources, and economic development.

The Cape Cod Commission - Organizational Structure

Commission Members (19)

- 15 Members representing each town on Cape Cod
- 1 Member representing the Governor
- 1 Member representing the County Commissioners
- 1 Member representing Native Americans
- 1 Member representing minority populations

Economic Development Staff (4.5)

- Economic Development Officer (CEDS Project Manager)
- Economic Development Specialist
- Economic Development Special Projects Coordinator
- Economic Development Data Center Programmer
- Economic Development Council Administrative Asst. (.5 FTE)

Other Staff Resources (~40)

- Executive Director
- Deputy Director
- Director of Technical Assistance
- Chief Planner
- Chief Regulatory Officer
- Land Use and Natural Resource Planners
- Transportation Engineers & Planners
- Hydrogeologists & Hydrologysts
- Regulatory Staff



The Economic Development Officer is the CEDS Project Manager.

THE CEDS STRATEGY COMMITTEE

The Cape Cod Economic Development Council (EDC) serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14 member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission

members, represent the economic development constituencies called for in the federal EDA guidelines. The mission of the EDC is to improve the quality of life of the residents of Barnstable County by fostering a stronger year-round economy. To focus their efforts, the EDC has adopted a four-pronged strategy:

The Cape Cod Economic Development Council - Organizational Structure

Council Members (14)

- 11 private-sector members representing important areas of the Cape's economy such as finance, media, healthcare, transportation, and housing
- 3 governmental members representing:
 - Barnstable County Commissioners
 - Barnstable County Assembly of Delegates
 - Cape Cod Commission

- Create a more educated and skilled workforce
- Expand artistic/cultural and intellectual capital
- Promote healthcare, technology, environmental science, and marine/coastal industry clusters
- Identify “choke points” involving physical infrastructure that limit options for economic development

The EDC administers the Cape and Islands License Plate Grant Program offering approximately \$400,000 in grants annually. The program was established in 1997-1998 to address the need for an additional regional funding source for non-profit and town-based projects that strengthen the Cape's year-round economy.

THE CEDS WORK GROUPS

As part of the 2009 5-year update of the CEDS, regional organizations important to economic development on the Cape were asked to participate on a Work Group charged with selecting priority projects most



likely to prepare the region for long-term economic growth. Five Work Groups were established representing the different aspects of economic development:

- Infrastructure Development
- Workforce Development,
- Industry Sector Development
- Business Development
- Business Climate

Sixty-one people participated on the Work Groups representing the business leaders, chambers of commerce, economic development entities focused on technology, alternative energy, and the arts, cranberry growers, fishermen, housing and community development organizations, workforce development entities, county and state agencies, and municipalities. Participants and their affiliations are listed in the Appendix.

DEVELOPMENT OF THE CEDS 5-YEAR PLAN:

The Cape Cod Commission (CCC) and the Cape Cod Economic Development Council (EDC) devoted an unprecedented amount of financial and staff resources to the development of the 2009 five-year plan and its implementation. The Commission designed an innovative and intensive public planning process. Achieving the ambitious planning goals and schedule was made possible with funding from the EDC. Unlike the typical protracted planning process, this took just two months from start to finish. The process builds on the year-long Regional Policy Plan public process completed in December 2008 and focused most on development of regional priority projects. Participation was primarily achieved using a Work Group structure, supplemented by several Focus Group sessions, and a two-week public comment period. (See 5-Year CEDS for a detailed description of the process)

The CEDS was endorsed by the Strategy Committee, which again is the Cape Cod EDC, and adopted by the Cape Cod Commission on behalf of Barnstable County. The schedule of the adoption process was as follows:

- Cape Cod Commission Planning Committee (May 26th, 2009)



Reviewed the CEDS Chapters and Priority Projects; recommended approval by the full Commission

- **Cape Cod Economic Development Council** (June 4th, 2009)
Endorsed CEDS & recommended adoption by the Cape Cod Commission on behalf of Barnstable County; incorporate CEDS implementation into workplan
- **Cape Cod Commission** (June 11th, 2009)
Certified that the CEDS is consistent with Regional Policy Plan and Adopt for implementation

IMPLEMENTATION OF THE CEDS 5-YEAR PLAN: EVALUATING PROGRESS

Implementation of the CEDS began as soon as the CEDS was approved locally and delivered to the EDA. The Cape Cod Economic Development Council voted in June 2009 to dedicate \$350,000 annually for three years to the implementation of the CEDS. As the regional planning agency responsible for the CEDS, the Cape Cod Commission is the grant recipient, using the EDC funding to hire the economic development staff necessary to realize the CEDS action plan. The action plan includes helping get the regional priority projects off the ground, improving data dissemination, and providing technical assistance to towns through an

Cape Cod Commission Economic Development Staffing for CEDS Implementation

- Economic Development Officer (Leslie Richardson)
- Economic Development Specialist (Dan Dray)
- Special Projects Coordinator (Sandra Perez)
- Virtual Data Center Programmer (Ryan Ellison)
- Administrative Assistant (Taree McIntyre) (.5)

intensive process called “RESET.”

The annual evaluation process took place during the months of April and May. The process was designed to continue the high level of engagement by regional stakeholders that characterized the 5-



year Update process. The evaluation process was made up of three parts:

1. CEDS Work Plan Evaluation by the CCEDC
2. Priority Project Evaluation by the project teams
3. Adoption of Year 2 Action Plan by CEDS Strategy Committee

CEDS ACTION PLAN EVALUATION

The CEDS 5-Year Plan and each of the subsequent annual reports include an action plan that outlines the work of the Cape Cod Commission for the following year. The Cape Cod Economic Development Council, as the Strategy Committee and the funding entity for CEDS implementation, is responsible for evaluating how effective the Commission has been in completing the CEDS work plan. The EDC reviewed progress on the plan – identifying those activities where the Commission had been successful as well as those that had been less so. The measures of success were reviewed and some new measures were identified for the next year. Priorities were established by the EDC while reviewing the plan of work proposed for the next year of implementation. The results from this process are included in Chapter 4.

PRIORITY PROJECT EVALUATION

Rather than reconvene the CEDS work groups this year as we did last year, we partnered with several organizations to host the SmarterCape Summit. The purpose of the Summit was to celebrate the success of Open Cape in its effort to build a middle-mile broadband network and begin the discussion of how best to take advantage of this new infrastructure for furthering economic development on the Cape. Sessions were developed around many of the CEDS priority projects to discuss how these projects could be moved forward given the new infrastructure Open Cape is constructing.

The four host organizations – the Cape Cod Commission/Cape Cod EDC, the Cape Cod Chamber, the Cape Cod Technology Council, and Open Cape Corporation – came together in February to pull together the conference which took place on May 9th and 10th. The Agenda for the conference is included in the Appendix.



In addition to the Summit, CEDS priority project teams were asked to evaluate their progress and establish milestones for the coming year. This information is summarized in Chapter 5.

ADOPTION OF YEAR 2 ACTION PLAN

Once the evaluation process was completed, staff compiled all the new information into this CEDS Annual Report for adoption by the Strategy Committee, and ultimately by the Cape Cod Commission on behalf of Barnstable County.



Chapter 2: CEDS Vision

CHANGES OR UPDATES TO THE CEDS VISION

The foundation of the CEDS is the Regional Policy Plan (RPP) which is updated on a five year cycle. The RPP was updated just prior to the 5-year Update of the CEDS. As a result, there are no changes to this chapter outlining the vision, growth policy, or goals of the CEDS.

BACKGROUND

Economic development on Cape Cod begins with the protection of the natural, built, and cultural assets that make this region unique. The importance of being unique should not be underestimated in this era of standardization. Cape Cod has the enviable advantage of having near global name recognition and a reputation for being a special place of great beauty. The Cape Cod character has attracted not only tourists, retirees, and second homeowners, but also scientists, entrepreneurs, artists, and professionals to live and work in this otherwise remote location.

The Cape's traditional industries, such as cranberry cultivation and fin fishing, are also dependent on the health of our ecosystems and have been the first to suffer from our failure to see the links between our economy, land use, and environment. The decline of these traditional industries, combined with the use of suburban-style zoning and the entrance of national formula businesses, threaten the Cape's unique character and our ability to make a living in significant traditional ways.

The Regional Policy Plan (RPP), upon which the CEDS is built, looks at economic development from a land use and resource protection perspective, recognizing that these issues determine the mix and size of economic activities on the Cape. Land use is seldom the first thing that comes to mind in discussions of economic development. The focus is usually on job creation or quality, workforce availability, or how to attract a certain kind of business without realizing that if land use policy and zoning are not aligned with these goals, they are unlikely to be realized.



THE REGION'S GROWTH POLICY

The Cape Cod Commission does not have the authority to dictate local zoning or regulations, but, through the Regional Policy Plan does establish a growth policy for the region. Local and regional plans, including the CEDS, must be consistent with this policy and is herein adopted to guide the CEDS action plan and implementation.

THE GROWTH POLICY FOR CAPE COD

The growth policy for Barnstable County, expressed throughout the 2009 Regional Policy 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.

This policy is reflected in the comprehensive set of goals, planning actions, and regional regulations in the RPP that cover land use, economic development, water resources, natural resources, coastal resources, energy, historic and architectural resources, affordable housing, and transportation.

THE REGION'S ECONOMIC DEVELOPMENT VISION

The RPP recognizes that our economy is a public-private partnership in which government policy creates the frame and the private sector creates the content. The framework of the RPP, particularly the economic development section, is focused on the adequacy of public infrastructure and the role of land use in supporting or inhibiting different types of business activity. The economic development planning actions outlined in the RPP center on improving the business climate, which includes the quality, clarity, and fair application of regulations, taxes, and fees.

The Regional Policy Plan defines the purpose of economic development as creating an environment in which individuals and business may prosper over the long-term without depleting public resources or undermining the region's competitive advantage in the marketplace. Unlike business



development, economic development focuses not on individual businesses, but on the business environment.

The RPP outlines four core economic development principles:

- ★ *Protect and build on your competitive advantage* – For the Cape, this is the region’s unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- ★ *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
- ★ *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
- ★ *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

These principles guide the economic goals, recommended planning actions, and regulatory standards of the RPP. Cape Cod’s long-term economic vision is based on these principles and the principle of sustainability – the opportunities of today shall not undermine the opportunities of future generations.

A VISION FOR CAPE COD

Cape Cod is a mosaic of historic villages, dynamic economic centers, and healthy natural areas where a diverse array of viable employment and business opportunities exist that retain and attract income to the region and are supported by reliable infrastructure designed to serve a modern economy and protect the natural assets and historic character of the region.

THE REGION’S ECONOMIC DEVELOPMENT GOALS

There are four economic development goals in the Regional Policy Plan and, by extension, in the CEDS. The first directly addresses the



link between land use and economic development. The second focuses on the benefits of economic diversity, the third on regional income flows, and the fourth on the vital role of infrastructure in the development of an economy.

Goal - ED1: Low-impact and Compatible Development

To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life for Cape Codders.

The Low-impact & Compatible Development Goal for economic development is based on the principles of competitive advantage and efficiency: land use policy and development should complement the strengths that make Cape Cod unique and economically viable without taxing built, human, and natural resources beyond their capacity. As in the business world, regional economic success is based on differentiating your product from your competitors and maximizing profits by running a tight ship.

Achieving the goal of compatible development will require creativity and innovation. Economic development tactics that will have a significant impact on the long-term prosperity of the Cape will be strategic investments in wastewater infrastructure, an elimination of large lot strip and subdivision zoning in favor of mixed-use, village style zoning, and a system of transferable development rights under which a shift in development patterns is economically viable. Combined with targeted regulation, these tools could be used to ameliorate some of the impacts of high land prices on small businesses, the workforce, and economic diversity on Cape Cod. The new Regional Policy Plan addresses these issues.

Specific objectives under this goal are:

- ★ Historic areas, structures, and scenic vistas are not destroyed or degraded by tear downs, visual obstructions, or other inappropriate development.
- ★ Development and redevelopment will be located in accordance with the RPP Growth Policy and Regional Land Use Vision Map.



- ★ Infrastructure investments will primarily serve those areas designated for development and redevelopment.

Goal - ED2: A Balanced Economy

To promote a balanced regional economy with a broad business, industry, employment, cultural and demographic mix capable of supporting year-round and quality employment opportunities.

There is a fine balance in regional economics between capitalizing on an area's competitive advantage and having enough economic diversity to withstand changes in the market. The Cape has seen industries come and go with changes in tastes, technology, and the emergence of competitors. Industries that today seem to define the Cape—for example, tourism—could persist or they could die out, as did salt production, whaling, and glass manufacturing. The Cape Cod Commission will encourage flexible policies and development projects that can provide high-quality employment opportunities today and lend themselves to multiple uses over time.

Specific objectives under this goal are:

- ★ Greater demographic diversity
- ★ More year-round employment opportunities that pay wages consistent with the cost of living
- ★ Less dependence on the seasonal tourism economy
- ★ Strong base of locally owned businesses able to pay wages consistent with state and national averages

Goal - ED3: Regional Income Growth

To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.



A regional economy such as Cape Cod's can be equated to a pie with money as the filling. When money is added to the pie it gets larger; when it is removed the pie shrinks. The regional income goal seeks to enlarge the pie while giving everyone a chance to earn a bigger slice. Money is added to the economic pie when products made locally are sold to non-residents (i.e. exported) or goods previously imported are made and sold locally (i.e. import substitution). The size of the pie is also impacted by business ownership; locally owned businesses retain and circulate money within the pie to a greater degree than non-local businesses that naturally draw their profits back to their home office location and are more likely to use non-local suppliers of goods and services.

Specific objectives under this goal are:

- ★ A strong tourism and second-home economy with fewer negative impacts on the environment, community, and infrastructure
- ★ Increased export of products and services originating on Cape Cod
- ★ Increase in value added locally to products harvested, designed, or built locally
- ★ Increased quality and quantity of locally owned businesses that meet both the needs of residents and visitors

Goal – ED4: Infrastructure Capacity

To provide adequate capital facilities and infrastructure that meet community and regional needs, expand community access to services, and improve the reliability and quality of services.

Adequate, high-quality facilities and infrastructure are vital to a competitive economy and an engaged community. Capital facilities and infrastructure include everything from schools and libraries to high-speed telecommunication networks and public transit. Efficient facilities and reliable services are critical. They enable economic progress and civic participation, open new markets and educational opportunities, and protect communities from man-made and natural disasters. Cape Cod faces significant challenges to reach this goal. For example, the region currently lacks reliable energy service, sufficient high-speed and redundant telecommunication services at competitive prices, and wastewater infrastructure – all necessary for economic growth.



Specific objectives under this goal are:

- ★ Symmetrical broadband service that allows as much data to be up-loaded and sent off-Cape as can be down-loaded from elsewhere.
- ★ Reliable energy supply that does not require generators and other mechanisms to protect against brown-outs.
- ★ Wastewater infrastructure that protects the environment while allowing development and redevelopment to occur only in those areas designated for growth.

THE REGION'S GOAL FOR THE CEDS AND CEDS PROCESS

The process undertaken to complete this five-year update is unprecedented in the amount and quality of public participation. The overall goal for the CEDS process is for future CEDS updates and annual reports to have the same or even greater public participation.

Goal – CEDS1: Regional Collaboration & Joint Commitment

To provide a forum for local and regional organizations to be actively involved in determining and executing economic development policies and projects.

This year's CEDS process was much more focused and action-oriented than in the past and included greater participation. Through this process, existing partnerships were strengthened and new partnerships are enthusiastically being formed. The process resulted in such eagerness to act that several projects are already preparing applications to the EDA for funding. We see tremendous momentum in the collaborative discussions to move projects forward and anticipate great success and prosperity over the next five-year period. The Cape Cod Commission and the Cape Cod Economic Development Council have gained unprecedented support for this year's CEDS process, for the proposed projects, and for greater collaboration in future implementation. Thus, the goal for the CEDS process is to facilitate this level of collaboration throughout the implementation of the Action Plan.



Specific objectives under this goal are:

- ★ Attract public and private investment to the region and for the CEDS priority projects
- ★ Create year-round jobs with competitive wages consistent with the cost of living on Cape Cod
- ★ Strengthen, expand, and create new partnerships between organizations and people traditionally involved in economic development and those not typically working in this arena
- ★ Improve regional awareness of economic development concepts and challenges specific to the Cape
- ★ Improve availability of information and data on different aspects of the region and towns therein



Chapter 3: CEDS Context

NEW DEVELOPMENTS & TRENDS DURING YEAR 2

The nation has undergone major economic and financial dislocation beginning in the year preceding the CEDS 5-year plan and extending to the present day. Cape Cod has not been spared during this downturn; with an economy heavily dependent on disposable income, the Cape has been as hard hit as any other resort area with high rates of unemployment, bankruptcy, home foreclosures, and declining incomes.

This Chapter outlines the basic structure of the regional economy using standard demographic and economic data, including 2010 Census data. In addition to the standard data this chapter presents:

1. New business and psychographic data acquired from ESRI as part of their “Business Analyst” product,
2. New survey research about Cape Cod second home owners compiled for the Cape Cod Commission by the University of Massachusetts Donahue Institute, and
3. New benchmarks designed by the Cape Cod Commission to gauge Cape Cod’s economic balance and regional wealth overtime.

DESCRIPTION OF THE CAPE COD REGIONAL ECONOMY

The land area of Cape Cod is 253,701 acres with 560 miles of shoreline incorporated into 15 towns:

- Barnstable
- Bourne
- Brewster
- Chatham
- Dennis
- Eastham
- Falmouth
- Harwich
- Mashpee
- Orleans
- Provincetown
- Sandwich
- Truro
- Wellfleet
- Yarmouth



QUICK FACTS

The following table compares population, housing, income, and education for Barnstable County with the state and the nation using the most up-to-date data available. The data only begins to show the socio-economic differences between population groups on Cape Cod and the cost rapid growth has imposed on the environment which is only just now beginning to be felt by the taxpayers.

Relative to the double digit growth of prior decades, population over this decade has been relatively stable. Despite increases early on in the decade, reductions in subsequent years resulted in a net decline of almost 3% (6,342 people) according to the 2010 Census. This is not an entirely un-welcome trend given that the rapid growth in the prior three decades has led to negative environmental and land-use impacts that threaten the Cape's place as a tourism and retirement destination.

The importance of tourism to the region's economy can be seen in the housing data where 35.5% of the housing stock is owned by second home owners.

People & Income Overview (By Place of Residence)	Barnstable County	United States	
		MA	United States
Population (2010 Census)	215,888	6,547,629	308,745,538
Growth (%) Since 2000	-2.90%	3.1%	9.7%
Growth (%) Since 1990	15.70%	8.80%	24.10%
Growth (%) Since 1970	123.40%	15.10%	51.90%
Land Area (in sq. miles)	395.5	7,840.00	3,537,438.40
Population Density (2010 Census)	545.9	835.2	87.3
% Reporting One Race Only (ACS 2005-2009)	98.30%	98.10%	97.80%
% Reporting Only African American (ACS 2005-2009)	1.90%	6.10%	12.40%
% Reporting Hispanic (of any race) (ACS 2005-2009)	1.80%	8.30%	15.10%
Households (2010 Census)	95,755	2,547,075	116,716,292
Housing Units (2010 Census)	160,281	2,808,254	131,704,730
Occupied Housing Units	95,755	2,547,075	116,716,292
Seasonal Housing Units	56,863	115,630	4,649,298
Labor Force (2010)	123,046	3,494,271	153,889,000
Unemployment Rate (2010)	9.2	8.5	9.6
Average Annual Wage – Covered Employment (2009)	\$38,970	\$56,267	\$45,559
Median Household Income (ACS 2005-2009)	59,856	64,496	51,425
Per Capita Personal Income (PCPI) (2009)	\$50,128	\$49,653	\$39,635

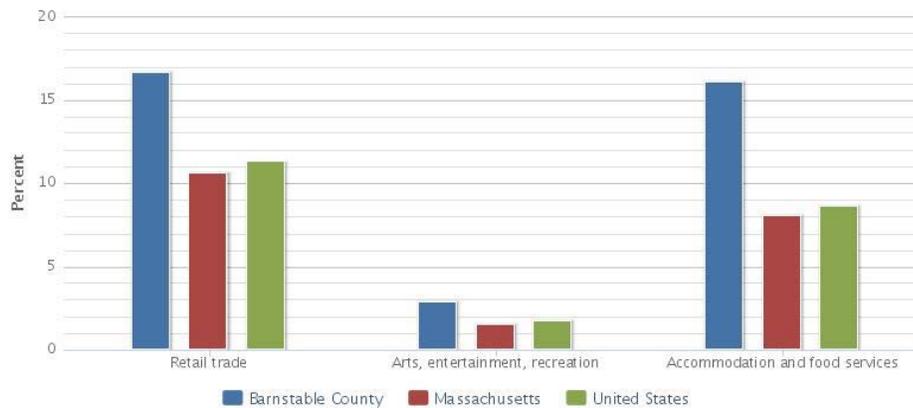


People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
10 Year PCPI Growth (%) adj. for inflation	12.90%	12.70%	10.20%
Poverty Rate (2009)	8.1	10.3	14.3
H.S. Diploma or More - % of Adults 25+ (ACS 2005-2009)	94.40%	88.40%	84.60%
Bachelor's Deg. or More - % of Adults 25+ (ACS 2005-2009)	39.70%	37.80%	27.50%

Wages on Cape Cod continue to be significantly lower than in Massachusetts and the US as a whole while per capita income is actually higher than these counterparts and poverty rates are lower. The population of the Cape is also more educated than the average. The low poverty rate combined with high unemployment suggests differences between working population and rest of community.

EMPLOYMENT & WAGES BY SECTOR

The majority of jobs on Cape Cod in 2008 are in two sectors closely tied to tourism: retail (16.7%) and accommodations & food service (16.1%). The average annual wage in the retail sector is \$27,916, while average wages in accommodations & food service is \$20,089 annually. The overall county



average wage was \$38,970. Actual wages in both sectors may be marginally higher because employment data does not account for the many part-time or seasonal jobs in these industries. A significant portion



of activity in these industries is seasonal, being related to tourism and second homeowners, particularly on the Outer Cape, where the year-round population remains relatively small.

2009 Industry Employment & Wages	Barnstable County, MA		Massachusetts		United States	
	Jobs	Avg. Wage	Jobs	Avg. Wage	Jobs	Avg. Wage
Covered Employment						
Total Covered Employment and Wages	88,392	38,970	3,135,497	\$56,267	128,607,842	\$45,559
Private	84.39%	36,780	86.77%	\$56,659	83.16%	\$45,155
Agri., forestry, hunting	0.00%		0.21%	\$46,384	0.89%	\$26,151
Mining	0.00%		0.04%	\$53,131	0.50%	\$85,501
Construction	5.70%	48,812	3.91%	\$60,948	4.77%	\$49,177
Manufacturing	2.29%	50,584	8.26%	\$69,263	9.22%	\$54,939
Wholesale trade	1.63%	51,344	4.06%	\$76,515	4.33%	\$61,594
Retail trade	16.73%	27,916	10.67%	\$27,735	11.36%	\$26,166
Transportation, warehousing	2.66%	39,326	2.78%	\$44,939	3.91%	\$45,086
Utilities	0.57%	88,099	0.44%	\$91,862	0.64%	\$77,171
Information	1.95%	44,470	2.88%	\$81,154	2.30%	\$69,155
Finance and Insurance	2.50%	68,103	5.53%	\$110,941	4.39%	\$79,744
Real Estate, rental, leasing	1.60%	30,801	1.29%	\$55,373	1.57%	\$42,272
Professional, technical services	4.80%	61,956	8.11%	\$95,800	5.90%	\$74,711
Mgmt. of companies, enterprises	0.42%	46,096	1.88%	\$101,479	1.44%	\$91,429
Administrative, waste services	3.66%	34,119	4.78%	\$38,371	5.63%	\$32,692
Educational services	7.73%	45,983	10.30%	\$51,255	9.46%	\$42,303
Health care, social assistance	17.40%	45,544	16.29%	\$51,007	13.81%	\$43,832
Arts, entertainment, recreation	2.89%	29,211	1.54%	\$33,992	1.81%	\$31,192
Accommodation and food services	16.08%	20,089	8.05%	\$19,150	8.68%	\$16,767
Other services, exc. public admin.	4.38%	29,008	4.14%	\$28,190	3.44%	\$28,947
Public Administration	6.00%	56,236	4.33%	\$58,781	5.81%	\$53,939

Source: Covered Employment and Wages, US Bureau of Labor Statistics

The third largest industry in terms of employment is health care and social services (17.4%), with an annual average wage of \$45,544 in 2009. This industry does pay higher wages and provides full-time jobs with benefits for most employees. Jobs in this industry cover the full range of skill levels and, with the aging population, this industry is expected to continue to provide career opportunities over the next several decades. Public administration, construction, and educational services each represent between 5 – 10% of employment on Cape Cod. The rest of the



regional economy is made up of smaller industry sectors, each employing less than 5% of those working in the county.

CENSUS 2010 COMPARED TO CENSUS 2000

Cape Cod lost 6,342 residents (2.9%) between the 2000 and 2010 Censuses². The decline would have been slightly larger had it not been for growth in the non-white population. There are fewer residents in the lower age brackets while the older age brackets have increased.

Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics: 2010						
Subject	2010		2000		Difference	% Change
	Number	Percent	Number	Percent		
Total population	215,888	100	222,230	100	(6,342)	-2.9%
Under 5 years	8,854	4.1	10,599	4.8	(1,745)	-16.5%
5 to 9 years	9,874	4.6	12,811	5.8	(2,937)	-22.9%
10 to 14 years	11,031	5.1	14,208	6.4	(3,177)	-22.4%
15 to 19 years	12,008	5.6	11,725	5.3	283	2.4%
20 to 24 years	9,579	4.4	7,735	3.5	1,844	23.8%
25 to 34 years	17,756	8.2%	21,595	9.7	(3,839)	-17.8%
35 to 44 years	22,902	10.6%	33,982	15.3	(11,080)	-32.6%
45 to 54 years	34,363	15.9%	32,802	14.8	1,561	4.8%
55 to 59 years	17,608	8.2	13,524	6.1	4,084	30.2%
60 to 64 years	18,034	8.4	11,984	5.4	6,050	50.5%
65 to 74 years	26,779	12.4%	26,357	11.9	422	1.6%
75 to 84 years	18,780	8.7%	18,461	8.3	319	1.7%
85 years plus	8,320	3.9	6,447	2.9	1,873	29.1%
Median age	49.9	(X)	44.6	(X)	5	11.9%

Given these age trends, it is not surprising that there has been a decline of almost 4,000 family households with children (16.3% decline) living in the county. More difficult to explain is the reduction in resident living in group quarters, such as nursing homes, by 30.2% (1,716 people). There has, nevertheless, been an increase of almost 3,000 (8.3%) in the number of households with members age 65 or older.

Despite population decline on Cape Cod, there have been 13,198 new housing units created since the 2000 Census (9% increase). Over 12,000

² See Appendix for full profile comparing the 2010 Census with the 2000 Census for Barnstable County.



of these new units are seasonal. Seasonal housing has grown by 23.5% over the last decade. Meanwhile, the homeowner vacancy rate has nearly doubled from 1.4 to 2.6%. Rental vacancy rates have also increased from 7.4 to 12.4%.

Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics: 2010						
HOUSING OCCUPANCY	2010		2000		Difference	% Change
	Number	%	Number	%		
Total housing units	160,281	100	147,083	100	13,198	9.0%
Occupied housing units	95,755	59.7	94,822	64.5	933	1.0%
Vacant housing units	64,526	40.3	52,261	35.5	12,265	23.5%
For seasonal, recreational, or occasional use	56,863	35.5	47,016	32	9,847	20.9%
Homeowner vacancy rate (percent) [8]	2.6	(X)	1.4	(X)	1	85.7%
Rental vacancy rate (percent) [9]	12.4	(X)	7.4	(X)	5	67.6%

Beginning in the 1970's, the Cape has seen enormous rates of growth in resident and summer populations. Growth has slowed in the latter half of the current decade but actual growth will not be truly understood until the results of the 2010 Census are known. In any event, current population levels and development patterns are already impacting the environment as demonstrated by ongoing problems with water quality and the need to develop treatment infrastructure to manage current demand, let alone growth. The economic development questions for Cape Cod therefore focus most on the quality of our existing economic base, the skill development of our existing population, and the focusing of any new growth to those areas best able to serve it with infrastructure efficiently and in the most cost effective manner.

REGIONAL INDUSTRY CLUSTERS

Research conducted in 2003/2004 by Dr. Michael Porter, Harvard University Institute for Strategy and Competitiveness, indicates that the Cape has a number of emerging industries with the potential to diversify and expand the region's economy. He identified clusters of activity in the following sectors:

- ★ Marine research & technology
- ★ Arts and culture,



- ★ Information & related technology
- ★ Education & knowledge creation

Renewable energy and related technology could well be added to this list.

The Cape Cod economy, like any economy, is made up of traded sectors and local service sectors. Traded sectors export goods and services and are generally the focus of economic development. On Cape Cod the dominant traded sector is tourism – tourists and second homeowners earn their money off-Cape but spend it here, thus increasing the size of the Cape economy. Traditional industries such as fishing, shell-fishing, and cranberry cultivation are traded/export sectors. The Cape’s emerging export based marine and information technology sectors are important to the future growth of our economy, as is the arts and culture sector, that is increasingly selling products both off-Cape and to tourists. The opportunity to sell products via the Internet has already contributed to growth in off-Cape sales and exports. Infrastructure planning, land use policies, and development regulations should support and encourage an expansion of the Cape’s traded sectors.

Local service sectors are generally understood to circulate money within the local economy. Yet, local service sectors can also have a role in economic growth through local business ownership and the provision of goods and services locally that were previously purchased outside the region. Luckily for the Cape, the vast majority of local service businesses are locally owned. Most regions have seen their local service sectors – from banking to retail – saturated by national corporations, chains, and formula businesses. We found that prior to the current economic recession, as our per capita income rose, the Cape had been attracting the attention of national competitors. When the economic recovery gets underway and land prices once again begin to increase, local businesses are going to find it more and more difficult to compete with non-local corporations.

BUSINESS ESTABLISHMENTS, EMPLOYMENT & ESTIMATED SALES VOLUME

In 2009, the Cape Cod Commission invested in the ESRI product “Business Analyst” that provides data on business enterprises collected by InfoUSA and demographic data, including forecasts and purchasing patterns, developed from a variety of sources. The data has been found to



be flawed but, at the aggregate level, does provide some insight into the regional economy and has, therefore, been included in this report.

The ESRI data confirms the high value of manufacturing to the region's economy, a fact that is often lost due to the region's reputation as a tourist destination. Tourism's importance is seen in the high sales volume of the retail industry primarily.

Companies, Employees, & Estimated Sales Volume (\$1,000) Cape-wide						
SECTOR TYPE	Number of Companies		Employees		Estimated Sales Volume	
Eating/Drinking	883	5.90%	12,657	11.60%	608,408	2.90%
Entertainment/Amusements	394	2.60%	3612	3.30%	366,224	1.70%
Hotel/Motel/Inn	510	3.40%	5811	5.30%	438,572	2.10%
Industry/Manufacturing	3,289	22.00%	16,994	15.60%	9,678,293	45.50%
Companies, Employees, & Estimated Sales Volume (\$1,000) Cape-wide						
SECTOR TYPE	Number of Companies		Employees		Estimated Sales Volume	
Office	5,236	35.00%	39,592	36.30%	4,412,847	20.70%
Public Administration	540	3.60%	8614	7.90%	0	0.00%
Retail/Services	3,826	25.50%	20,807	19.10%	5,648,177	26.60%
(blank)	302	2.00%	976	0.90%	114,226	0.50%
Grand Total	14,980	100.00%	109,063	100.00%	21,266,747	100.00%

Source: ESRI Business Analyst 2009

The geographic center of the Cape's economy is the town of Barnstable – particularly the Hyannis area. The area is home to almost a quarter of all the establishments on the Cape and over a quarter of the workforce according to the ESRI data. In terms of output, Barnstable generates almost a third of all sales volume for the entire region. The town of Falmouth with its marine sciences and technology cluster is the second most productive area on the Cape with 14.1% of total sales volume and 15.7% of employment. The rest of the towns on the Cape are individually less than 10% of the Cape's overall number of establishments, jobs, and estimated sales volume.

Companies, Employees, & Estimated Sales Volume (\$1,000) by Town						
Town	Number of Companies		Employees		Estimated Sales Volume	
Barnstable	3,719	24.80%	28,752	26.40%	6,263,454	29.50%
Bourne	1,140	7.60%	9,618	8.80%	2,086,815	9.80%
Brewster	488	3.30%	3,983	3.70%	453,506	2.10%



Companies, Employees, & Estimated Sales Volume (\$1,000) by Town						
Town	Number of Companies		Employees		Estimated Sales Volume	
Chatham	681	4.50%	3,856	3.50%	629,908	3.00%
Dennis	1,034	6.90%	5,805	5.30%	1,329,219	6.30%
Eastham	291	1.90%	1,681	1.50%	285,606	1.30%
Falmouth	1,847	12.30%	17,158	15.70%	3,000,601	14.10%
Harwich	839	5.60%	4,906	4.50%	949,448	4.50%
Mashpee	749	5.00%	5,211	4.80%	1,007,249	4.70%
Orleans	859	5.70%	5,491	5.00%	1,498,203	7.00%
Provincetown	677	4.50%	3,424	3.10%	693,456	3.30%
Sandwich	917	6.10%	6,642	6.10%	1,164,079	5.50%
Truro	185	1.20%	674	0.60%	127,154	0.60%
Wellfleet	315	2.10%	1,628	1.50%	296,412	1.40%
Yarmouth	1,239	8.30%	10,234	9.40%	1,481,637	7.00%
Total	14,980	100.00%	109,063	100.00%	21,266,747	100.00%

Source: ESRI Business Analyst 2009

Included in the ESRI Business Analyst package is psychographic data on the population; these are commonly used for marketing purposes. The dominant population groupings on Cape Cod are:

SILVER AND GOLD - 28,488

With a median age of 59.6 years, they are the second oldest of the Tapestry segments. These are wealthy, educated seniors, usually retired from professional careers. Their median household income is \$69,774, and their median net worth is \$365,407; they rank second of the segments for the percentage of seasonal housing. They have the free time and resources to pursue their interests, such as traveling. They prefer to shop by phone from catalogs such as L.L. Bean and Lands' End. They are also interested in home improvement and remodeling projects. Golf is more a way of life than just a leisure pursuit. They also go to horse races, and enjoy bird watching, saltwater fishing, power boating, and are avid readers of biography and mystery books. They eat out, attend classical music performances, and relax with a glass of wine. Favorite restaurants include Outback Steakhouse, Cracker Barrel, and Applebee's.

RURAL RESORT DWELLERS - 17,857

The median age is 47.2 years; the median household income is \$48,105 and the median net worth is \$111,790. Of the Tapestry segments, they have the highest



percentage of seasonal housing, 16 times higher than the national level. These residents live modestly and have simple tastes. They often work on home improvement and remodeling projects and own garden equipment to maintain their yards. They cook and bake at home. Many households own multiple pets, particularly dogs and cats. Riding lawn mowers and satellite dishes are familiar sights, along with multiple vehicles, including a truck. They go hiking, boating, canoeing, hunting, fishing, horseback riding, and golfing. The older residents focus on their general health care, prescription medications, and financial and retirement-related matters

2ND HOME OWNER SURVEY OF 2008

The University of Massachusetts Donahue Institute conducted a survey of second home owners on Cape Cod during the winter of 2007-2008 on behalf of the Cape Cod Commission, the Cape Cod Economic Development Council and the Cape Cod Regional Chamber of Commerce. The purpose of the survey was to better understand current use of second homes and to estimate the percentage of current second home owners planning to convert their second homes to primary homes in the next fifteen years. The purpose and results of the survey are outlined below.

CURRENT STATISTICS ON SECOND HOMES

- ★ There are just under 50,000 seasonal homes on Cape Cod representing 32% of our housing stock
- ★ The share of seasonal housing varies by sub-region
- ★ 24% on the Upper Cape
- ★ 55% on the Outer Cape
- ★ 64% of the houses in Wellfleet are seasonal while only 13% of the housing in Sandwich are seasonal
- ★ Yet, the town of Dennis has the largest number of second homes on the Cape followed by Falmouth, Yarmouth, & Barnstable

SURVEY METHODOLOGY

- ★ 49,563 Surveys mailed
- ★ 30.9 % Response rate; 1.3% margin of error



Meaning & Significance: These are very strong results for a survey and indicate that the data is very representative of the entire second homeowner population on Cape Cod. Therefore, the data is a reliable basis for decision making and understanding the Cape's second-home population.

PROFILE OF SECOND-HOMES

- ★ 72 % were existing homes when purchased
- ★ 20% are owned by a trust; 12% were inherited or gifted
- ★ 19 years is the average length of ownership
- ★ 80% are single family homes with 2-5 bedrooms
- ★ ½ acre is the median lot size
- ★ 27% overall are not served by public water supply; 80% on the Outer Cape
- ★ 4% are connected to a municipal sewer system
- ★ 35% have no Internet service; 22% use dial-up service

Meaning & Significance: On average, second-homes have been owned for almost two decades and less than a quarter of them were newly built. This suggests that year-round population increases since the late 1980s have been the primary driver behind new home construction on the Cape. It also suggests that second-home owners are vested in their Cape community. Second-homes on average are not on advanced public water and wastewater systems and do not have high-speed Internet services. This suggests that conversion of these properties may well increase the need for better public infrastructure.

PROFILE OF SECOND-HOME OWNERS

- ★ 79% have at least a college education
- ★ 67% have an annual income of over \$100,000
- ★ 60 years old is their average age
- ★ 2 adults with no children is their typical household
- ★ 58% are permanent residents of Massachusetts; 51% of these are from Middlesex and Norfolk counties
- ★ 71% are from New England; an additional 17% from the rest of the Northeast



Meaning & Significance: The majority of second-home owners live within driving distance of their vacation property indicating that the Cape's second-home market is primarily regional. Owners are likely to have purchased this property twenty years ago – the age when most would have been in their mid-career with children at home; the current average age of 60 suggests that more recent generations are not purchasing a second-home at the same rate as past generations.

FINDINGS BY RESEARCH QUESTION

The survey was designed around six survey questions pertaining to current use, conversion rates, and the impact of conversions of secondary homes to primary homes. The questions and the findings associated are outlined below:

1. Currently, how are second-homes used?
 - ★ Most intensely in the summer
 - ★ 18% of second homeowners report not using their second home in the summer
 - ★ 74% of second homeowners report NEVER renting their home

2. Will a significant number of second homes be converted into full time residences in the next 5 years? The next 15 years?
 - ★ 8% of respondents say they plan to convert their second home in the next 5 years
 - ★ 14% say they will convert it in the next 6-15 years
 - ★ 22% say they will convert in the next 15 years
 - ★ The status of 37% of second homes is uncertain

3. Will the rate of conversions differ among the four sub-regions?
 - ★ There are statistically significant differences by sub-regions in relative to conversion rate
 - ★ The Upper Cape has the lowest anticipated conversion rate in the next 15 years at 19.7%; the Lower Cape has the highest at 24.8%

4. Does the conversion of a seasonal home significantly impact the level of usage or just spread it out over the full year?
 - ★ Second home owners planning to convert their second home say they plan to increase the usage of their second home



- ☆ On average, they say approximately the same number of people will use the home for the same number of months
 - ☆ This may mean they intend to use the home for more days per month
5. How will changes in use patterns impact local spending patterns and the regional economy?
- ☆ Respondents planning to convert their second home report they will purchase a higher percentage of goods and services locally
 - ☆ There may be a large loss of short-term rental space
 - ☆ There may be a big increase in educated people looking for employment
6. How will changes in use patterns impact demand for public and human services and infrastructure?
- ☆ There will likely be increased use of water and waste water
 - ☆ There will likely be a particularly large increase in demand for internet services

BALANCED ECONOMY BENCHMARKS

The Commission has been working to develop a set of measures to benchmark the progress of the region's economy and economic wellbeing of its residents. These benchmarks are available on our website STATSCapeCod.org along with much of the data presented in this chapter. The measures are designed around the four principles of economic development:

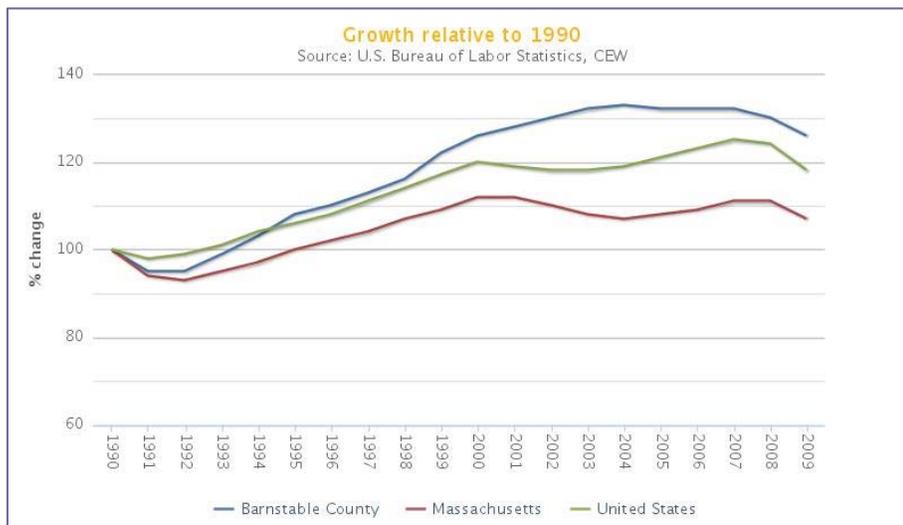
- *Protect and build on your competitive advantage* – For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
- *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types and employment options.



- ***Expand opportunity and regional wealth*** – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Thus far measures have been developed that focus on the last two of these principles: economic balance and regional wealth. These principles correspond to CEDS goals 2: A Balanced Economy and 3: Regional Income Growth. Economic strength and sustainability benefit from a diverse mixture of industries, businesses, workers, ownership types, and employment options. At the same time, regional economies grow by retaining and attracting income to the region through a variety of means including exports of goods & services and similarly import substitution of goods and services, as well as attracting investment to the region and encouraging local ownership of businesses.

EMPLOYMENT TRENDS: JOB CREATION



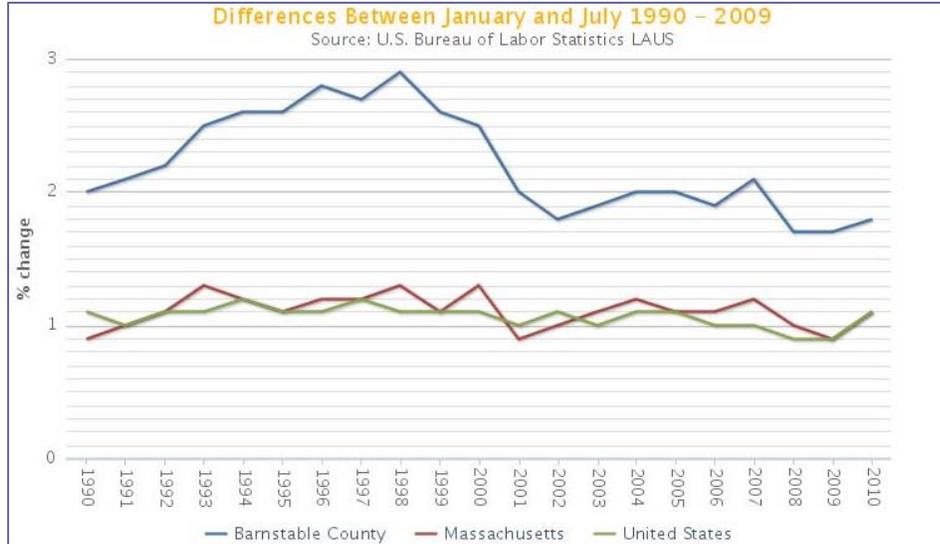
Despite a brief dip in employment during the recession of the early 1990s the number of jobs located on Cape Cod increased at a faster rate than the US and Massachusetts; growing by over 30% during the past two decades. Employment peaked at 93,198 in 2004. The rate of decline due to the current recession resembles that of the state and nation.

EMPLOYMENT TRENDS: SEASONALITY

The Cape economy is significantly more seasonal than the state or the national economy. However, data showing the difference between

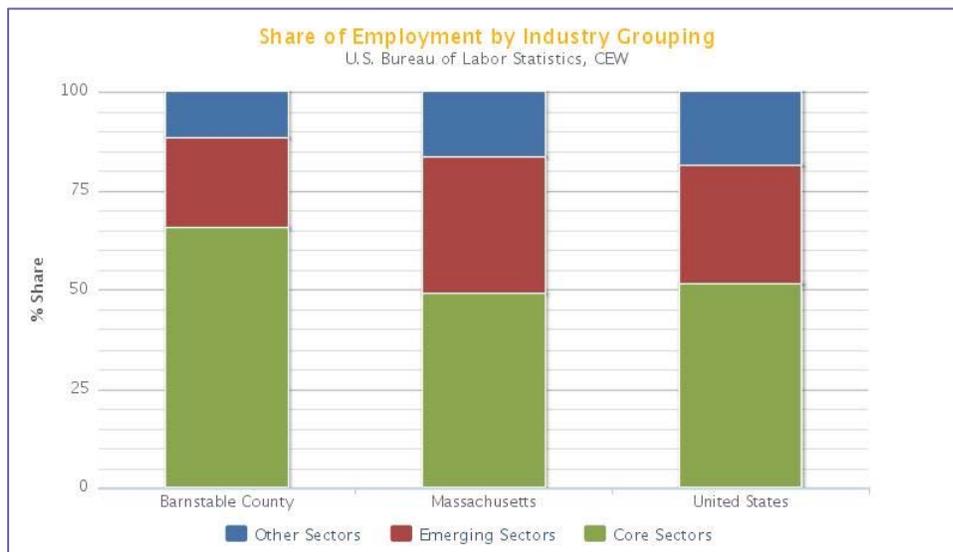


January and June unemployment rates does suggest that the region is less seasonal than it has been in the past.



EMPLOYMENT TRENDS: INDUSTRY CLUSTERS

The Cape economy falls into three industry clusters: core, emerging, and other. The core industries include fishing, construction, real estate, retail

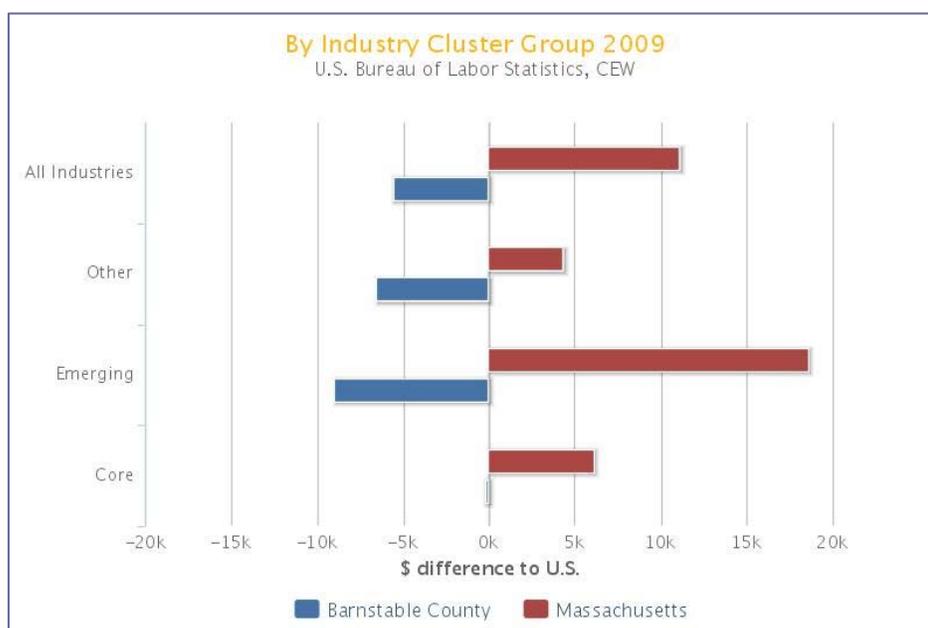




trade, accommodations & food service, and health care. As a tourism destination many of these can actually be considered export activities serving people from outside the region and thereby attracting their income to Cape Cod. This explains in part why core industries form almost 20% more of the economic mix than they do in the US or in Massachusetts.

WAGE & INCOME TRENDS: INDUSTRY CLUSTERS

Emerging industries include Arts, Entertainment, and Recreation, Educational Services, Finance and Insurance, Information, and Professional, Scientific, and Technical Services. These are the industries the Cape would like to see grow in the future to better balance the tourism economy and provide more year-round, high-skill, high-wage jobs for residents.

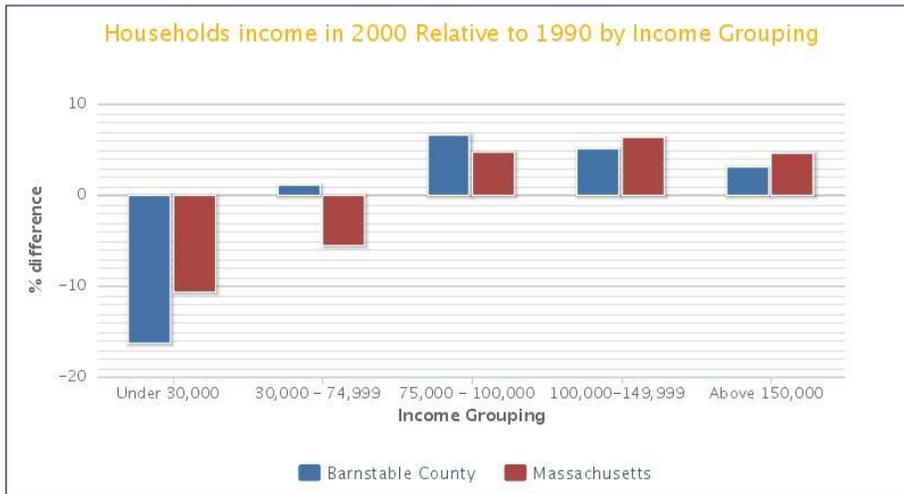


The importance of increasing industry diversity can be seen by looking at wage data. The average wage in the emerging industry cluster (\$49,578 for Barnstable County) is significantly higher than in the core cluster (\$34,377), which is relatively well paid when compared to the US but less so when compared to the state as a whole. Even so, emerging industry wages seriously lag those found statewide and in the US.

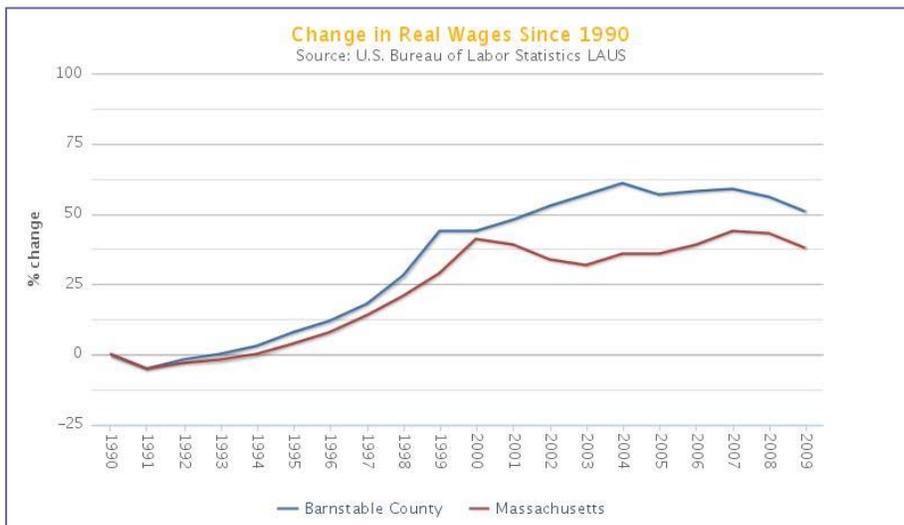


WAGE & INCOME TRENDS: HOUSEHOLD INCOME

Without controlling for inflation, there appears to be a shift towards higher incomes groups on the Cape between 1990 and 2000. In 1990 only 8% of all households earned \$75,000 or above; by 2000 this percentage had grown to 24% of all households. It is difficult to determine how much of the change in distribution is due to inflation versus increased wealth due to higher wages, in migration of wealthier households, commuters earning higher off-Cape wages, non-earnings income growth, or other factors.



WAGE & INCOME TRENDS: TOTAL WAGES IN REAL TERMS

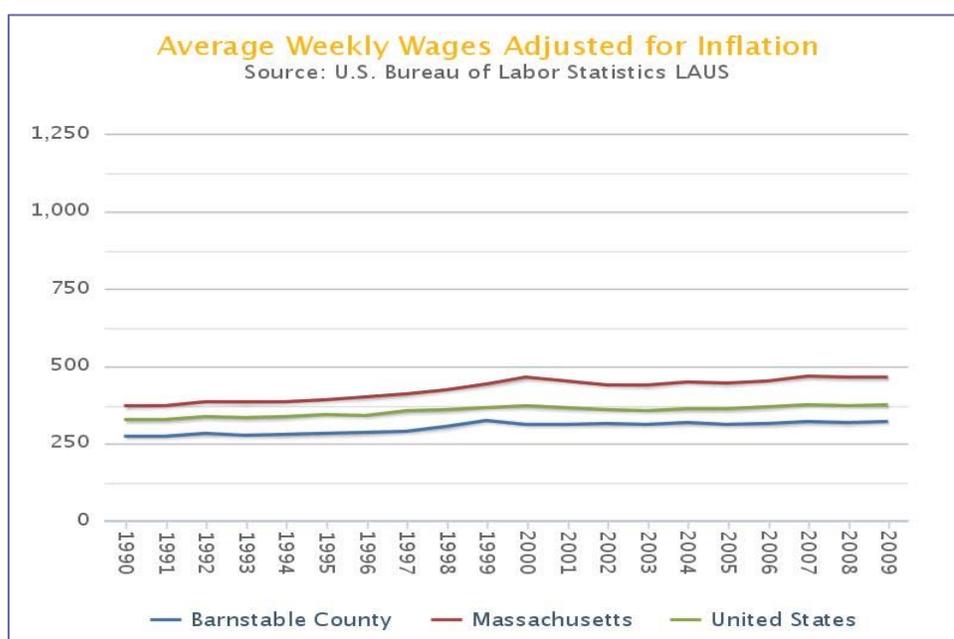




Since 1990, total wages on Cape Cod have grown by 50% in real terms. Growth was very strong during the 1990's for both Barnstable County and the state. The county continued to grow until the recession hit mid-decade when the decline began to mirror the state. Overall, however, this data shows the positive impact of job growth for both the state and county over the past two decades.

WAGE & INCOME TRENDS: AVERAGE WAGES PER JOB

While the total amount of wages paid by employers in the county has grown in real terms, the average wage workers receive has remained flat when controlling for inflation. So while there are more jobs on the Cape, they are not paying substantially more than they were in 1990.

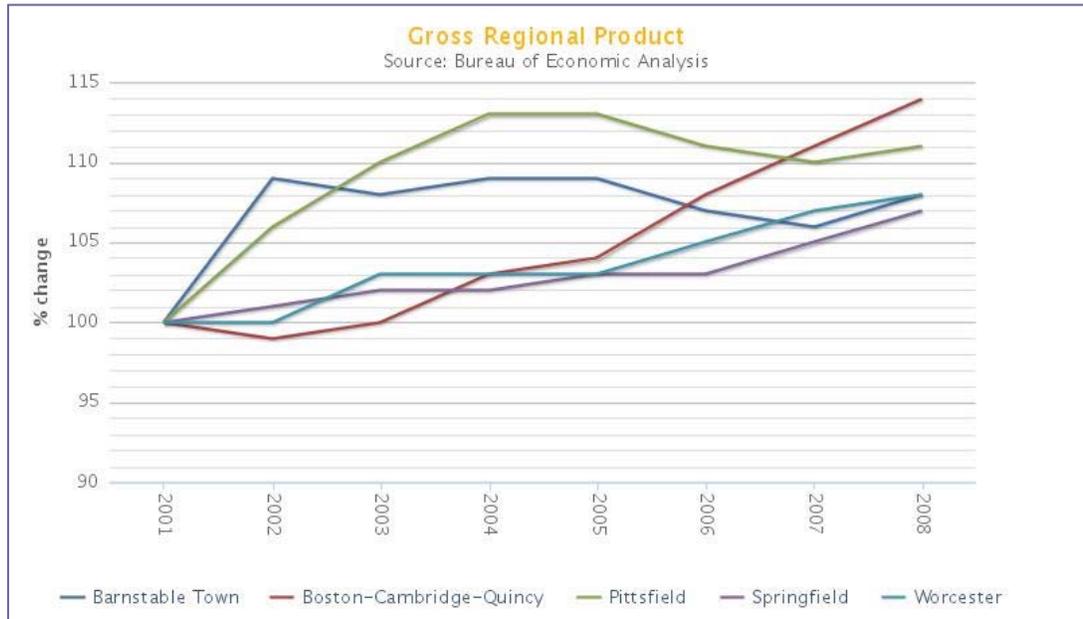


WAGE & INCOME TRENDS: REGIONAL INCOME

Barnstable County's Gross Regional Product has grown, despite the recession, since 2001. In fact, all of the metro areas in Massachusetts have seen growth in their regional product over where they were in 2001. The region did experience a dip in 2007 and will probably show some loss due to the recession in 2009 and 2010.



CAPE COD
COMMISSION





Chapter 4: CEDS Implementation Plan

The 5-year Plan also outlined a detailed implementation plan for the Cape Cod Commission. This work plan is updated annually. This chapter focuses on three things:

1. Evaluating implementation of the current year implementation plan
2. Outlining the implementation plan for the coming year
3. Evaluating overall progress using key performance measures

The next chapter will focus on evaluating implementation by all economic development stakeholders of the 18 regional priority projects.

EVALUATING THE YEAR 2 ACTION PLAN

Successful implementation of the CEDS depends on continued leadership by Barnstable County. The significant investment by the EDC outlined in Chapter 1 has enabled the Commission to staff CEDS implementation effort. The CEDS provided a roadmap for the Commission in its effort to see the CEDS put into action. The plan is made up of the following action areas:

- ★ Economic Development Planning
- ★ Research
- ★ Public Outreach
- ★ Data Dissemination
- ★ Regional Priority Projects – as project lead and as partner agency
- ★ Direct Technical Assistance to Town Economic Centers

The following table outlines the status of each task within the Year 2 plan for implementation efforts by the Cape Cod Commission in partnership with the CEDS Strategy Committee/Cape Cod EDC.



Cape Cod Commission / Barnstable County Implementation Plan Year 2					
Action	Year 2	Complete	In Progress	Postponed	Comments
Economic Development Planning	•Apply for EDD Status		X		High Priority
	•Update ED Section of the Regional Policy Plan			X	Deferred to 5-year update in 2014 along with CEDS 5 year update
	•Review Dev. of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern	X			Bring ED angle to use of special CCC land use planning and regulatory tools
	•Coordinate EDC/CEDS Strategy Committee	X			<ul style="list-style-type: none"> • Monthly Mtgs. • Grant Admin.
	•Design & Coordinate Annual CEDS Evaluation	X			
	•Complete CEDS Annual Report	X			
Research	•2 Research Papers			X	Developed video educational pieces on major economic issues on Cape Cod instead
	•Survey residents			X	Will do in conjunction with the 5-year update of the RPP in 2014
	•Business Survey		X		Received \$40K grant from the CCEDC to complete; Contracted with Donahue Institute, UMASS
Outreach	•CEDS Fall Meeting – Implementation			X	
	•CEDS Spring Summit – Evaluation	X			300 plus attendee conference hosted by Cape Cod Commission, Cape



Cape Cod Commission / Barnstable County Implementation Plan Year 2					
Action	Year 2	Complete	In Progress	Postponed	Comments
					Cod Chamber, Cape Cod Technology Council, and Open Cape
	•STATS CapeCod Launch	X			At spring summit
	•White Paper & Survey Presentations		X		Survey presentation planned
	•Meet with EDICs	X			Two group meetings with EDIC on working regionally
	•Reporting on CEDS activities	X			Monthly to EDC, 2x to County Commissioners, 1x to County Directors, 1x Assembly of Delegates, and to Cape Cod Commission as well as to public at the spring summit
Data Dissemination – STATSCapeCod High Priority	•Maintain content on STATSCapeCod; Add new resources as available	X			Added American Community Survey (ACS) tables on towns
	•Design Additional Balanced Economy Benchmarks		X		
	•Build Benchmarks database	X			
	•Build Town ES202 database	X			
	•Dynamic Town Time series Profiles			X	Pending update to 2010 Census and ACS
Regional Priority Projects – Lead	•Coastal Use Templates	X			Completed Phase 1 Report
	•Redevelopment Authority		X		Draft Phase 1 Report under review



Cape Cod Commission / Barnstable County Implementation Plan Year 2					
Action	Year 2	Complete	In Progress	Postponed	Comments
	•Complete Economic Centers Cost Analysis		X		Secondary Research Completed
Regional Priority Projects – Partner	•Coordination assistance on Regional Priority Projects	X			
	•Track implementation progress on Regional Priority Projects	X			
Direct Technical Assistance to Town Economic Centers (RESET)	•Identify development and redevelopment impediments and opportunities in areas designated for growth on the Regional Land Use Vision Map		X		Scope of work drafted for Bourne; Discussion underway with Sandwich

YEAR 3 ACTION PLAN

The third year of CEDS implementation will focus on the same action areas:

- ★ Economic Development Planning
- ★ Research
- ★ Public Outreach
- ★ Data Dissemination
- ★ Regional Priority Projects – as project lead and as partner agency
- ★ Direct Technical Assistance to Town Economic Centers

However, in developing the plan of work for Year 3, the EDC identified several priorities within the action areas. The priorities for Year 3 are:

- ★ Economic Development District - applying for status
- ★ STATSCapeCod – continued development & official launch
- ★ Business Survey – analysis, and outreach
- ★ Redevelopment Authority Feasibility Study
- ★ RESET Technical Assistance to Bourne and Sandwich



The full plan for CEDS implementation during year 2 is outlined in the following table. The table is organized by action area and specific tasks therein. The staff person responsible and the duration of the tasks are also included.

Cape Cod Commission / Barnstable County Implementation Plan Year 3					
Action	Year 3	Lead	Start Month	End Month	Comments
Economic Development Planning	<ul style="list-style-type: none"> Apply for EDD Status 	Leslie R.	Ongoing		High Priority
	<ul style="list-style-type: none"> Review Dev. of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern 	Leslie R.	Ongoing		Bring ED angle to use of special CCC land use planning and regulatory tools
	<ul style="list-style-type: none"> Coordinate EDC/CEDS Strategy Committee 	Taree M.	Ongoing		Monthly Meetings; Grant Admin.
	<ul style="list-style-type: none"> Design & Coordinate Annual CEDS Evaluation 	Leslie R.	January	June	Cape-wide conference with partner agencies
	<ul style="list-style-type: none"> Complete CEDS Annual Report 	Leslie R./ Dan D.	May	May	For continued EDA certification
	<ul style="list-style-type: none"> Manage short-term planning grant, complete reporting and proposal 	Leslie R./ Dan D.	Ongoing		Year 2 grant submitted pending funding availability at EDA
Research	<ul style="list-style-type: none"> Research White Papers 	Sandra P.			Topics TBD
Outreach	<ul style="list-style-type: none"> CEDS Spring Summit – Evaluation 	Leslie R.	Jan	May	Follow-on of SmarterCape Summit
	<ul style="list-style-type: none"> Survey Presentations 	Sandra P.	July	Dec	Business Survey
	<ul style="list-style-type: none"> Meet with EDICs 	Dan D.	Quarterly		Coordinate semi-annual EDIC roundtable discussion



Cape Cod Commission / Barnstable County Implementation Plan Year 3					
Action	Year 3	Lead	Start Month	End Month	Comments
	<ul style="list-style-type: none"> Reporting on CEDS activities 	Leslie R.	Ongoing		EDC reporting throughout the year; at least one visit to CCC
Data Dissemination	<ul style="list-style-type: none"> Maintain content on STATSCapeCod; Add new resources as available 	Ryan E.	Ongoing		Develop maintenance schedule as necessary
	<ul style="list-style-type: none"> Design Additional Balanced Economy Benchmarks 	Ryan E.	Ongoing		Need to pull together technical team
	<ul style="list-style-type: none"> Census 2010 Detailed Tables 	Ryan E.	Ongoing		Partner with STATSAmerica
Regional Priority Projects – Lead	<ul style="list-style-type: none"> Regional Finance Authority 	Leslie R.	July	June	Complete research phase – draft legislation
	<ul style="list-style-type: none"> Complete Economic Centers Cost Analysis 	Dan D.	July	Dec	Convene technical team; design study; conduct study & produce final report
	<ul style="list-style-type: none"> Waste Minimization 	Dan D.	July	June	Develop regional strategy, conduct public education; apply for regional coordinator from DEP
	<ul style="list-style-type: none"> Strategic Information Office 	Leslie R.	July	June	IBM Partnership
	<ul style="list-style-type: none"> Water Quality Center of Excellence 	Leslie R.	July	June	IBM & RTDC Partnership
Regional Priority Projects – Partner	<ul style="list-style-type: none"> Coordinate and assist Regional Priority Project Teams 	Dan D.	July	June	Work with active project teams on implementation
	<ul style="list-style-type: none"> Track implementation progress on Regional Priority Projects 	Dan D.	July	June	Determine what form this will take and implement



Cape Cod Commission / Barnstable County Implementation Plan Year 3					
Action	Year 3	Lead	Start Month	End Month	Comments
Direct Technical Assistance to Town Economic Centers (RESET)	<ul style="list-style-type: none"> Identify development and redevelopment impediments and opportunities in areas designated for growth on the Regional Land Use Vision Map 	Leslie R.	TBD		Bourne: Growth Incentive Zone, Thresholds in Industrial Service Trade Areas, and Wastewater in Buzzards Bay

CEDS ACTION PLAN MEASURES OF SUCCESS

Measures of success were developed in the 5-year Update based on the CEDS goals and tied to the Cape Cod Commissions workplan. Process and outcome measures were identified in most cases; as of Year 2, most results are found under the process measures. The first table below outlines some of the results from Year 2 for each measure. Where possible we included in table two more specific measures and actual goals for the year.

CEDS Process – Measures of Success – Year 2				
Objective	Process/In-put Measures		Outcome Measures	
	Measure	Results	Measure	Results
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	6 grants submitted; 1 awarded to date for \$40K	\$\$ of Private Investment Leveraged	2 million for Open Cape
Understanding of ED	# of Presentations given # of Reports published # of Articles written	10 CEDS specific presentations given; no reports or articles written	TBD	
Strong Partnerships	# of Partnerships # of new Partnerships	4 ongoing partnerships; 2 New Partnerships around CEDS priority project or implementation in general	Formal Partnerships	Barnstable County & Open Cape; Cape Cod Commission & IBM



CEDS Process – Measures of Success – Year 2				
	Process/In-put Measures		Outcome Measures	
Easy Access to Information	Progress made on STATS Cape Cod	Cape Cod Town tables and profiles for MA towns added; Benchmarks database completed	STATS Cape Cod user statistics	

CEDS Process – Measures of Success – Goals for Year 3				
Objective	Process/In-put Measures	Goal	Outcome Measures	Goal
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	3 grants submitted	\$\$ of Private Investment Leveraged	
Understanding of ED	# of Presentations given # of Reports published # of Articles written	4 presentations; 2 reports published; 4 articles written by ED staff; Executive Director outreach	TBD	
Strong Partnerships	# of Partnerships # of new Partnerships	Long-term goal is 16 partnerships around 16 regional priority projects	Formal Partnerships	Continue existing; Partner with RTDC on development of a Center for Innovative Water Technologies
Easy Access to Information	# new dynamic features on STATSCapeCod # new datasets available on STATSCapeCod # new resources and reports posted on STATSCapeCod	Census 2010 Profiles for Cape Towns; ACS profiles for Cape Towns	STATS Cape Cod user statistics	Increase by 25%



Chapter 5: CEDS Regional Priority Projects

EVALUATION OF THE REGIONAL PRIORITY PROJECTS

The CEDS Work Groups were re-convened during the month of April 2010 to review progress for Year 1 and establish goals for Year 2 on the 16 regional priority projects identified in the 2009 5-Year update. The Work Groups also retired some projects and added new projects as priorities after careful review of progress in Year 1 and taking into account issues and opportunities that have arisen over the last year.

KEY HIGHLIGHTS FROM YEAR 2

OpenCape Telecommunication Infrastructure

The non-profit OpenCape Corporation was awarded a \$32,072,093 Broadband Technology Opportunity Program (BTOP) grant by the National Telecommunications and Information Administration (NTIA) from American Recovery and Reinvestment Act (ARRA) stimulus funds on February 28, 2010. The approximately \$32 million BTOP grant will be combined with matching funds totaling \$5 million from the Commonwealth of Massachusetts, \$2 million from a private construction/operating partner, and a building lease from Barnstable County valued at \$750,000. The funding is being used to construct a comprehensive middle mile communications network to support the economic, educational, public safety and governmental needs of the southeast Massachusetts region. The project consists of a core fiber optic backbone on Cape Cod with extensions to two major regional network connection centers in Providence and Brockton, a microwave radio overlay that includes Martha's Vineyard, and a regional collocation center in Barnstable Village. These three elements combine to provide a robust, high capacity communications infrastructure for the region.

The network will serve approximately 321,204 households, 515,648 individuals, and 62,129 businesses, and will connect more than 70 community anchor institutions to the network as part of its initial build-



out, including 12 emergency shelters located in schools, 30 libraries, five colleges, 6 academic research facilities, and 18 town or public safety buildings. Collaboration with regional organizations will help the public sector leverage the infrastructure for regional benefit. OpenCape estimates that the project will create more than 200 jobs in the equipment, construction, and manufacturing sectors, as well as an additional 200 indirect jobs. The project will create the necessary underpinning technology infrastructure for Cape Cod to support the growth of its innovation sector and its entrepreneurial culture.

Key highlights from year 2 include the issuance of the Field Survey, Licensing, and Engineering contract, as well as the Network Design, Build and Operate contract. A 25 Year Lease was obtained from Barnstable County for a former Public Safety Building which will be renovated to house the regional data center. Master Agreements have been executed with utility pole owners (National Grid, Verizon, and NSTAR) for over 12,000 poles; this facilitates the process of filing pole attachment license applications in preparation for fiber installation.

Energy Demand Reduction Program - Energy Efficiency Programs

Cape Light Compact and Massachusetts' gas and electric utility program administrators received approval for their three-year energy efficiency plan from the Department of Public Utilities on January 29, 2010. The \$1.7 billion statewide plan will deliver energy efficiency services to Massachusetts residents and businesses and is expected to yield energy savings of nearly \$5 billion. The types of programs and services offered under the plan include improved energy assessments of ratepayers' homes and businesses, and incentives for the purchase and installation of high efficiency lighting, appliances, heating and air conditioning, insulation, and air sealing. This historic plan will deliver integrated, effective, and measurable savings through energy efficiency programs to citizens, while addressing the challenges of climate change and fostering job growth and economic output within the state. The second year program is presently being implemented. The rate payer funded 2011 Budget is \$25,270,151.

Renewable Energy Generation Program - Ocean Energy Planning

The County established a District of Critical Planning Concern to develop a regulatory framework for ocean based community wind energy generation and sand and gravel mining. The goal of this process is to



encourage coordinated and environmentally sound development in Cape Cod waters. In addition to the standard hearing process, public participation has been facilitated through a committee membership structure that established a Policy Committee, Technical Committee, and Stakeholders Committee. The DCPC was designated in April 2010. A Draft Cape Cod Ocean Management Plan was issued in January 2011. The DCPC process is funded by the Cape Cod Commission with technical assistance from the Provincetown Center for Coastal Studies with the support of 2 grants from the Island Foundation. Three Policy Committee workshops were held on wind energy facility siting; another workshop was held to discuss sand and gravel mining development standards.

Wastewater Infrastructure in Economic Centers

The population of Barnstable County has more than doubled since the late 1960's. Houses built on the Cape are contributing more and more nutrients, phosphorus, pharmaceuticals, and other pollutants into the environment, and the water quality is threatened. Nitrogen loading alters chemical, biological, and ecological processes. Pollution has negative economic impacts which effect commercial fishing, and the recreational and tourism industries. With an economy dependent on seasonal tourism, the Cape is at a crossroads in planning for sewer infrastructure to protect its environment and its economy. Over the past year, the Cape Cod Commission completed a wastewater alternatives study for a limited area within the Town of Sandwich.

Entrepreneurship Capital Access & Training Program

This project facilitates collaboration and coordination efforts across numerous service providers to improve and expand entrepreneurial services on the Cape. A number of program elements are in place. The project team helped support the annual Entrepreneurs Weekend, a community-supported business plan competition. The design of a new Entrepreneurial Resource System (ERS) is complete. ERS uses centralized in-take and case management to improve the coordination and quality of assistance provided to entrepreneurs by local service providers. David Curtis worked pro bono to identify new and existing businesses needing entrepreneurial assistance and introduced them to the ERS process. Focus is on businesses with strong job growth potential. Funding is being actively sought to support the ERS program but nothing has been awarded to date. Matching funds (both cash and in-kind) are



available from the Cape Cod Chamber of Commerce and other service providers and partners. A panel and group discussion was held at the SmarterCape Summit on efforts to build an infrastructure to improve the flow of capital and knowledge to entrepreneurs.

Community Green: Enterprise Center Design & Construction

Community Green will be a sustainable community on 45 acres of land in Sandwich, where formerly homeless and low-income individuals and families will have access to vocational training and employment in the fields of renewable energy, agriculture, and the culinary arts with the educational and business partners located at the Community Green Enterprise Center. The lead agency, Housing Assistance Corporation (HAC), has secured funding for housing for employment clients and for initial employment staff, and funding is in the pipeline for wastewater funding. HAC is developing microplans for different components of the project. A super energy-efficient solar model home (Curio House) built in collaboration with Boston Architectural College and Tufts University, was sited and occupied. The Curio House tenants are farm managers who will begin the implementation and oversee the maintenance of the Community Green Agricultural Program.

Capitalize the Cape Cod Fisheries Trust

The lead agency, the Cape Cod Fisheries Trust, submitted a request for funding to the EDA in late March 2010; the proposal was denied July 2010. CCFT is securing funding from other sources.

Buy Local Infrastructure Development Program

The project team is seeking funding for regional activities to leverage local programs; most local programs supported by membership fees. The team has adopted the “3/50 Project” to stimulate more local buying. The program encourages consumers to pick three locally owned independent businesses and spend \$50 each month at those establishments. The Cape Cod Hook Community Supported Fishery was established. “Try It Local” campaign was introduced by the Cape Cod Chamber of Commerce.

Specialized 4-year College - Feasibility Analysis

A workshop was held at the SmarterCape Summit on the feasibility and nature of a four year educational institution on Cape Cod.



Redevelopment Authority – Feasibility Analysis

The Cape Cod Commission project team is completing an analysis of regional redevelopment entities to develop a model entity to facilitate development in areas designated for growth through the acquisition and sale of land or property rights. The project team completed research including organizational and financing options, and investigated their scope of authority under MA state law. The team also researched Transfer of Development Rights (TDR) as a mechanism to shift development potential and compiled case studies illustrating local/regional approaches which could be applicable to Cape Cod. The final report is in draft form.

Economic Centers Cost Analysis

The Cape Cod Commission project team is identifying the factors that often make development and redevelopment more expensive in downtown centers than in outlying areas. The goal is to design incentives to recalibrate this cost differential in order to shift growth to economic centers and reduce the higher infrastructure costs associated with sprawl. Key highlights from year 2 include assembly of the project team; development of a detailed project outline; the conclusion of the research phase, including a literature search; and the commencement of the field research (interviews/case study) phase. Geographic sub-regions on the Cape have been identified for case studies.

Coastal Use Templates for Economic Development

This project began with an assessment of coastal resources using GIS and an identification of major coastal economic industry sectors. GIS data were mapped including: natural resources, recreation, harbor infrastructure, educational institutions, and commercial activities. Industry sectors include Natural Resource Industries; Marine Sciences, Technology & Education; Infrastructure & Services; Leisure & Hospitality; and Arts & Culture. Based on this assessment, five prototype harbors representing the major industry sectors were identified as case studies: Woods Hole, Falmouth; Hyannis; Harwich; Chatham; and Provincetown. Various matrices were developed to identify potential threats to coastal economic values and coastal resources and to identify the ecosystem services provided by various coastal resources. The project team interviewed town officials, conducted site visits, and collected baseline land use data to identify primary economic assets and liabilities. The findings of this first phase have been compiled into a final report.



KEY MILESTONES IDENTIFIED FOR YEAR 3

OpenCape Telecommunication Infrastructure

Construction of fiber network and Microwave Public Safety network. Renovation will begin of the former Public Safety Building and construction of the regional data center. Issue RFP and construct the public safety 700Mhz network.

Energy Demand Reduction Program- Greening Existing Buildings

Historic Structures Retrofit Demonstration Project - Research similar projects as well as the funding and feasibility of Deep Energy Retrofits for historic structures while maintaining historic preservation standards. Investigate opportunities to do a local demonstration project.

Energy Demand Reduction Program- Energy Efficiency Programs

Begin planning for the next three-year planning cycle (2013-2015). Continue to explore the feasibility of implementing PACE “Revolving Loan Fund Betterment Program” for cities and towns to allow residents to make energy efficiency investments to be repaid through property taxes.

Renewable Energy Generation Program - Ocean Energy Planning:

Rigorous participation process using technical, policy, and stakeholder committees will continue to be implemented. The Final Ocean Management Plan will be completed. Implementing regulations identifying areas appropriate for siting of wind turbines and their appropriate scale; regulatory guidelines for sand and gravel extraction will also be completed.

Renewable Energy Generation Program - Algae Bio-Fuel Refinery Pilot Project

Proceed to the construction phase of the Marine Biofuel Research Center.

Wastewater Infrastructure in Economic Centers

Complete the Wastewater Infrastructure Needs Assessment for East Harwich based on draft zoning. Assist Yarmouth with buildout analysis to qualify for 0% SRF loan program. Provide technical assistance to newly formed Bourne wastewater implementation committee.



Renewable Energy Technology Testing & Training Center

Continue to monitor funding opportunities for wind energy technician training and for renewable energy test center.

Entrepreneurship Capital Access & Training Program

Track local indicators that reflect services to entrepreneurs (e.g. loans, provision of technical assistance, types of business start-ups established, jobs created). Host Entrepreneurs Weekend. Support Regional Technology Development Corporation efforts to establish a Center for Innovative Water Technologies. Complete Entrepreneur Resource System (ERS) pilot and fully implement ERS. Use ERS to assist winners of Entrepreneurs Weekend. Conduct first six-month evaluation of ERS and continue to explore sources of funding.

Buy Local Infrastructure Development Program

Continue to work on building a regional coalition of buy local programs and support programs to support buy local networks using modern telecommunications technology.

Specialized 4-year College - Feasibility Analysis

Follow-up on SmarterCape Summit workshop on the feasibility and nature of a four year educational institution on Cape Cod.

Redevelopment Authority – Feasibility Analysis

Finalize feasibility study and draft legislation for a regional financing authority.

Economic Centers Cost Analysis

Complete field research. Develop report and present to APCC Business Roundtable.

Coastal Use Templates for Economic Development

Prepare Phase 2 work plan to craft a Land Use Template Design model for developing a healthy year-round coastal economy on Cape Cod. The Phase 2 work plan will also involve creating an economic development



template for a non-harbor site. Prepare Phase 2 work plan for non-harbor areas. Finalize Phase 1 report and present to APCC Business Roundtable.

SmarterCape Initiative: Regional Information Clearinghouse & Center of Excellence for Water Quality Technologies & Innovation

The goal of this project is to help the region better manage built infrastructure and natural systems by gathering and analyzing existing data, collecting real-time data, and using innovative communications technology. The project is a partnership with IBM and is currently in analysis phase. The project was initiated in November/December 2010 with a series of stakeholder interviews and a two day workshop. A report on the findings of these efforts was prepared by IBM and is in draft form. A panel and group discussion was held at the SmarterCape Summit to highlight some of most innovative smart water management systems in use globally, and how Cape Cod can adopt new technology to address the region's difficult water management challenges. Partners also discussed the potential of establishing a Center for Water Technologies at the SmarterCape Summit.

Waste Minimization: Reduce, Reuse, Recycle

The project team will develop and establish regional waste minimization strategies and best management practices intended to extract the maximum practical benefits from products and generate the minimum amount of waste. A Sustainable Materials Recovery Program grant application will be submitted to MassDEP for a regional technical assistant. Monthly team meetings have been held. A Pay-as-You-Throw (PAYT) workshop with MassDEP was held in April 2011 for municipal officials and staff. A strategy session was held at Smarter Cape Summit. Secure funding from MassDEP for regional technical assistance coordinator. Develop a regional economic development strategy that utilizes reduce, reuse, and recycle activities for local job creation and business growth.

Canal Area Assessment & Transportation Improvement

This project involves a Canal Area Transportation Study to determine the feasibility of rail transport. Based on this research and through a public process, develop a series of transportation improvements for the Cape Cod canal area to facilitate economic development. A scope has been developed with aid from a steering committee and public meetings.



\$20,000 in initial funding has been provided by MassDOT/FHWA. Outreach is continuing to stakeholders. Data is being collected and a conceptual traffic model is being developed. Traffic counting will commence in summer 2011. The traffic model will be developed by September 2011.

The following tables summarize the results of this evaluation – the following color key shows how the progress of the projects is depicted on these charts. The charts are organized by the CEDS work groups that identified them as priorities in the 5-year plan. The final table outlines the new projects added to the docket.

Table Key	
Phase not yet underway	Grey
Phase completed	Green
Phase underway	Orange
Year 2 Milestones	Yellow



CEDS INFRASTRUCTURE DEVELOPMENT WORK GROUP PRIORITY PROJECTS

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
OpenCape Telecommunication Infrastructure	Establish an open access fiber and wireless backhaul network spanning the entire Cape and connecting to core Internet backbones in Providence and Brockton; establish a regional datacenter	Open Cape Corporation <ul style="list-style-type: none"> • Barnstable County • Towns • CapeNet 	Full Business Plan Completed	\$39,072,093 Cash \$1,083,339 In-kind	<ul style="list-style-type: none"> • Field Survey, Licensing, and Engineering Contract Issued • Network Design, Build and Operate Contract Issued • 25 Year Lease Obtained from Barnstable County for former Public Safety Building • Master Agreements Executed with utility pole owners 	<ul style="list-style-type: none"> • Fiber network construction • Microwave Public Safety network construction • Renovation of the former Public Safety Building • Construction of the regional data center • Issue RFP for and construct public safety 700Mhz network
Energy Demand Reduction Program - Greening Existing Buildings	Reduction in energy demand through expansion of existing energy efficiency assistance programs, establishment of an efficiency betterment loan program, & a series of demonstration & workforce training projects	Cape Light Compact <ul style="list-style-type: none"> • Program Administrators • MA Energy Efficiency Advisory Council • MA Dept. of Public Utilities 	Cape Light Compact Three-Year Energy Efficiency Plan for 2010 through 2012	Rate Payer Funded 2011 Budget \$25,270,151	Three Year Energy Efficiency Plan Approved and Second Year Program presently being implemented	<ul style="list-style-type: none"> • Begin Planning for next three-year planning cycle, 2013-2015 • Continue to explore the feasibility of implementing PACE "Revolving Loan Fund Betterment Program"

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
	Historic structures retrofit for energy efficiency demonstration project	TBD <ul style="list-style-type: none"> • Cape Cod Commission • Cape Light Compact • MA Historic 				<ul style="list-style-type: none"> • Research similar projects • Research funding & feasibility of Deep Retrofit • ID local project
Renewable Energy Generation Program	Algae bio-fuel refinery pilot project	Cape Cod Commission <ul style="list-style-type: none"> • Barnstable County • MMR • WHOI/MBL • Plankton Inc. • New England Biofuels • State of MA 	<ul style="list-style-type: none"> • Implementation Plan Drafted 	<ul style="list-style-type: none"> • Project team seeking grant and venture funding • 2 active proposals: USDA/DOE Biomass Research Development I and US Navy 	<ul style="list-style-type: none"> • Received approval from MMR/DEP/Town of Falmouth for use of MMR sewage in species testing program • Marine Biofuel Research Center at WHOI is proceeding to permitting 	<ul style="list-style-type: none"> • Construction of WHOI research center
	Ocean Energy planning framework to promote coordinated and environmentally sound development	Cape Cod Commission CIRENEW <ul style="list-style-type: none"> • Cape Light Compact • Self-Reliance • WeeInfo • UMass • WHOI/MBL • Energy Service Cos. • Old Colony 	<ul style="list-style-type: none"> • DCPC Technical, Policy, & Stakeholder Committee Structure Established • Draft Cape Cod Ocean Management Plan issued January 2011 • 2009 Renewable Energy Stakeholder Consensus Statement 	<ul style="list-style-type: none"> • DCPC process funded by CCC • Provincetown Center for Coastal Studies (and others) have provided technical assistance. PCCS received 2 grants from 	<ul style="list-style-type: none"> • DCPC designated; Committee established • Three workshops held on wind energy facility siting, 1 workshop was held to discuss sand and gravel mining • On-going outreach efforts to engage stakeholders and inform public of issues and benefits of off- 	<ul style="list-style-type: none"> • Final Ocean Management Plan complete with rigorous participation process • Implementing regulations identifying areas appropriate for siting of wind turbines and their appropriate scale; regulatory guidelines for sand and gravel extraction



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
				Island Foundation	shore community-based renewables	
Wastewater Infrastructure in Economic Centers	Design and build wastewater infrastructure designated for mixed-use development and redevelopment where density is desired	Cape Cod Commission <ul style="list-style-type: none"> Town of Yarmouth Town of Harwich Town of Sandwich Town of Bourne 	<ul style="list-style-type: none"> Completed draft 	<ul style="list-style-type: none"> DLTA funding, CCC grants Committee to seek other sources of funding 	<ul style="list-style-type: none"> Completed Sandwich WW study Identified Redevelopment of Parker River Bridge and opening of culvert as a specific project 	<ul style="list-style-type: none"> Assist Yarmouth with buildout analysis to qualify for 0% SRF loan program Provide technical assistance to newly formed Bourne wastewater implementation committee WW Infrastructure Needs Assessment for E. Harwich based on draft zoning

CEDS WORKFORCE DEVELOPMENT WORK GROUP PRIORITY PROJECTS

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
<p>Renewable Energy Technology Testing & Training Center</p>	<p>Testing & training around renewable energy technology development</p>	<p>Self-Reliance & Cape Cod Commission</p> <ul style="list-style-type: none"> • MMA 		<ul style="list-style-type: none"> • Collaborated with CC National Seashore, UMass-Amherst Energy Center and Cadmus Group, Inc. to prepare funding proposal for NREL Fall 2009 for small-scale wind energy testing center at the Seashore • Explored summer 2010 US Department of Labor funding with MMA and Cape Cod Community College for curriculum development for wind energy technician training. Unable to identify a qualified willing fiscal agent 		<ul style="list-style-type: none"> • Continue to monitor funding opportunities for wind energy technician training and for renewable energy test center.



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Entrepreneurship Capital Access & Training Program	Entrepreneurship training	Cape Cod Chamber <ul style="list-style-type: none"> • RTDC • Coastal Community Capital • C&I WIB • Community College • Cape Cod Commission • SCORE • SBDC • David Curtis • Peter Karlson 	Design of new Entrepreneurial Resource System (ERS) complete. ERS uses centralized in-take and case management to improve the coordination and quality of assistance provided to entrepreneurs by local service providers.	<ul style="list-style-type: none"> • Applied to EDC for seed funding Fall 2010 (denied) • Applied to EDC as part of its Spring 2011 grant program. Letter of Intent accepted. Full proposal submitted May 12th • Matching funds (both cash and in-kind) available from Chamber of Commerce and other service providers and partners. 	<ul style="list-style-type: none"> • ERS team has begun piloting ERS • Entrepreneurs Weekend (EW) now integrated with ERS pilot. • David Curtis worked pro bono to identify new & existing businesses needing entrepreneurial assistance & introduced ERS process. Focus is on businesses with strong job growth potential. 	<ul style="list-style-type: none"> • Complete ERS pilot and fully implement ERS • Use ERS to assist winners of EW3 and begin planning for EW4 • Track local successes using ERS • Conduct first six-month evaluation of ERS • Continue to explore sources of funding
Homeland Security & Marine Security Technology Testing & Training Center	Establish a Homeland Security Center on the MA Military Reservation (MMR)	TBD	In the planning stage			<ul style="list-style-type: none"> • Convene project team to identify a lead agency

CEDS SECTOR DEVELOPMENT WORK GROUP PRIORITY PROJECTS

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Community Green Enterprise Center Design & Construction	Design and build Community Green Enterprise Center	Housing Assistance Corporation	Draft Completed	<ul style="list-style-type: none"> • Funding secured for housing for employment clients • Funding secured for initial employment staff • Funding in pipeline for wastewater funding 	<ul style="list-style-type: none"> • Developing microplans for different components of project • CSG in first year of production and sales • Curio House built and occupied; tenants are farm managers who will begin the implementation and oversee the maintenance of the Community Green Agricultural Program • Employment head on board 	<ul style="list-style-type: none"> • Comprehensive business plan completion • Construction begun and completed on 10 SRO units for work trainees • Obtain planning grant to dedicate staff/time for moving project forward • Funding secured for next phase of living units • Funding secured for first phase of Enterprise Center • First phase of job readiness, development, and training begun



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Capitalize the Cape Cod Fisheries Trust	Fund the purchase of fishing rights for local fishermen	Cape Cod Fisheries Trust <ul style="list-style-type: none"> • Hook Fisherman's Association • Amplifier Strategies • Cape Cod Commission • Community Development Partnership • Mass Development 	Completed	<ul style="list-style-type: none"> • Proposal Submitted to EDA March 2010 • Proposal denied July 2010 • CCFT is securing funding from other sources (smaller amounts than requested from EDA) 	<ul style="list-style-type: none"> • Underway with existing funding commitments • Identified triple bottom line • Built political support • Scallop quota 	<ul style="list-style-type: none"> • Complete Amplifier data collection project for tracking program outcomes • Distribute fish quota • Retain jobs • Second-services businesses around fishing industry

CEDS BUSINESS DEVELOPMENT WORK GROUP PRIORITY PROJECTS

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
'Buy Local' Infrastructure Development Program	Investments to encourage and facilitate use of locally produced goods and locally owned businesses	<p>TBD</p> <ul style="list-style-type: none"> • Community Development Partnership • Cape Cod Commission • Sandwich Chamber of Commerce • Hyannis Main Street BID • Cooperative Extension • Cape Cod Hook Fishermen's Association • Cape Cod Chamber of Commerce • Nauset Disposal (We Support Local Business) • The Beehive Tavern 	Underway	<ul style="list-style-type: none"> • Project is seeking funding for activities associated with regional umbrella project to leverage support for local programs. Most local programs supported by membership fees. 	<ul style="list-style-type: none"> • Underway with project team meetings • Adopted the national 3/50 campaign for marketing promotion • CC Hook Community Supported Fishery established • Try It Local campaign introduced by CC Chamber 	<ul style="list-style-type: none"> • Marketing plan developed including Web 2.0 social media/smart app plan • Funding explored for kiosk program in transportation facilities. Actual design depends on funding being committed. • CC Hook to establish community supported fishery • Expansion of farmers markets to included shellfish if allowed by change in law.



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
ADA & Building Compliance Loan Program	Regional revolving loan fund for code compliant renovations in economic centers	TBD <ul style="list-style-type: none"> • Community Development Partnership • Coastal Community Capital • Cape Cod Chamber • Local Chambers • Cape Cod Commission • Cape Cod Economic Development Council 				<ul style="list-style-type: none"> • Convene project team to identify a lead agency
Specialized 4-year College - Feasibility Analysis	Establish an independent or affiliated undergraduate institution	TBD <ul style="list-style-type: none"> • Cape Cod Community College • MMA • WHOI • MBL • Cape Cod Chamber • Hyannis BID • Highlands Center • Mass Development • Delegations • RTDC • National Graduate School 	A workshop was held at the SmarterCape Summit on the feasibility and nature of a four year educational institution on Cape Cod			<ul style="list-style-type: none"> • Convene project team to identify a lead agency • Identify a diplomatic team to perform outreach to educational institutions

CEDS BUSINESS CLIMATE WORK GROUP PRIORITY PROJECTS

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Redevelopment Authority - Feasibility Analysis	Feasibility analysis of regional redevelopment instruments	APCC Business Roundtable <ul style="list-style-type: none"> • Cape Cod Commission • Town of Barnstable • Yarmouth Chamber of Commerce 	Completed	CCC & EDC	Completed research including: <ul style="list-style-type: none"> - organizational options/ authority under MA state law - case studies illustrating local/regional approaches - financing options 	<ul style="list-style-type: none"> • Complete report on feasibility • Report to BRT • Draft legislation as appropriate
Development in Economic Centers - Cost Analysis	Development cost analysis by location to identify factors that shift growth to economic centers and reduce the higher infrastructure costs associated with sprawl	APCC Business Roundtable <ul style="list-style-type: none"> • Cape Cod Commission 	Underway	CCC & EDC	<ul style="list-style-type: none"> • Research phase concluded • Field Research (interview/ case study) phase beginning 	<ul style="list-style-type: none"> • Field Research completed • Report written and presented to BRT



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Coastal Use Templates for Economic Development	Develop a series of options for coastal development and redevelopment that will leverage the summer season to provide employment and business opportunities year-round and reinforce the Cape's historic connection to the sea	Cape Cod Commission <ul style="list-style-type: none"> Towns including Planners, Harbor Masters, Shellfish Wardens etc. APCC/Business Roundtable 	Completed	CCC & EDC	<ul style="list-style-type: none"> Interviews with towns/site visits Baseline land use analysis Completed draft Phase 1 report 	<ul style="list-style-type: none"> Prepare Phase 2 work plan for non-harbor areas Finalize Phase 1 report and present to BRT

CEDS PRIORITY PROJECTS ADDED IN 2010

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
SmarterCape Initiative: Regional Information Clearinghouse & Center of Excellence for Water Quality Technologies & Innovation	Establish a Regional Information Clearinghouse (aka Strategic Information office) to centralize regional data using innovative communications technology	Cape Cod Commission <ul style="list-style-type: none"> • IBM • SMAST-UMass Dartmouth • Center for Coastal Studies • WEBNER • MA DEP 	Scoped project by interviewing stakeholders and conducted a workshop; Report pending	Partial in-house funding of Scoping project match 100% by IBM in-kind services		<ul style="list-style-type: none"> • Data inventory completed • Governance Model completed • Database and disseminations systems under development
	Establish a Center of Excellence for Water Quality Technologies & Innovation	RTDC <ul style="list-style-type: none"> • Cape Cod Commission • MBL • WHOI 	Scoped project; hosted a planning and idea generation workshop around the overall concept	Small Planning Grant Proposal Pending		<ul style="list-style-type: none"> • Develop business plan • Plan and obtain funding • Partnership with private company
Canal Area Assessment & Transportation Improvement	Improved transportation across the canal focused on rail to facilitate economic development	CCRTA <ul style="list-style-type: none"> • MPO • RTA • Cape Cod Commission • Cape Cod Chamber 	Scope has been developed with a steering committee and public meetings	\$20,000 in initial funding has been provided by MassDOT/FHW A	<ul style="list-style-type: none"> • Continue outreach to stakeholders • Data collection • Development of a conceptual traffic model 	<ul style="list-style-type: none"> • Traffic counting, summer 2011 • Development of a traffic model by September 2011



Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 3 Milestones
Waste Minimization: Reduce, Reuse, Recycle	To establish regional waste minimization strategies and best management practices	Cape Cod Commission <ul style="list-style-type: none"> • CIRenew • CC Cooperative Extension • Self-Reliance • Alice Boyd, Brian Braginton-Smith, Christina Rawley, Page Czepiga 	Plan in formation	<ul style="list-style-type: none"> • Sustainable Materials Recovery Program grant application being prepared for MassDEP for regional technical assistant 	<ul style="list-style-type: none"> • Monthly team meetings taking place • April 2011 PAYT workshop held for town officials/staff with MassDEP • Strategy session held at Smarter Cape Summit May 2011 	<ul style="list-style-type: none"> • Secure funding from MassDEP for regional technical assistance coordinator • Develop regional economic development strategy that utilizes reduce, reuse, and recycle activities for local job creation and business growth



UPDATE OF LOCAL PRIORITY PROJECTS

Local Capital Projects are included in the CEDS to enable towns in the region to seek support from the EDA. Projects can be short-term or longer-term projects currently under discussion or in the earlier phases of design.

TOWN OF BARNSTABLE

Project Title	Hyannis Arts Center at the Armory and Kennedy Presidential Acceptance Speech Memorial
Goal of the Project	Enhance year round economic activity and quality of life in Downtown Hyannis, a Growth Incentive Zone, and create a significant venue for regional arts and culture activity. The Hyannis Arts Center at the Armory is the centerpiece component of the Hyannis Arts District.
Description	<p>Phased rehabilitation and adaptive reuse of the existing Armory building to house a multi-use arts center. Hyannis Arts Center will be designed to support multiple uses for performing and visual arts. The soaring ceilings and open structure allow exhibits of large artworks, multimedia events, performing and visual arts exhibits and also serve as meeting space for several hundred attendees.</p> <p>Entry lobby area will become an interactive multimedia memorial to the Kennedy Presidential Acceptance Speech event of November 9, 1960. This video clip chronicles this event: http://www.youtube.com/watch?v=8DvBSM99eKQ.</p> <p>The Town has grant funds in place from the Massachusetts Cultural Facilities Fund and the Cape Cod Economic Development Council to perform a thorough professional analysis of the existing structure to determine rehab needs, acoustic and lighting requirements and a detailed project budget for each proposed phase. This work will begin in a few months.</p> <p>Phase I is anticipated to be the installation of the Kennedy Presidential Acceptance Memorial in the Armory entry lobby. As a complementary project, the Town is working with the JFK Museum board and other partners to implement a Kennedy Legacy Trail in Downtown Hyannis. The Armory is a feature on the trail. An interpretative plaque at the Armory building entrance will be installed with implementation of the trail even in advance of the</p>



	<p>Armory rehabilitation and re-opening. This will help establish the Armory as a destination and attract positive attention to the project.</p> <p>Phase II is planned to accomplish building rehabilitation and systems upgrades to allow programming in the large assembly hall. This phase would also include upgrades to restrooms and kitchen facilities.</p> <p>Phase III as planned will reuse attached accessory space in the lower level to the rear of the Armory as artist workspace thereby completing the project.</p>
Overall Project Benefits	<p>Enhance resident and visitor year round experience and quality of life in Downtown Hyannis; establish Hyannis, the central urban area of Cape Cod, as a regional arts and culture destination; augment the visibility and attractiveness of the Kennedy Legacy as it relates to Hyannis and Cape Cod.</p>
Estimated Job Creation	<p>Construction: TBD</p> <p>Permanent: +/- 5 FTE for physical plant and programming. Ancillary job creation anticipated as events programming and workspace uses come online.</p>
Measures of Success	<p>Quantitative:</p> <p>Immediate – completion of building assessment, phasing plan with detailed budget for reach phase and initial concept for memorial.</p> <p>Long Term – rehabilitation of the Armory to establish a regional arts and culture center as a year round local and regional resource for artists, musicians, performers and students and as an attraction for visitors and residents.</p> <p>Qualitative:</p> <p>Immediate – renewed interest in Kennedy Legacy as it relates to Hyannis. Barnstable Growth Management currently preparing MCC Cultural District Designation Application to be submitted in early summer with good results anticipated. This designation in concert with interest generated by the Armory assessment and Kennedy Trail will bring apposite focus to Hyannis and inspire support for the future use of the property.</p> <p>Long Term – Full build out of the project yields an</p>



	important year round resource and attraction for Hyannis and the region. The unique combination of history, arts and culture under one roof connecting the urban core of Hyannis to Hyannis Harbor is compelling and appealing to diverse groups and individuals ensuring the project's success.		
Estimated Duration	Initial building assessment to be completed by October 2011. Project timeline will then develop. (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	TBD	Public Share: TBD	Private Share: TBD

Project Title	Hyannis Downtown Water Supply & Wastewater Infrastructure Improvements (Note: this project was also on the 2009 CEDS Local Capital Projects list)		
Description	Investments by public and private entities have improved aspects of the infrastructure and environs, however, several major improvements to support continued economic viability are still high priority needs. These needs include replacement of aged piping, improved pumping capacity for improved pressure in vertical construction, and sewer improvements and extensions		
Estimated Total Cost (If on-going insert annual cost)	\$31.7 M		

Project Title	Airport Rotary Re-design (Note: this project was also on the 2009 CEDS Local Capital Projects list)		
Description	Design and construction of connectivity, capacity, and safety improvements to benefit motorists, pedestrians, cyclists, and freight movements in the north/eastern area of Hyannis. Hyannis is the major commercial and transportation center of Cape Cod (includes major facilities such as Cape Cod Hospital, Steamship Authority docks, Barnstable Municipal Airport, Hyannis Transportation Center, rail terminus, and many business and attractions in an historic downtown area). Access routes within the Hyannis core have long suffered from severe congestion		



	and safety problems. Other constraints on mobility include non-existent bicycle connections and inadequate means of facilitating freight movements. The Hyannis Gateway project was born from the Hyannis Access Study – a multi-year, highly publicized and publicly-participated effort undertaken by the Executive Office of Transportation. Project elements are referenced in the Cape Cod Regional Transportation Plan and have broad support from many community leaders.
Estimated Total Cost (If on-going insert annual cost)	\$58 M

Project Title	Barnstable Harbor Bulkhead Repairs (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Description	Reconstruct the bulkhead around Barnstable Harbor which has collapsed. Barnstable Harbor support commercial and sport fishing, wale watching and other cruises, and is home to a boatyard, fish market, restaurant, boat launch, and offices.
Estimated Total Cost (If on-going insert annual cost)	TBD

Project Title	Hyannis Downtown Transportation Improvements & Cultural Center (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Description	Expanded and improved cultural and transportation facilities including improvements to access roads and main street, construction of a parking garage and other parking improvements, and construction of a cultural center with park improvements
Estimated Total Cost (If on-going insert annual cost)	\$85 M

TOWN OF CHATHAM



Project Title	Wastewater Implementation – Commercial Areas (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Description	This project is Phase 1 of the town-wide Comprehensive Wastewater Management Plan and includes expansion and improvement of the Town of Chatham Wastewater Treatment Facility (WWTF) to comply with the nitrogen Total
Estimated Total Cost (If on-going insert annual cost)	\$59.5 M

Project Title	Chatham Wastewater Facility Plan & Implementation (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Description	Completion of a wastewater facility capacity analysis, design, construction, sewer extensions, and wind power generation
Estimated Total Cost (If on-going insert annual cost)	\$55 M

TOWN OF DENNIS

Project Title	Depot Street Sidewalks From Upper County Road to Mill Street
Goal of the Project	Upgrade north/south sidewalk connection between higher density housing along Upper County Road and the Main Street area of Dennisport.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.



Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$85,000	Public Share: \$85,000	Private Share:

Project Title	Division Street Sidewalks, From North Street to Hall Street		
Goal of the Project	Upgrade pedestrian facilities along one of the primary north/south connections in the Dennisport Village Center.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as one of two north/south connections in the downtown.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		



Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$81,000	Public Share: \$81,000	Private Share:

Project Title	Edwards Avenue Sidewalks From Main Street to Hall Street
Goal of the Project	Upgrade pedestrian facilities alongside Dennis Public Library.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.
	Qualitative: Improved pedestrian access.
Estimated Duration	



	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$17,000	Public Share: \$17,000	Private Share:

Project Title	Hall Street Parking Improvements		
Goal of the Project	Increase available parking for the village and Mike Stacey Park.		
Description	Along with upgrading sidewalks in this area, adding additional parking is a consideration. This would require addressing roadway circulation issues addressed as a separate project, as well as ensuring adequate design accommodations. Parking along this stretch of roadway will allow for increased parking for village businesses, park and library users.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The street serves as a principal access to downtown stores, the town library and Mike Stacey Park.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport, Mike Stacey Park and the Library.		
	Qualitative: More visitors to the village and the park.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert	\$150,000	Public Share:	Private Share:



annual cost)			
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Project Title	Hall Street Sidewalks From Division Street to Edwards Avenue		
Goal of the Project	Upgrade pedestrian facilities along “back” access to village stores, town parking lot, Dennis Public Library and downtown park.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$44,000	Public Share: \$44,000	Private Share:

Project Title	Hall Street Traffic Improvements		
Goal of the Project	Improved traffic circulation, reduced traffic congestion.		



Description	Make Hall Street one-way from Edwards Avenue to Division Street, to relieve traffic congestion at the Edwards Avenue, Telegraph Road, Main Street intersection. Improvements will allow for wider sidewalks than identified in the Hall Street Sidewalk project, and for more parking than would be capable of being accomplished within the Hall Street parking proposal.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. Hall Street connects the Library to downtown parking and Mike Stacey Park. The one-way project will reduce traffic congestion and improve overall access to the village.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Reduced traffic congestion in downtown Dennisport. Reduced congestion and accidents at the Edwards Avenue, Telegraph Road, Main Street intersection		
	Qualitative: Reduced traffic queues.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$250,000	Public Share:	Private Share:

Project Title	Main Street and Depot Street Safety Improvements
Goal of the Project	Reduce vehicle accidents.
Description	Improve visibility at the intersection, reestablish curb cuts at the intersection, erect warning signs regarding turning and stopped traffic.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The intersection is one of several that provide access between Main Street (Route 28) and Dennis beaches. Safety improvements will reduce congestion in the village and improve access to the village and Dennis Beaches.



Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Reduced number of accidents at the intersection.		
	Qualitative: Improved safety.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost	\$150,000	Public Share:	Private Share:

Project Title	Main Street Sidewalks, Sea Street to Holiday Hill		
Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center to connect area businesses to the village.		
Description	Upgrade existing sidewalks and fill in gaps, reset curbs and reestablish curb cuts. Make the entire area ADA accessible.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves to connect several commercial properties and hotels to the village area.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		



Estimated Total Cost (If on-going insert annual cost)	\$132,000	Public Share: \$132,000	Private Share:
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Project Title	Sidewalk Improvements, Main Street, from the Harwich Town Line to Telegraph Road.		
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.		
Description	Upgrade existing sidewalks, remove existing brick walkway and replace it with asphalt or etched asphalt. Create appropriate tree openings and grates, replace dead trees, reset curbs.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access to downtown stores and connects to village parking and the town library.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$51,000	Public Share: \$51,000	Private Share:

Project Title	Main Street Sidewalks, Telegraph Road to Sea Street		
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.		



Description	Upgrade existing asphalt sidewalks to make them ADA compliant. Create appropriate tree openings and grates, replace dead trees, reset curbs and curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the backbone of the area between the village center and the Dennisport Post Office. The stretch included the Dennis Public Library, several restaurant uses and rental housing sites.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport. Improved property values along the stretch of roadway, and reinvestment in several deteriorating structures.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$91,000	Public Share: \$91,000	Private Share:

Project Title	Mike Stacey Park Recreational Improvements
Goal of the Project	Expand recreational opportunities for all ages at Mike Stacey Park.
Description	Expand upon currently programmed improvements at Mike Stacey Park to create ADA compliant trails and activities for all ages at the park, this could include picnic areas, walking trails and features similar to those at Johnny Kelley Park
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The Park serves as the principal recreational area for downtown residents, many of whom are in lower income brackets.



Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased available facilities for residents of Dennisport Village Center.		
	Qualitative: Improved quality of life, making the village a more desirable location to live.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost	\$250,000	Public Share: TBD could be part of the proposed DIF	Private Share: TBD

Project Title	Sea Street Sidewalks From Main Street to Upper County Road		
Goal of the Project	Upgrade north/south sidewalk connection between higher density housing along Upper County Road and Main Street.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		



Estimated Total Cost (If on-going insert annual cost)	\$76,000	Public Share: \$76,000	Private Share:
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Project Title	Sidewalk Amenities		
Goal of the Project	Make the Dennisport Village Center to make the area more attractive and accessible by providing street furniture and other pedestrian amenities.		
Description	Street furniture, trash receptacles, etc.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The pedestrian amenities will make the village area more attractive and will encourage visitors to stay in the village for longer periods of time.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going) On-going		
Estimated Total Cost (If on-going insert annual cost)	\$73,750	Public Share: TBD, town is creating a DIF for this area	Private Share:

Project Title	South Street Sidewalks From Main Street to Depot Street
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Goal of the Project	Upgrade north/south sidewalk connection serving restaurant and retail uses located a short distance off of Main Street, Dennisport.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$46,000	Public Share: \$46,000	Private Share:

Project Title	Telegraph Road Sidewalks From Upper County Road to Main Street		
Goal of the Project	Upgrade pedestrian facilities along one of the primary north/south connections in the Dennisport Village Center.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as one of two north/south connections in the downtown.		



Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$22,000	Public Share: \$22,000	Private Share:

Project Title	Upper County Road Parking Lot		
Goal of the Project	Improved vehicular access to Dennisport Village Center.		
Description	Regrading, new signage and landscaping improvements for the parking lot between Upper County Road and Main Street located west of Telegraph Road. New signage directing people to the location of parking area.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The parking lot serves as overflow parking for the westerly area of the village, several restaurants and the town library.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased number of vehicles using the parking lot.		
	Qualitative: Increased pedestrian trips from this site to the downtown.		



Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$22,000	Public Share:	Private Share:

Project Title	Dennisport Village Center Waste Water Improvements		
Goal of the Project	Provide a centralized waste water facility serving downtown businesses, at least those located in the densest portion of the village.		
Description	Upgrade septic systems and construct a shared waste water system such as a package waste water treatment plant with a shared leaching area on town property.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The project will improve economic conditions in the village and remove a major obstacle to redevelopment. The project will also ensure that town affordable housing goals for the village are capable of being implemented.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Improved water quality, increased investment in the district, increased numbers of housing units in the district.		
	Qualitative: Improved economic conditions in Dennisport.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$10,000,000	Public Share: TBD Potential DIF funding	Private Share: TBD



Project Title	Upper County Road Sidewalks from Sea Street to Candlewood Lane		
Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center connecting proposed Chapter 40R residential district to the village.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access between a proposed higher density housing project, the existing sidewalk network and downtown stores.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert	\$15,000	Public Share: \$15,000	Private Share:



annual cost)			
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Project Title	Upper County Road Sidewalks, Main Street to Telegraph Road		
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.		
Description	Upgrade existing asphalt sidewalks, reset curbs and establish appropriate village oriented plantings.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as “back” access to downtown stores.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total	\$39,000	Public Share:	Private Share:



Cost (If on-going insert annual cost)		\$39,000	
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Project Title	Upper County Road Sidewalks from Telegraph Road to Sea Street
Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center connecting existing residential uses to the village.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access between several higher density housing projects and downtown stores.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.
	Qualitative: Improved pedestrian access.
Estimated Duration	(start & end dates or on-going)



Estimated Total Cost (If on-going insert annual cost)	\$94,000	Public Share:	Private Share:
		\$94,000	

Project Title	Upper County Road Traffic Circulation Improvements
Goal of the Project	Improve traffic circulation and reduce congestion in the downtown.
Description	As part of the Upper County Road, Main Street, Division Street intersection improvements, make Upper County Road one-way from Main Street to Telegraph Road. This will allow for wider sidewalks and more on-street parking. It will also be a safer condition than simply blocking off access from Upper County Road to the Main Street intersection.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. Upper County Road serves the second most important roadway in the village providing access to downtown stores and other parts of Dennis. Adding parking and providing wider sidewalks than addressed in other stand-alone projects will help improve conditions in the village center.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of	Quantitative: Reduced congestion in the downtown Dennisport.



Success	Qualitative: Improved parking and pedestrian access.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$250,000	Public Share:	Private Share:

Project Title	Upper County Road, Main Street, Division Street Intersection Improvements
Goal of the Project	Improve traffic circulation and reduce congestion at major downtown intersection.
Description	Change the circulation of Upper County Road such that it only carries traffic out of the intersection. These traffic circulation changes, which would require new signage, and perhaps the removal of some asphalt. This may also allow for adding parking along Upper County Road.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The intersection is located at the town line and can back up traffic throughout the village center. Improving this location will attract visitors to the village who may fear getting caught in traffic.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.



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Measures of Success	Quantitative: Reduced traffic congestion in the downtown Dennisport.		
	Qualitative: Improved vehicle circulation, shorter lines of cars at the intersection on summer weekends.		
Estimated Duration	(start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)	\$250,000	Public Share:	Private Share:

TOWN OF HARWICH

Project Title	Harwich Harbor Infrastructure
Goal of the Project	Economic development centered on the Town's 3 Nantucket Sound harbors
Description	Redesign harbor waterfront areas to facilitate access for boaters and the general public. Maintain and improve infrastructure including piers, bulkheads, channel, access/parking, restrooms, and wastewater treatment facilities.
Overall Project Benefits	Increase employment, facilitate general boating uses, improve public access.
Estimated Job	Construction: 50 jobs



Creation	Permanent: 50 jobs		
Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	2011 – 2016 with additional phases thereafter (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)		Public Share: \$10 million	Private Share: \$20 million

Project Title	Harwich Center Arts and Culture Project (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Goal of the Project	Create a destination based on arts and culture.
Description	Wastewater treatment infrastructure and road improvements are needed to realize the full potential of Harwich Center.
Overall Project Benefits	Increase direct employment in arts and culture. Additional visitor use will increase use of local restaurants and stores.



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Estimated Job Creation	Construction: 20		
	Permanent: 30		
Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	2011 - 2015 (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)		Public Share: \$750,000	Private Share: \$750,000

Project Title	Wastewater Infrastructure – East Harwich and Harwich Port
Goal of the Project	Enhance one historic village center and facilitate growth potential in another village center.
Description	Harwich Port is a traditional village that is rebounding from a declining economy. Planning efforts in East Harwich seek to transform the center into a mixed use pedestrian-friendly economic center. Both areas will benefit from improved wastewater infrastructure.
Overall Project Benefits	Increase employment opportunities in a village setting. Also, create additional housing and commercial uses.



Estimated Job Creation	Construction: 100 jobs		
	Permanent: 200 jobs		
Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	2011-2020 (start & end dates or on-going)		
Estimated Total Cost (If on-going insert annual cost)		Public Share: \$50 million	Private Share: \$100 million

TOWN OF SANDWICH

Project Title	Sandwich Village Improvement Project
Goal of the Project	To preserve and improve significant historic features in Sandwich adjacent to the recently restored Town Hall. Upgrades to an artesian water fountain, fish ladder, Grist Mill dam and pedestrian accessibility are all elements of this project that will enhance a major Village attraction for both residents and tourists, both critical to Sandwich's economy.
Description	The Sandwich Village Improvement Project entails reconstruction and restoration of functional scenic and historic features as well as providing safe accessibility to these features in Sandwich Village. Improvements to a fish ladder, Grist Mill dam, artesian water fountain and new pedestrian sidewalk and bridge are major elements of this project. Conceptual plans are complete and design is at 25%.



Overall Project Benefits	<p>This project will complement the recently restored Town Hall. The artesian water fountain, fish ladder, and Grist Mill dam located in Sandwich Village are all a major attractions for both residents and tourists. Improving these features and accessibility to these attractions would preserve the historic and scenic qualities of this area and provide a boost Sandwich's economy. Business owners in Sandwich rely heavily on tourism so it is essential that these features be preserved for today and future years. Pedestrian facilities are critical to this project to provide safe and contiguous access to Sandwich's historic sites. These historic and scenic features draw needed tourist who, in turn, support 25 to 30 businesses in the Village, with hundreds of employees working at these locations.</p>		
Estimated Job Creation	Construction: 40 to 45		
	Permanent: 20 to 25		
Measures of Success	Quantitative: Number of tourist/visitors to Village area. Sales of local businesses.		
	Qualitative: Improved water quality at fountain. Visual upgrade of Village area and improved quality of life.		
Estimated Duration	Start Fall of 2011 and complete in Spring 2012		
Estimated Total Cost (If on-going insert annual cost)	\$2 million	Public Share: TBD	Private Share: TBD

Project Title	South Sandwich Business District Infrastructure (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Goal of the Project	To provide infrastructure to the South Sandwich Business District in an effort to attract business to this designated growth area. Infrastructure such as roadways, pedestrian and transit amenities are critical to provide an incentive to develop town-owned land in the District.
Description	Transportation improvements include constructing an internal road on town-owned land to provide access to existing and future land-uses within and adjacent to a 55-acre parcel, including retail, residential, recreational and office. Pedestrian sidewalks and transit facilities both



	within the town-owned land and on adjacent public roads would enhance alternate modes of transportation in the District. Design completion of sidewalks, transit routes and roadways range from conceptual to 100% design stages.		
Overall Project Benefits	Enhance economy in South Sandwich Business District by providing an incentive for development in this growth center. This, in turn, will attract more visitors, shoppers and workers to this area.		
Estimated Job Creation	Construction: 500		
	Permanent: 250		
Measures of Success	Quantitative: Sales, commercial square footage, visitors.		
	Qualitative: Quality of life improvements, new facilities and amenities for residents and tourists.		
Estimated Duration	Start Spring 2012 and complete in Fall 2013		
Estimated Total Cost (If on-going insert annual cost)	\$4 million	Public Share: TBD	Private Share: TBD

Project Title	Town Neck Beach & Boardwalk Bathhouse
Goal of the Project	To enhance visitor accommodations by constructing a bathhouse at Sandwich's Town Neck Beach and Boardwalk.
Description	Town Neck Beach and the Sandwich Boardwalk are major attractions to residents and tourists experiencing the beautiful Sandwich Harbor area. Visitors are currently inconvenienced by lack of bath rooms at this location. The bathhouse will provide visitors a safe, convenient, ADA accessible and sanitary facility to change and use the rest room facilities. Construction will include an elevated septic tank and underground utilities. Concessions will also be provided at the bathhouse during the summer season.



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Overall Project Benefits	The bathhouse will enhance the beach and boardwalk experience and increase tourism to this area. This project will also complement recent Town efforts to minimize pollution to Mill Creek and Sandwich Harbor; resulting in re-opening of shellfish beds for the first time since 1985.		
Estimated Job Creation	Construction: 50		
	Permanent: 10		
Measures of Success	Quantitative: Number of visitors.		
	Qualitative: Quality of life improvement. Improved water quality - allowing continued shellfishing in this area.		
Estimated Duration	Fall of 2011 to Spring of 2012		
Estimated Total Cost (If on-going insert annual cost)	\$700,000	Public Share: TBD	Private Share: TBD

Project Title	Wastewater Treatment (Note: this project was also on the 2009 CEDS Local Capital Projects list)
Description	A comprehensive solution to wastewater needs (i.e., wastewater treatment plant), particularly for the South Sandwich Business District (the so-called "Golden Triangle") and the Sandwich Industrial Area.
Estimated Total Cost (If on-going insert annual cost)	TBD

TOWN OF TRURO

Project Title	South Jetty Restoration
Goal of the Project	To restore the foundation of a 1957 jetty at the entrance to Pamet Harbor



Description	The south jetty of Pamet Harbor is a stone jetty that is collapsing. It was built in 1957. If it is not repaired, the area will scour through causing a public safety hazard and a wildlife hazard.		
Overall Project Benefits	Safety, wildlife habitat and keep commercial fishing and recreational use possible.		
Estimated Job Creation	Construction:		
	Permanent:		
Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	November, 2011 – April 2012		
Estimated Total Cost (If on-going insert annual cost)	400,000	Public Share: 100%	Private Share:



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- END -



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Appendices



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Appendix 1: Strategy Committee Meeting Agendas and Minutes



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: Thursday, September 2, 2010

Time: 5:00 – 6:30 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - Budget Report – Felicia Penn
3. Grant Committee Report
 - Fall Grant Round – timing etc.
4. CEDS Implementation
 - Sub-regional Economic Development Collaborations – Paul Niedzwiecki
 - Priority Project RFP & Grant Proposals Submitted – Leslie Richardson
5. RESET Update
6. Data Center Update
7. Public Outreach Update
8. Other
 - LC3 Presentation

Attachments:

- Minutes from previous meeting
- LC3 Report



Cape Cod Economic Development Council

Minutes, September 2, 2010

Council Members:

Ken Cirillo, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard

Liaisons:

John Harris, Cape Cod Commission; Charlotte Striebel, AOD

Also Attending:

Leslie Richardson, Dan Dray, Paul Niedzwiecki, Bill Doherty, County Commissioner

Absent:

Alice Boyd, Richard Gurnon, Brian Mannal, Rick Presbrey, Dan Wolf; M. Pat Flynn, County Commissioner

David Willard called the meeting to order at 5:00 PM in the conference room of the Cape Cod Commission. He stated his plans to reverse the agenda and start with Other business.

Other:

David Willard introduced representatives of the Local Cape Chambers Collaborative (LC3): Marie Oliva, President/CEO of the Cape Cod Canal Region Chamber of Commerce, Lisa Franz, Executive Director of the Chatham Chamber of Commerce, and Kyle Hinkle, Executive Director of the Brewster Chamber of Commerce.

The **LC3** Representatives gave a presentation on the role of local chambers of commerce in economic development. They concluded the presentation with an expression of interest in collaborating with the EDC to benefit Cape Cod. Open discussion ensued on what sort of strategic partnership might be forged over time. David Willard said an EDC subcommittee would be established to facilitate working together with the local chambers and Paul Niedzwiecki stated his plan to meet with each local chamber over the next year. Felicia Penn emphasized the importance of the CEDS and the Regional Priority Projects therein in guiding partnership activities.

David Willard thanked the LC3 representatives for their time and presentation. He then introduced Dan Dray and Megan Amsler for an update on the **Clean Energy Training Grant**. Dan outlined the two components of the grant: training and internships. He explained that the training program has been very successful but the internship program has not. There has been little demand for interns and more work with the Tech Schools on the supply of interns is needed. Ken Cirillo felt the stipend reimbursement amount was too low and recommended increasing the amount covered by the grant in order to make it appealing to employers.

Council Chair's Report:

David Willard requested that Felicia Penn review the budget allocation for the current fiscal year with the Council. Felicia handed out the allocation which includes \$300,000 for grants this year. The Council discussed the revenue figures and felt comfortable with the estimates. David Willard moved to accept the budget as allocated and Felicia seconded it with all voting in favor.

Grant Committee Report

Felicia Penn handed out the fall grant round call for proposals for the Council to review. She requested that staff expand the mailing list for the announcement and also do a press release on the



Cape Cod Economic Development Council

Minutes, September 2, 2010

availability of grants. Felicia moved that the announcement be approved, John Kilroy seconded the motion and all voted in favor.

CEDS Implementation

Paul Niedzwiecki reaffirmed his intention to visit with the local chambers of commerce over the next year and encourage sub-regional partnerships for economic development consistent with the CEDS.

Leslie Richardson informed the Council of three grant proposals completed in August that related to CEDS Regional Priority Projects and one request for proposals related to the newest Priority Projects identified in the year one annual evaluation this past spring.

Nominating Committee Report

Felicia Penn announced that Admiral Gurnon has resigned his seat being unable to attend the meetings as scheduled. She announced that there are two openings and requested that a member of the Council take the lead on finding potential candidates. No volunteer was named.

The meeting was adjourned at 6:35 PM. The next meeting will be October 7, 2010.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: October 7, 2010

Time: 5:00 – 6:30 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
 - June and September
2. Council Chair's Report
 - LC-3 Update
 - Harbor Your Arts Update
3. Nominating Committee Report
 - Term Extensions
 - Potential New Members
4. Grant Committee Report
 - Fall/2010 Grant Round Update
5. Other
 - Green Jobs Program Update
 - November Meeting – CEDS Workgroup Chairs?

Attachments:

- Minutes from previous meetings



Cape Cod Economic Development Council

Minutes, October 7, 2010

Council Members:

Alice Boyd, Ken Cirillo, John Kilroy, Brian Mannal, Felicia Penn, Paul Rumul, Allen White,

Liaisons:

John Harris, Cape Cod Commission; M. Pat Flynn, County Commissioner

Staff Attending:

Leslie Richardson, Dan Dray,

Absent:

Rick Presbrey, David Willard, Dan Wolf; Charlotte Striebel, AOD

Felicia Penn called the meeting to order at 5:03 PM in the conference room of the Cape Cod Commission.

Board Minutes

Allen White moved approval of the June minutes with Paul Rumul seconding the motion; all voted in favor of approval. Paul Rumul moved approval of the September minutes with Allen White seconding the motion; Alice Boyd abstained; all others voted in favor of approval.

Council Chair's Report:

Felicia Penn reported that a committee including David Willard, Felicia Penn, Paul Niedzwiecki, and a local chamber representative has been established to complete a series of listening meetings with the local chambers of commerce on Cape Cod. David Willard has requested that LC3 nominate the local chamber representative to participate. The group will report back to the Council as they proceed with the effort. Paul Rumul noted that the subject of financial resources should be expected to arise in these meetings. John Kilroy asked when the tour would likely conclude; Felicia Penn responded that mid-spring was the goal.

Felicia Penn reported that the Town of Barnstable is looking to have a private entity take over the "Harbor your Arts" program. This program, started by the town, received three rounds of funding from the EDC for a total of \$225,000.

Nominating Committee Report:

Felicia Penn requested that the Council vote to extend the terms of John Kilroy, Allen White, and David Willard to end 12/31/10. Allen White moved the extension with Alice Boyd seconding the motion; all voted in favor. Felicia Penn then requested that the Council vote to correct the term end date for Dan Wolf and Ken Cirillo to 12/31/11. Paul Rumul moved the extension with Allen White seconding the motion; all voted in favor. The goal of these extensions is to align all term end dates with the end of the calendar year. The Council then discussed a number of possible new members and agreed that the Nominating Committee will meet to determine future nominees interested in joining the EDC.

Grant Committee Report

Leslie Richardson passed out the packets of letters of intent to the grant committee members. Felicia Penn reminded members that the committee would meet on October 20th with the goal being to have recommendations for grant awards at the December meeting.



Cape Cod Economic Development Council

Minutes, October 7, 2010

Other:

Dan Dray reported that Commonwealth Corporation is happy with the changes being made to the Green Jobs Program grant that will allow for more trainings, new certification courses, and a smaller number of internships with higher stipend payments. Unused matching funds will be released for use by the Council for other purposes.

Felicia Penn provided the Council with an update on the current fiscal year budget noting that she and David Willard will be meeting with the County Commissioners to finalize the allocations of funds. The Council discussed the suggestion that they meet annually with the Assembly of Delegates. It was agreed that the annual report that the EDC provides the County Commissioners should be sufficient if presented by the Commissioners to the Assembly. Felicia Penn also noted that the full cost of the Rt. 6 rest area had been taken out of license plate funds for the current fiscal year but that the EDC had only agreed to pay half of the cost. The Council reasserted its willingness to pay but only for half the cost. Felicia Penn will convey this message to the County Commissioners.

Leslie Richardson asked the EDC if they would be willing to meet with the CEDS Working Group Chairs to discuss the annual evaluation process and implementation efforts to date. The EDC discussed the idea and decided they would like to have a small workshop during the latter half of the November meeting to review the CEDS working structure and decide how best to proceed from there.

The meeting was adjourned at 6:10 PM. The next meeting will be November 4, 2010.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: November 4, 2010

Time: 5:00 – 6:30 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
3. Grant Committee Report
 - Lewis Bay Research Grant Update
4. CEDS Implementation Update – Workshop Session
5. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, November 4, 2010

Council Members:

Alice Boyd, Ken Cirillo, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, David Willard, Dan Wolf

Liaisons:

M. Pat Flynn, County Commissioner; John Harris, Cape Cod Commission; Charlotte Striebel, AOD

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre, Sheila Lyons, Barnstable County Commissioner

David Willard called the meeting to order at 5:02 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

Allen White motioned to approve the minutes of the October 7, 2010 meeting, Paul Rumul seconded and all approved. David Willard introduced Brian Braginton-Smith, Executive Director of Lewis Bay Research Center (LBRC) and recipient of an EDC license plate grant award in the Spring/2010 round.

Grant Committee Report:

Mr. Braginton-Smith updated the Council on the efforts of the LBRC's ongoing water quality monitoring which validates the existing problems of the Cape Cod water environment. The presentation included the current status of the construction of a greenhouse for algae harvesting at the research center which is the project for the awarded grant.

Felicia Penn stated that the grant committee is unsatisfied with the Letters of Intent with regards to addressing necessary criteria for eligibility. Before the next round of grants, the committee intends to revamp the process to be more specific and mechanical.

CEDS Implementation Update:

Leslie Richardson requested input from the Council on improving the yearly evaluation process for the CEDS. After a short discussion, it was decided that a subcommittee would be formed to work with the Cape Cod Commission staff on this issue. The subcommittee will be Alice Boyd, John Harris, Rick Presbrey, Paul Rumul, Allen White, and David Willard. Leslie Richardson will schedule a meeting in the near future.

Other:

Dan Wolf acknowledged how being a member of the EDC has expanded his knowledge of Cape Cod and thanked the members for their support during his recent election to the state senate.



Cape Cod Economic Development Council

Minutes, November 4, 2010

David Willard reported that the Local Cape Chambers Collaborative (LC3) has rejected the EDC offer for representatives to meet with the Boards of each of the local chambers. David Willard will discuss alternatives with LC3 and report back to the EDC.

Felicia Penn reported on behalf of the Nominating Committee that there are currently two prospects for new members to the EDC. Members were reminded to contact Ms. Penn with any candidates for member vacancies.

David Willard adjourned the meeting at 6:02 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: December 2, 2010

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - Review of Annual Report for County Commissioners
 - LC3 Process Update
3. Grant Committee Report
 - Grant Award Recommendations
4. Nominating Committee Report
 - New Member Update
5. CEDS Implementation Update
 - Update on Strategic Information Office & Center of Excellence for Water Resources – IBM Contract
6. Data Center Update
 - Balanced Economy Benchmarks – Presentation by Leslie Richardson
7. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, December 2, 2010

Council Members:

Alice Boyd, Brian Mannal, Felicia Penn, Rick Presbrey, Allen White, David Willard, Dan Wolf

Liaisons:

M. Pat Flynn, County Commissioner

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre, Ryan Ellison

Absent:

Ken Cirillo, John Kilroy, Paul Rumul, Charlotte Striebel, AoD Liaison

David Willard called the meeting to order at 5:01 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

Allen White motioned to approve the minutes of the November meeting, Brian Mannal seconded, and all approved. David Willard presented a message from Charlotte Striebel, AOD Liaison, expressing her regrets for missing what would have been her last meeting on the EDC. Mr. Willard expounded on Ms. Striebel's invaluable service on the Council and noted that the Barnstable County Assembly of Delegates would be appointing a new liaison to the Council.

A *Cape & Islands License Plate Revenue* report representing income to date was reviewed. Felicia Penn presented a draft *Barnstable County CCEDC Annual Report for Fiscal Year 2010* for review. A brief discussion followed regarding language in the *Structure and Funding Changes* section. Mr. Willard will follow up with Mark Zielinski, Director of Finance to discuss any changes. Rick Presbrey suggested that the Council members listed on the document be updated to reflect the current members for FY11. The Council agreed and Ms. Penn will make that change.

Mr. Willard reported that discussions continue with the Local Cape Chambers Collaborative (LC3) with regards to representatives of the EDC meeting with the Boards of the local chambers.

Grant Committee Report:

Felicia Penn presented a report with recommendations from the Grant Committee for grant awards from the Fall/2010 Grant Round. From the fourteen (14) agencies selected to submit full grant proposals, six (6) agencies were selected to receive grants totaling \$150,000. Alice Boyd motioned the Committee's recommendations be sent to the County Commissioners for approval, Rick Presbrey seconded, and all approved.



Cape Cod Economic Development Council

Minutes, December 2, 2010

Nominating Committee Report:

Felicia Penn presented the resume of Jay Zavala, Falmouth, MA and requested that he be appointed for one year to fill the term vacated by Admiral Richard Gurnon. Allen White motioned to send a recommendation to the County Commissioners for approval of Jay Zavala as a member of the EDC, Brian Mannal seconded, and all approved.

CEDS Implementation Update:

Leslie Richardson and Paul Niedzwiecki updated the Council on the status of the Commission's contract with IBM to scope the development of a Strategic Information Office and a Center of Excellence for Water Resources. During the month of December IBM will be conducting interviews with key stakeholders in both parts of the project. A workshop will be held in January and a final report will be submitted in February.

Data Center Update:

Leslie Richardson presented the first in a series of Balanced Economy Benchmarks to track the economic performance of the Cape Cod region over time and relative to the state and nation. The benchmarks are available on the STATscapecod website (<http://www.statscapecod.org/>) that has been developed as part of the CEDS process and the Commission's status as an affiliate in the US Census Bureau state data center network.

The meeting adjourned at 6:20 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: January 6, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - New member introduction
3. Grant Committee Report
 - Spring round
4. Nominating Committee Report
5. CEDS Implementation Update
 - Priority Project Update: Coastal Use Templates
6. Data Center Update
 - Town Profiles Preview
7. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, January 6, 2011

Council Members:

Alice Boyd, Ken Cirillo, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, David Willard, Dan Wolf, Jay Zavala

Liaisons:

John Harris, Cape Cod Commission;

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre, Andrew Walsh, Sheila Lyons, County Commissioner

Absent: M. Pat Flynn, County Commissioner

David Willard called the meeting to order at 5:01 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

Mr. Willard opened the meeting by welcoming new member, Jay Zavala, to the EDC. Mr. Zavala gave a brief bio and EDC Members and Commission staff introduced themselves.

Alice Boyd motioned to approve the minutes of the December 2, 2010 meeting, Allen White seconded, and all approved.

Mr. Willard reported that he had met with Mark Zielinski, Director of Finance, to discuss the verbiage in the *Structure and Funding Changes* section of the *Barnstable County CCEDC Annual Report for 2010* and there will be no changes made to the original draft. The membership was changed to reflect the current members.

Mr. Willard announced that he and Paul Niedzwiecki would be attending a meeting with LC3 on January 14, 2011 at the Dennis Police Station. Any interested EDC members are welcome to attend, also. Mr. Niedzwiecki reinforced the need to work together toward regionalization and to define roles and responsibilities. Felicia Penn stated that local chamber projects should relate to the CEDS Priority Projects.

Mr. Willard reported that the EDC and Cape Cod Commission are hosting an EDIC Roundtable on February 4, 2011 which will include the Falmouth and Mashpee EDICs, the Bourne Financial Development Corporation, and the Sandwich Economic Initiative Corporation. The purpose of the roundtable will be to compare long term planning and economic development goals and discuss collaboration in working towards these goals.



Cape Cod Economic Development Council

Minutes, January 6, 2011

Grant Committee Report:

Ms. Penn expressed the Grant Committee's dissatisfaction with the grant proposals submitted for the Fall/2010 Grant Round. Ms. Penn stated that the Grant Committee will be meeting to discuss revamping the EDC grant process and any interested members are invited to attend. Alice Boyd agreed to join the meeting as grant writing is her field of expertise. A date and time for this meeting will be established and those interested will be notified.

Nominating Committee Report:

Felicia Penn stated that there are no persons being considered for membership at this time and any suggestions would be welcomed. Ms. Boyd offered that she has someone to suggest and that she will forward that information to Ms. Penn.

CEDS Evaluation Subcommittee Update:

Leslie Richardson reported that the subcommittee has met several times to discuss the Spring CEDS Event. Their priority is to showcase the top projects to move along and projects tied to Open Cape. A presentation on the IBM – *Smart Cape Initiative* is being planned.

CEDS Priority Project Update: Coastal Use Templates:

Leslie Richardson presented an overview of the Coastal Use Templates priority project – its purpose and the mapping and research conducted to date. Council members discussed possible next steps for the project.

Data Center Update: Town Profiles Preview:

The Town Profiles Preview was postponed.

The meeting was adjourned at 6:25 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: February 3, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - AOD Liaison Introduction
 - Budget Update
3. Grant Committee Report
 - Grant Application Update
 - New Direction: CEDS Issue – 4 Year School
 - Jeannine Marshall/Coastal Community Capital: Revolving Loan Fund Update
4. Nominating Committee Report
5. CEDS Implementation Update
 - Center for Excellence in Water Quality & Strategic Information Office
6. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes: February 3, 2011

Council Members:

Brian Mannal, Felicia Penn, Paul Rumul, Allen White, David Willard

Liaisons:

M. Pat Flynn, County Commissioner; John Harris, Cape Cod Commission

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre, Jeannine Marshall of Coastal Community Capital, Inc.

Absent:

Alice Boyd, Ken Cirillo, John Kilroy, Rick Presbrey, Dan Wolf, Jay Zavala; Paul Pilcher, Assembly of Delegates

David Willard called the meeting to order at 4:59 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

David Willard introduced Jeannine Marshall of Coastal Community Capital for an update of the \$100,000 Revolving Loan Fund granted by the EDC in March, 2009. Ms. Marshall expressed her gratitude to the EDC for the funding. She stated that the funds were joined with contributions from other organizations to total \$250,000 and that those funds have been used to save jobs and create new jobs with a minimum of defaults. Ms. Marshall informed the Council that the funds have also been used as matching assets to leverage federal funding.

Felicia Penn requested bi-yearly reports be submitted to the EDC to which Ms. Marshall agreed. Mr. Willard expressed an interest in having a representative of the EDC on the Board of Directors of Coastal Community Capital to which Ms. Marshall also agreed. The selection of a representative was continued until the next meeting.

Allen White motioned to approve the minutes of the January meeting, Paul Rumul seconded and all approved.

Budget Update:

Ms. Penn stated that there has been no news on the status of the EDC budget from the Barnstable County Finance Office.

Grant Committee Update:

Ms. Penn announced that a Spring/2011 round of grant funding will begin approximately mid February and end in May. Ms. Penn informed the Council that a new system of submitting Letters of Intent electronically is being perfected and will be used to guide the applicants to address specific topics and requirements.

Ms. Penn asked the Council for feedback on the idea of using EDC funds to support a specific CEDS regional priority project such as the Specialized 4-year College or the Marine Technology and Homeland Security Testing & Training Center both of which require a feasibility analysis that could



Cape Cod Economic Development Council

Minutes: February 3, 2011

be covered with EDC funds. The Council agreed that this was a good approach that could begin after the spring grant round.

Paul Niedzwiecki informed the Council that recent conversations with IBM tie into this idea and they may be interested in participating and matching funds on such a project. Mr. Niedzwiecki stated that former Congressman Delahunt was interested in pursuing a Homeland Defense project at the Mass Military Reservation and that Governor Duval Patrick should be included in discussions. He added that Woods Hole Oceanographic Institute and Marine Biological Laboratory would also be likely partners.

Nominating Committee Report:

Ms. Penn stated that she has a lead on a new member for the EDC but has not made contact.

CEDS Implementation Update/Center for Excellence in Water Quality & Strategic Information Office:

Mr. Niedzwiecki updated the Council regarding continuing meetings with IBM. IBM recently hosted a two day workshop to identify stakeholders for the Center and plan to have a report on scoping by March, which leads to the next step of a data inventory. Mr. Niedzwiecki stated that this information will be profiled at the spring CEDS evaluation which will include a two day event this year hosted by the Cape Cod Commission, Open Cape, the Cape Cod Technology Council and the Cape Cod Chamber of Commerce; IBM has been asked to sponsor the event along with a number of local businesses.

Mr. Willard reported that he and Mr. Niedzwiecki continue to attend the Board meetings of the local chambers with much success and that the Chambers are excited by the progress. Mr. Niedzwiecki stated that the Chambers were unaware of the technical assistance available to their towns through the Cape Cod Commission and that the Chambers need to push their towns to take advantage of these tools.

Mr. Niedzwiecki stated that the meeting with the Upper Cape economic development organizations had to be postponed due to a public safety issue and will be rescheduled.

Mr. Willard adjourned the meeting at 6:38 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: March 3, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - Buy Fresh Buy Local EDC Grant Update - Bill Clark
 - EDC Rep to Coastal Community Capital Board of Directors
3. Grant Committee Report
 - Spring/2011 Grant Round Schedule
4. Nominating Committee Report
5. CEDS Implementation Update
 - Spring Conference
6. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, March 3, 2011

Council Members:

Alice Boyd, Ken Cirillo, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Allen White, David Willard, Dan Wolf, Jay Zavala

Liaisons:

John Harris, Cape Cod Commission

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre; Sheila Lyons, Barnstable County Commissioner; Buy Fresh Buy Local Representatives: Bill Clark, Jessie Gunnard, Heidi Waltz

Absent:

Paul Rumul; M. Pat Flynn, County Commissioner; Paul Pilcher, Assembly of Delegates

David Willard called the meeting to order at 4:59 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

Upon a motion by Brian Mannal, second by Allen White, members approved the minutes from the February 3, 2011 meeting, with all members not present at the February meeting abstaining.

David Willard introduced Bill Clark, Co-Chair of the Buy Fresh Buy Local (BFBL) Cape Cod Steering Committee, for an update on the Spring/2010 grant awarded to BFBL and Cape Cod Commercial Hook Fisherman's Association (CCHFA), jointly, by the EDC. Bill introduced coworkers Jessie Gunnard, Program Coordinator, and Heidi Waltz, Co-Chair of BFBL and Manager of Peach Tree Circle Farm in West Falmouth, MA. Mr. Clark thanked the EDC for all the support since the birth of BFBL. Ms. Gunnard presented a power point which detailed the progress of the organization over the last year including the success of events held, the growth in membership of growers, farm stands, and partners, and plans for future advertising and promotions. Mr. Clark spoke on behalf of CCHFA about the success of the fisheries program over the last season and future growth plans. A discussion followed with suggestions on ways to promote the organizations for the benefit of the Cape Cod region.

Mr. Willard announced that Allen White volunteered to be the EDC representative to the Board of Coastal Community Capital. Upon a motion by Alice Boyd, second by Felicia Penn, members approved the appointment. Felicia Penn requested an update from Mr. White every 4-6 weeks depending on the number of applicants to Coastal Community Capital, to which Mr. White agreed.

Mr. Willard reported that the Barnstable County Commissioners have appropriated funds for the Spring/2011 grant round and the EDC website. Sheila Lyons stated that the EDC continues to be the only organization funding the maintenance of the Route 6 rest area but the County Commissioners will approach the Cape Cod Chamber of Commerce to contribute half of the maintenance cost from their portion of the license plate funds. Members discussed private sector businesses that benefit from the rest area that might be willing to contribute. Paul Niedzwiecki raised possibilities for the property to become self-sufficient if the county was able to obtain possession from the state.



Cape Cod Economic Development Council

Minutes, March 3, 2011

Grant Committee Report:

Felicia Penn presented a schedule for the Spring/2011 grant round. Ms. Penn announced that the new online submission form has been tested and will be utilized in this round. Ms. Penn confirmed that the form had been tested for security from viruses and hackers.

CEDS Implementation Update: Spring Conference:

Leslie Richardson announced that the spring CEDS evaluation will be part of a larger event, the Smarter Cape Summit, hosted by Open Cape, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, and the Cape Cod Commission. IBM will participate in the platform and also provide sponsorship. The Summit will be held May 9 & 10, 2011 at the Wequassett Inn, Chatham, MA. Mr. Niedzwiecki stated that the common thread aligning these organizations is working together towards a Smarter Cape Cod. Sheila Lyons suggested that Governor Duval Patrick be invited to keep him updated on current Cape Cod projects.

Other:

A brief discussion ensued on wastewater treatment and local versus regional approaches.

The meeting was adjourned at 6:30 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: April 7, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
3. Grant Committee Report
 - LOI Review Results
4. Nominating Committee Report
5. CEDS Implementation Update
 - SmarterCape Initiative
6. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, April 7, 2011

Council Members:

Alice Boyd, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard

Liaisons:

John Harris, Cape Cod Commission;

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre

Absent: Ken Cirillo, Brian Mannal, Rick Presbrey, Dan Wolf, Jay Zavala; M. Pat Flynn, County Commissioner; Paul Pilcher, Assembly of Delegates

David Willard called the meeting to order at 5:08 PM in the conference room of the Cape Cod Commission.

Council Chair's Report:

Upon a motion by Allen White, second by Alice Boyd, members approved the minutes from the March 3, 2011 meeting.

Grant Committee Report/LOI Review Results:

Felicia Penn reported that the Grant Committee met March 2, 2011 and selected nine organizations to submit full grant proposals from the 26 Letters of Intent (LOI) that were received. The requested funds totaled almost \$900,000 against the \$150,000 that is available. Ms. Penn stated that the new electronic format made the LOI review much easier and a few improvements are in process before the full grant proposals will be submitted. Ms. Penn also stated that the Committee will be placing more emphasis on participation in the Cape & Islands License Plate Program. John Harris expressed the need to be more diligent when it comes to monitoring the grant recipients and site visits should be scheduled.

Nominating Committee:

Ms. Penn reported that there was nothing new from the Nominating Committee.

CEDS Implementation Update/SmarterCape Initiative:

Leslie Richardson reminded the Members of the SmarterCape Summit being held May 9-10, 2011 and the importance of responding to the invitation immediately due to space constraints. Paul Niedzwiecki summarized some of the agenda items scheduled for the Summit and offered to preview his presentation on water quality issues at the May EDC meeting.

A discussion ensued regarding water quality and wastewater issues on Cape Cod.

The meeting was adjourned at 6:14 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: May 5, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
 - CCEDC Inc./MOU
3. Grant Committee Report
4. CEDS Implementation Update
 - CEDS Workplan Update
 - SmarterCape Summit/Water Quality Presentation Preview
5. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

Minutes, May 5, 2011

Council Members:

Ken Cirillo, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard,

Liaisons:

M. Pat Flynn, County Commissioner; John Harris, Cape Cod Commission; Spyro Mitrokostas, Assembly of Delegates

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Dan Dray, Taree McIntyre, Sandra Perez, Ryan Ellison, Sheila Lyons and Bill Doherty, Barnstable County Commissioners, Sue Rohrbach

Absent: Alice Boyd, Brian Mannal, Rick Presbrey, Dan Wolf, Jay Zavala

David Willard called the meeting to order at 5:04 PM in the conference room of the Cape Cod Commission.

Board Minutes

Upon a motion by Allen White, second by Paul Rummul, members approved the minutes from the April 7, 2011 meeting.

Council Chair's Report

CCEDC, Inc./MOU:

Mr. Willard opened the floor for a discussion of the proposed MOU submitted by Wendy Northcross, Cape Cod Chamber of Commerce. The proposed MOU would formalize a partnership between the CC Chamber's sister corporation - the Cape Cod Economic Development Council, Inc., Barnstable County's Cape Cod Economic Development Council, and other collaborating stakeholders in an effort to leverage increased funding from the state and other resources. Felicia Penn presented a revised MOU more applicable to County circumstance, Paul Rummul motioned to approve the modified agreement, Allen White seconded, and all approved.

Grant Committee Report

Spring/2011 Grant Round:

Ms. Penn announced that the deadline for submitting the full grant proposals for the Spring/2011 grant round was extended from May 6, 2011 to May 12, 2011 because of time constraints on the Administrator's schedule due to the SmarterCape Summit. The full grant proposals will be submitted electronically with supporting information and forms being mailed or emailed. The committee is scheduled to meet May 25, 2011 at 3:00 at the Cape Cod Commission to make the final selections for grants to be awarded.



Cape Cod Economic Development Council

Minutes, May 5, 2011

CEDS Implementation Update

CEDS Workplan Update:

Leslie Richardson presented the CEDS Workplan Implementation for Year 3 detailing assigned responsibilities of the Economic Department staff. Ms. Richardson stated that the main goal is working toward Economic Development District (EDD) designation which is a 2-3 year process. Paul Niedzwiecki announced that the next EDIC roundtable will be in August and will include the Town Administrators. Ms. Penn requested that the Cape Cod Commission track project expenses for all technical assistance to towns to be used as leverage for in-kind funds. Mr. Niedzwiecki stated that he was meeting with the County Commissioners in May to update them on the 16 priority projects.

SmarterCape Summit/Water Quality Presentation Preview:

Mr. Niedzwiecki previewed a portion of the water quality presentation prepared by the Commission staff for the SmarterCape Summit. A conversation ensued regarding issues the Cape is currently facing and realistic measures to address the cost factor. Mr. Niedzwiecki stated that the crux to affordability is more grants and no loans.

Other

Cape & Islands License Plate Update:

Paul Rumul presented an update of the Cape & Islands License Plate Revenue from inception to March, 2011 which spurred a conversation regarding the marketing of the license plate.

The meeting was adjourned at 6:12 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: June 2, 2011

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
3. Grant Committee Report
4. CEDS Implementation Update
 - Endorsement of Year 2 Annual Report (Leslie Richardson)
5. RESET Update
6. Other

Attachments:

- Minutes from previous meeting

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885.



Cape Cod Economic Development Council

Minutes, June 2, 2011

Council Members:

Alice Boyd, Ken Cirillo, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard, Jay Zavala

Liaisons:

M. Pat Flynn, County Commissioner; John Harris, Cape Cod Commission; Spyro Mitrokostas, Assembly of Delegates

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Taree McIntyre, Sheila Lyons, Barnstable County Commissioner

Brian Mannal, Rick Presbrey, Dan Wolf

David Willard called the meeting to order at 5:01 PM in the conference room of the Cape Cod Commission.

Board Minutes

Upon a motion by Allen White, second by Alice Boyd, members approved the minutes from the May 5, 2011 meeting.

Council Chair's Report

SmarterCape Summit

Mr. Willard opened the floor for a discussion of the SmarterCape Summit held May 9th and 10th. The discussion turned specifically to the session on the feasibility of a specialized four-year college on Cape Cod, a CEDS priority project. Felicia Penn and Leslie Richardson will work together to identify how this project might be moved forward.

Grant Committee Report

Spring/2011 Grant Round:

Ms. Penn announced that the committee recommends that three grants be awarded for a total of \$65,960 of license plate funds. The recommended grants are:

1. \$40,000 for the Smarter Cape Initiative (A CEDS priority project) requested by the Cape Cod Commission
2. \$20,000 for the Restore Start Up submitted by Habitat for Humanity
3. \$5,960 for the Sub-tidal Aquaculture Workshop submitted by the Provincetown Center for Coastal Studies

The Council voted to send this recommendation to the County Commissioners with Ken Cirillo making the motion and John Kilroy seconding.



Cape Cod Economic Development Council

Minutes, June 2, 2011

A general discussion ensued regarding future granting of license plate funds. The Council discussed the importance of realizing the potential of the Open Cape Broadband network currently being built and the need for municipal and last-mile connections. The idea of issuing an RFP for grants to address particular CEDS priority projects was discussed and agreed to as a viable approach for the future. No specific decisions were voted upon.

CEDS Implementation Update

CEDS Annual Report Endorsement:

Leslie Richardson presented the CEDS Annual Report for Year 2 for the Council's endorsement prior to sending it to the Cape Cod Commission for approval. The Council endorsed the document unanimously.

The meeting was adjourned at 6:05 PM.

**AGENDA
CAPE COD COMMISSION**

**Thursday, June 9, 2011
3:00 p.m.**

First District Court House • Chamber of the Assembly of Delegates
Route 6A, Barnstable, MA 02630

3:00 p.m.

- Roll Call
- Public Comment
- Executive Director's Report
- Minutes: 5/12/11.
- Election of New Officers
- Public Hearing: Proposed Amendment to Technical Bulletin 09-002
DRI Guidelines for Energy Compliance — Ryan Christenberry
- Comprehensive Economic Development Strategy Report — Leslie Richardson
- Other Business
- CCC Member Comments
- Adjourn

*If you are deaf or hard of hearing or are a person with a disability who requires
an accommodation, please contact the Cape Cod Commission
at (508)362-3828 or TTY (508)362-5885.*



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CEDS Annual Report - 2011

Cape Cod Commission
June 9, 2011



Foundation

RPP Growth Policy



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- **The growth policy for Barnstable County, expressed throughout the 2009 Regional Policy 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.**

Economic Development Definition



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Economic Growth

- **Infrastructure**
 - Access
 - Capacity
 - Efficiency
 - Reliability
 - Cost
- **Regulation**
 - Clarity
 - Fairness
 - Consistent with Land Use Goals

Economic Diversity

- **Education & Workforce Development**
 - Access
 - Quality
 - Cost
- **Industry Cluster Development**
 - Capital
 - Risk
- **Regulation**

Versus Business Development



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Business Attraction

- **Cost of Doing Business**
- **Capital Access**
- **Recruitment Marketing**

Business Retention

- **Business Training**
- **Capital Access**
- **Targeted Marketing**
- **Access To Markets**

Economic Development Principles



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- ***Protect and build on your competitive advantage*** – For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.
- ***Use your resources efficiently*** – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.

Economic Development Principles



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- **Foster balance and diversity** – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
- **Expand opportunity and regional wealth** – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

RPP ED Goals



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- 1. Low Impact and Compatible Development**
- 2. A Balanced Economy**
- 3. Regional Income Growth**
- 4. Infrastructure Capacity**

CEDS Goal



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- **Regional Collaboration and Joint Commitment**

CEDS Five-Year Plan

A Process



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Plan Work Groups Completed April 2009



1

Strategy Committee

The Cape Cod Economic Development Council

5

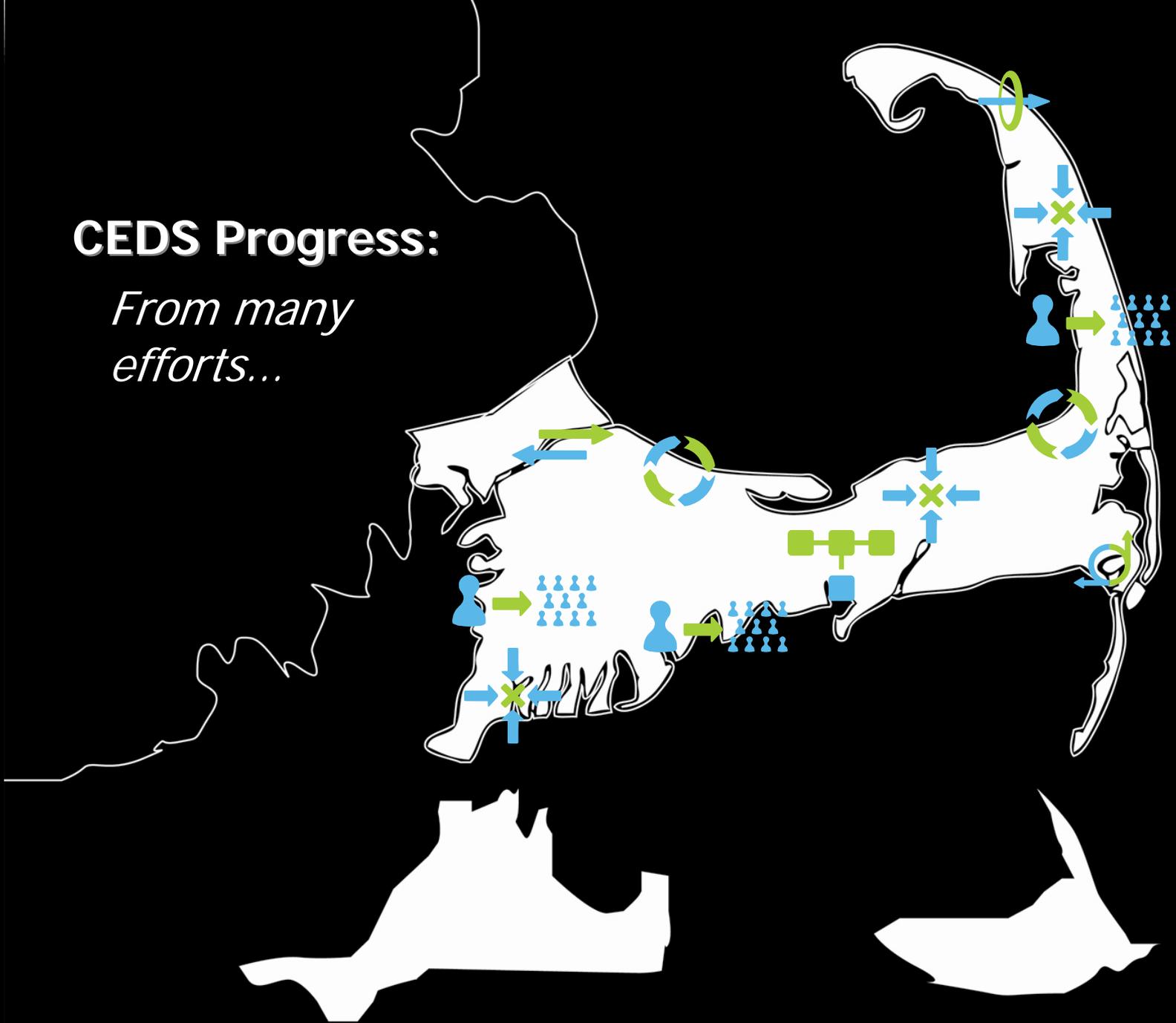
WORK GROUPS

61

**Representatives
of Regional Organizations**

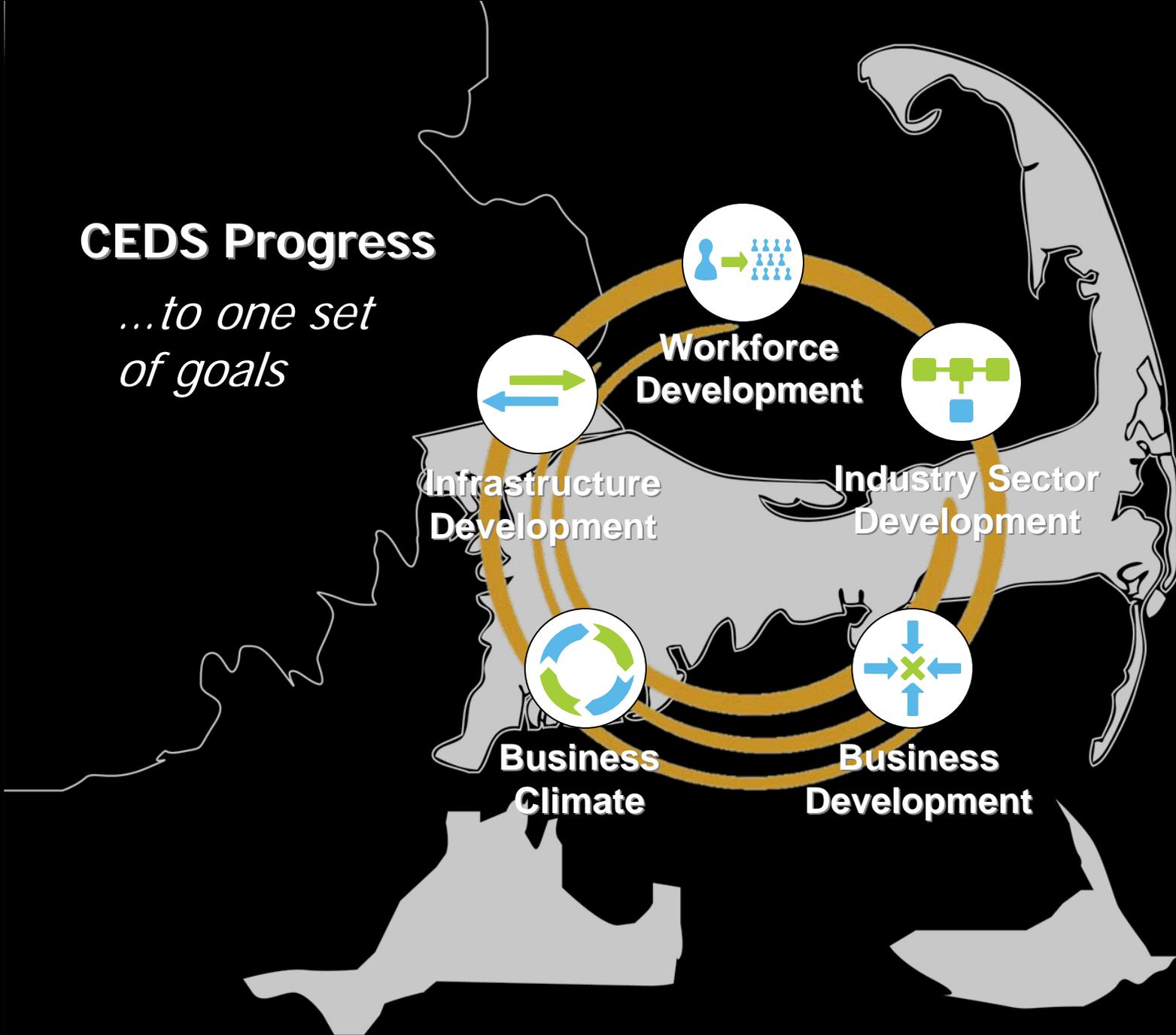
CEDS Progress:

From many efforts...



CEDS Progress

...to one set of goals





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A Process

Plan Work Groups Completed April 2009

Implement Ongoing 2009 - 2014

Evaluate Annually in April

Revise & Resume

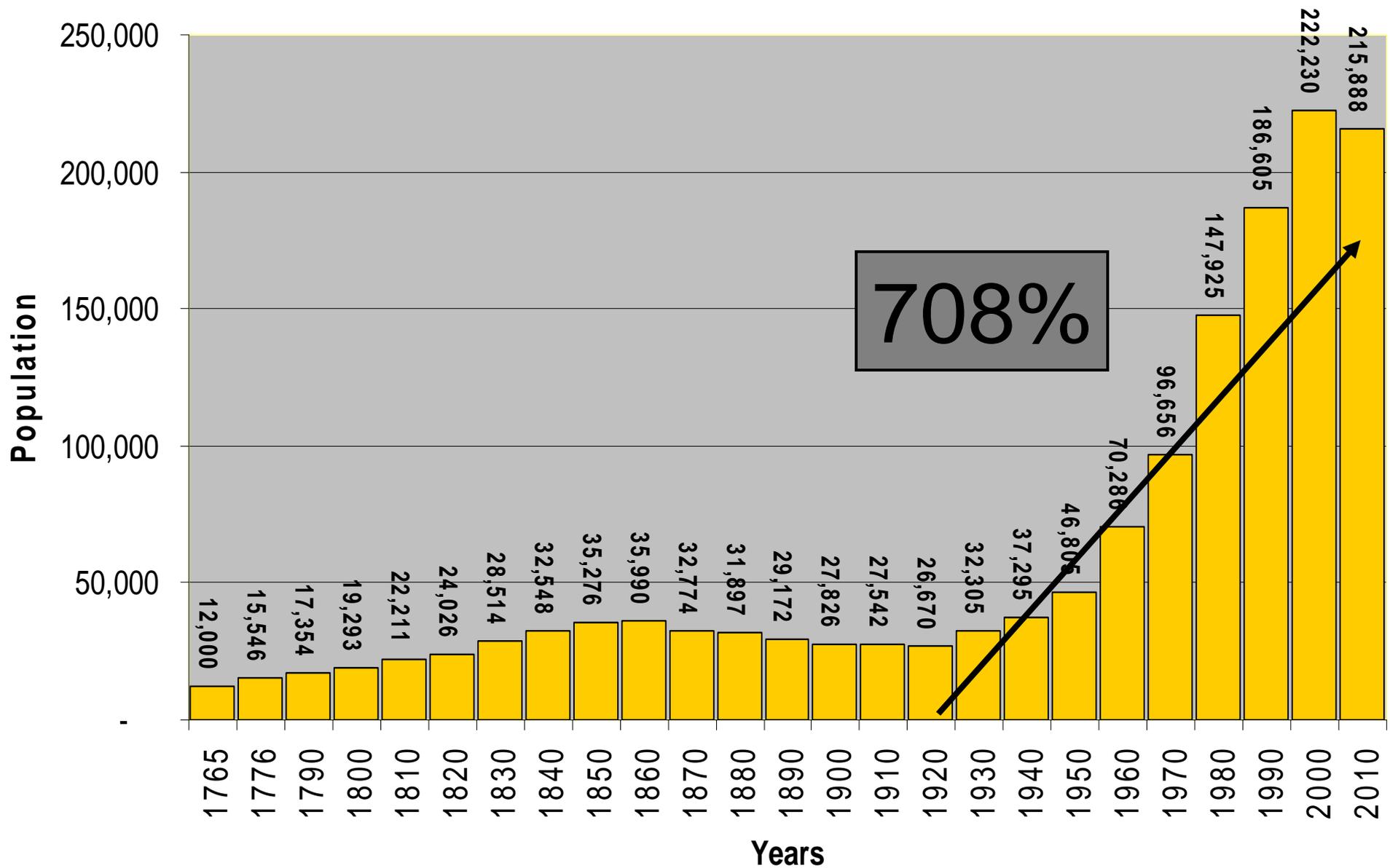
CEDS Annual Report

The Context

215,888

Residents

Barnstable County Population 1765-2010



123,046

Workers

9.2%

Unemployed

Health Care

17.4%

16.7%

Retail

16.1%

Accommodations & Food

\$38,970

Average Annual Wage

Covered Employment

\$50,128

Per Capita Income

9%

More Housing Units

35.5%

Seasonal Housing

Up from 32%

The Action Plan

Elements of the Action Plan



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- **Economic Development Planning**
- **Research**
- **Outreach**
- **Data Dissemination**
- **Regional Priority Projects – Lead**
- **Regional Priority Projects – Supporting**
- **RESET**

18

**REGIONAL PRIORITY
PROJECTS**



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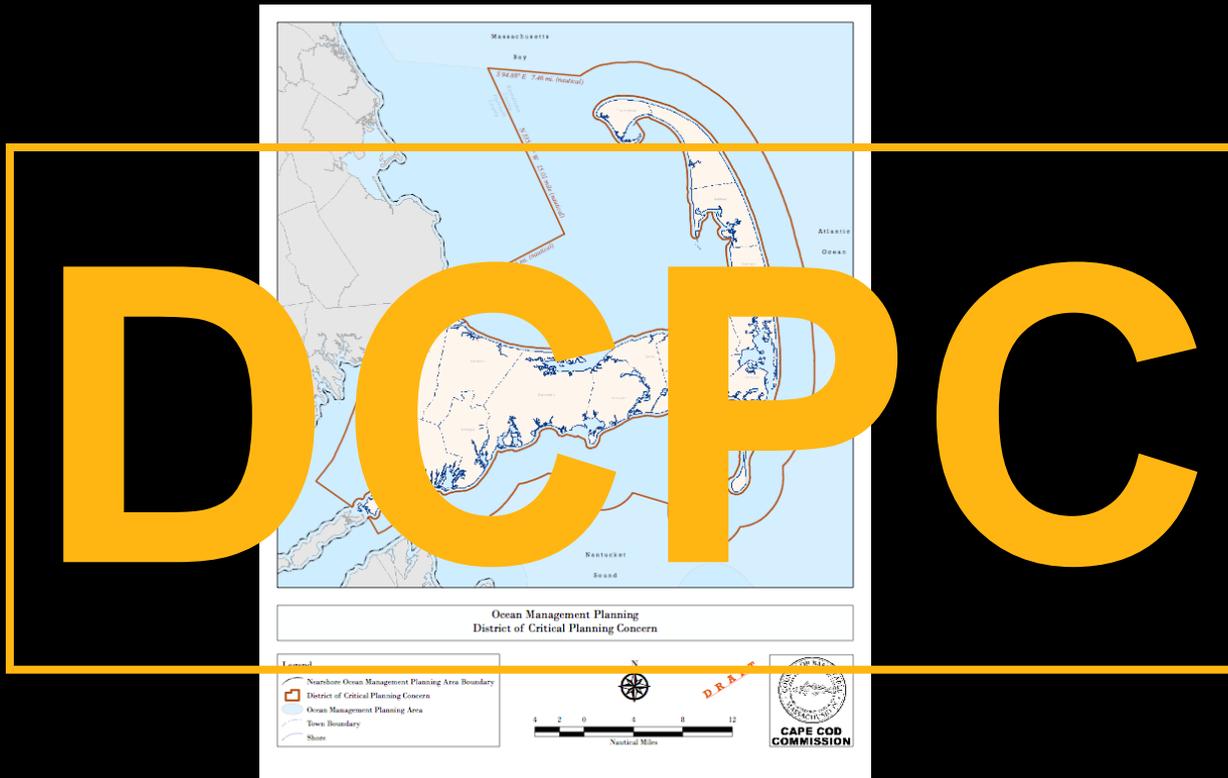
CEDS Regional Priority Projects

OpenCape Renewable Energy Generation	Renewable Energy Testing & Training Center	Cape Cod Fisheries Trust Capitalization	Buy Local Infrastructure Development	Coastal Use Templates for Economic Development
Renewable Energy Demand Reduction	Entrepreneur Capital Access & Training Program	Community Green Enterprise Center	Specialized Four-year College Feasibility Study	Redevelopment Authority Feasibility Study
Wastewater Infrastructure in Economic Centers	Center of Excellence for Water Quality	Canal Area Assessment & Transportation Improvement	Waste Minimization: Reduce, Reuse, Recycle	Development in Economic Centers – Cost Analysis
	Regional Information Office			

Renewable Energy Generation Program



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Coastal Use Templates for Economic Development



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Economic Center Cost Analysis



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WHY?



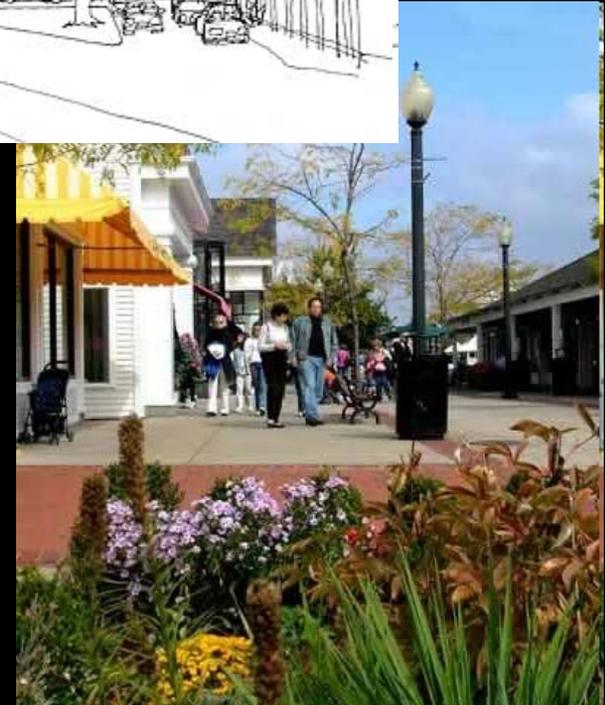
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Redevelopment Authority Feasibility Study



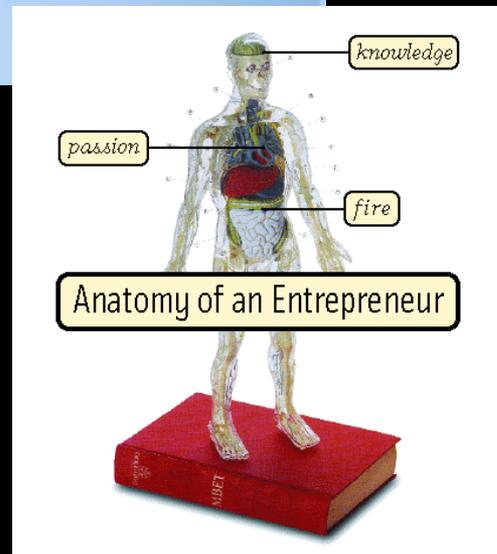
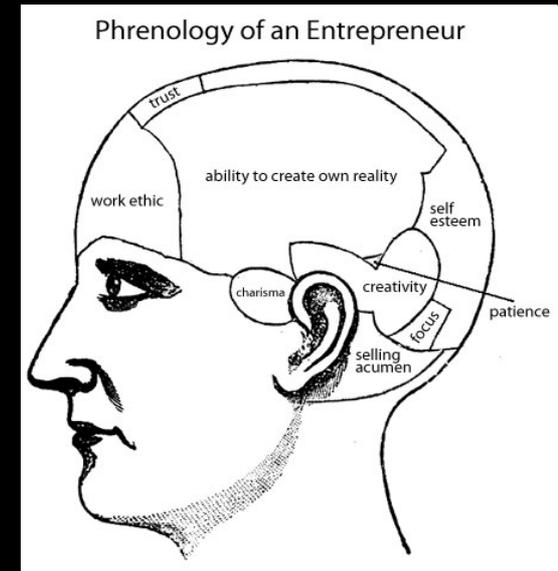
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Entrepreneurship Capital Access & Training



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Buy Local Infrastructure Development Program

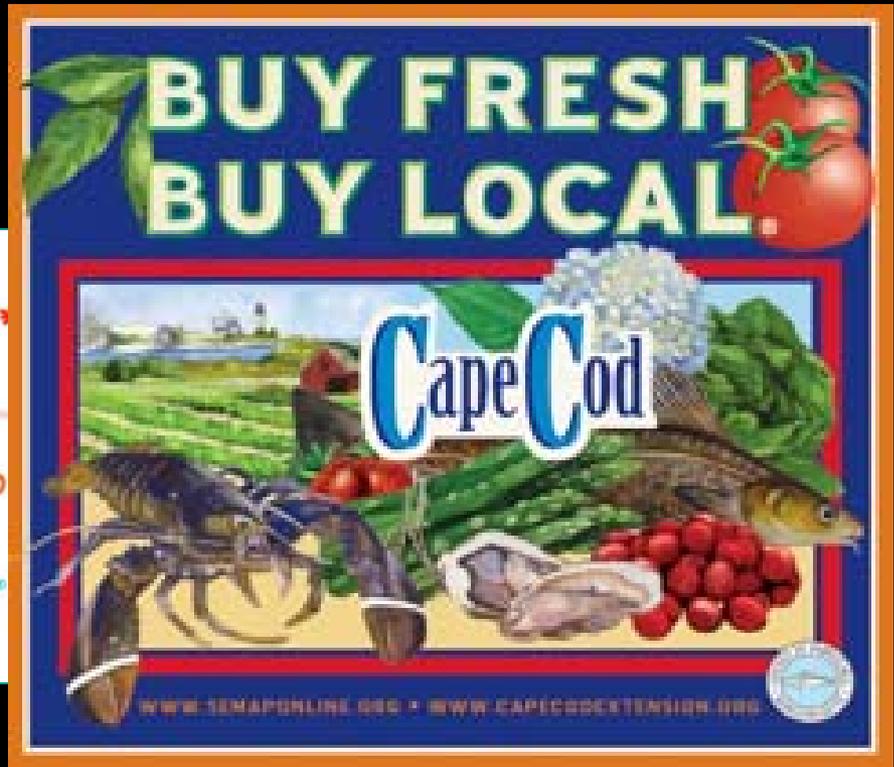


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Buy Local, 2010

Cape and Islands NPR®
90.1 91.1 94.3
A service of WGBH



community development partnership

Promoting a vibrant and diverse community on Lower Cape Cod

Canal Area Assessment & Transportation Improvement



CAPE COD
COMMISSION



Waste Minimization: Reduce, Reuse, Recycle



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- Pay-as-you-throw Workshop with MassDEP
- Project Team Development

SmarterCape Initiative

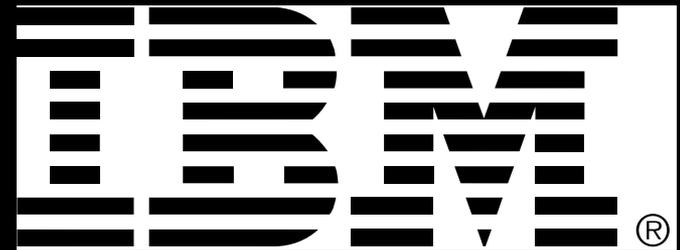


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ciwt

Center For Innovative
Water Technologies



RESET: Bourne Sandwich



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- Growth Incentive Zone
- Development Agreements
- Chapter H Industrial Threshold
- Wastewater Planning
- Transportation Planning

Outreach: Regional Partners



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community development partnership

Promoting a vibrant and diverse community on Lower Cape Cod



Outreach: Spring Summit



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SmarterCape  Summit
Connecting for regional and economic development

Data Dissemination



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- Census 2010
- Town Profiles
- Time-series Profiles
- Benchmarks

STATSCapeCod

STATScapeCod Home | Cape Cod Commission | CC Economic Development Council | Barnstable County |

Find Statistics

- By Subject
- By Source
- By Time Period
- By Geography
- Alphabetical

Dynamic Profiles

- County Profiles
- County Metro Side by Side
- City Profiles
- Regional Innovation
- Measuring Distress

Local Data

- Cape Trends
- Publications
- Employment and Wages
- Data Tables & Charts
- Raw Data
- Traffic Counts

Maps

- Census Maps
- Regional Policy Plan Maps
- Zoning Maps

MA County Profiles | USA State & County Profiles

Click [here](#) to access data for Massachusetts or click on a county in the map for county-level data.

Regional Benchmarks

- [Balanced Economy Benchmarks](#)
- [Regional Income Growth](#)

About STATScapeCod

- Site Overview
- What's New
- What's Planned
- Contact Us

Cape Cod Regional Plans

- Regional Policy Plan
- Regional CEDS
- Other Regional Plans

Research & Reports

- Myth or Fact White Papers
- Cape Cod Specific Research
- State-wide Research

Other Resources

- Business Development Resources
- Economic Development
- Statistical Resources

Research



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PLEASE HELP US IMPROVE THE BUSINESS ENVIRONMENT ON CAPE COD

PARTICIPATE IN A BRIEF ON-LINE SURVEY

Dear Cape Cod Business Owner,

The survey is being administered by the **University of Massachusetts Donahue Institute**, (413) 587-2400. The survey is completely confidential; your individual responses will not be shared with anyone. Results of the survey will inform local & regional planning and economic development efforts to facilitate and achieve a healthy business climate.

To participate in the survey, please go to
[WEBSITE ADDRESS]
and enter the survey access code below

Thank you very much

Code: 00001

Sponsored by:

Cape Cod Chamber of Commerce • Community Development Partnership • Falmouth Economic Development & Industrial Corporation • Yarmouth Area Chamber of Commerce • Cape & Plymouth Business Magazine • Cape Cod Commission



Appendix 2: CEDS Stakeholders

Name	Organization	Work Group
Dick Krant	Alternative Energy Center	Sector
Maggie Geist	Assoc. to Preserve CC	Bus Climate, Sector
Maggie Downey	Asst. County Administrator	Infrastructure
Eliza Cox	Attorney	Bus Climate
Ed Maroni	Barnstable Patriot	
Art Traczyk	Barnstable Principal Planner	
Coreen Moore	Bourne Town Planner	
Alan McClennen	Business Roundtable	
Bill Zammer	Business Roundtable	Sector
David Augustinho	C&I Workforce Investment Board	Workforce
Diane Vendetti	C&I Workforce Investment Board	Bus Dev
Rich Brothers	Cape and Islands United Way	
Georgia Carvalho	Cape Cod Comm. College Grants Writer	
Bill Clark	Cape Cod Cooperative Extension	Bus Dev
Alice Boyd	Cape Cod Economic Development Council	
Allen White	Cape Cod Economic Development Council	
Brian Mannel	Cape Cod Economic Development Council	
Charlotte Striebel	Cape Cod Economic Development Council	
Dan Wolf	Cape Cod Economic Development Council	Bus Climate
David Willard	Cape Cod Economic Development Council	
Elliott Carr	Cape Cod Economic Development Council	Bus Climate
Felicia Penn	Cape Cod Economic Development Council	
John Harris	Cape Cod Economic Development Council	Bus Climate
John Kilroy	Cape Cod Economic Development Council	Sector
Ken Cirillo	Cape Cod Economic Development Council	Workforce
Paul Rumul	Cape Cod Economic Development Council	
Richard Gurnon	Cape Cod Economic Development Council	
Rick Presbrey	Cape Cod Economic Development Council	
Van Northcross	Cape Cod Healthcare	Sector
Maggie VanSciver	CC Arts Foundation	Sector, Workforce
Clare O'Connor	CC Chamber of Commerce	Workforce
Michele Pecoraro	CC Chamber of Commerce	Sector
Wendy Northcross	CC Chamber of Commerce	Sector
Kathy Schatzberg	CC Comm College	



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Name	Organization	Work Group
Phil Sisson	CC Comm College	Workforce
Sue Miller	CC Comm College	Workforce
Lisa McNeill, VP	CC Foundation	
Paul Parker	CC Hook Fishermen's Association	Sector
Sue Nickerson	CC Hook Fishermen's Association	Sector
Bob Dwyer	CC Museum of Natural History	Bus Dev
Peter Karlson	CC Technology Council	Infrastructure
Teresa Martin	CC Technology Council	Infrastructure
Sarah Shemkus	CC Times	
Clay Schofield	CCC	Infrastructure
Dixie Norris	CCCC	
Dorothy Savarese	CEO, Cape Cod Five	
Florence Seldin	Chatham BOS	Sector
Terence Whalen	Chatham Town Planner	
Chris Powicki	CIREC	Infrastructure
Jeanine Marshall	Coastal Community Capital	Bus Dev
William Delahunt	Congressman	
Diana Duffley	Country Garden	Infrastructure
Tom Keyes	County - Econ Affairs	
Bill Doherty	County Commissioner	Bus Climate
Sheila Lyons	County Commissioner	Bus Dev
Mary Pat Flynn	County Commissioner, CCEDC	Workforce
Darlene Johnson-Morris	County RDO	
Leo Cakounes	Cranberry Growers	Sector
Daniel Fortier	Dennis Town Planner	
Jo Anne Miller-Buntich	Dir. Growth Mgmt, Town of Barnstable	Bus Climate
Mark Ells	DPW Dir. - Town of Barnstable	Infrastructure
Carol Woodbury	D-Y Reg. School District	Workforce
Gay Wells	Economic Development Consultant	
Brian Nickerson	Environmental & Readiness Ctr., Camp Edwards	Workforce
Sallie Riggs	Executive Director Bourne Financial Dev	
Marie Oliva	Executive Director CC Canal Region Chamber	
Lisa Franz	Executive Director Chatham Chamber	
Spyro Mitrokostas	Executive Director Dennis Chamber	
Sandra Davidson	Executive Director Harwich Chamber	
Jill Ross	Executive Director Institutional Research CCCC	
Mary Lou Palumbo	Executive Director Mashpee Chamber	
Mary Corr	Executive Director Orleans Chamber	



Name	Organization	Work Group
Candice Collins-Boden	Executive Director Provincetown Chamber	
Jessica Erickson	Falmouth Asst. Town Planner	
Jay Zavala	Falmouth Chamber of Commerce	Workforce
Bob Murray	Falmouth Housing Authority	Bus Climate
Brian Currie	Falmouth Town Planner	
Marcia King	Grant Writer Town of Barnstable	
Larry Cole	Harwich BOS	Bus Climate
David Spitz	Harwich Town Planner	
Virginia Ryan	Housing Assistance Corporation	Sector
Deb Converse	Hyannis Area Chamber of Commerce	Bus Dev
Amanda Converse	Hyannis Main Street BID	Bus Dev
Elizabeth Wurfbain	Hyannis Main Street BID	Bus Dev
Cameron Brooks	IBM	
Maryclare Querzoli	IBM	
Michael Sullivan	IBM	
Carol Alper	Independent Consultant	Sector
Elizabeth Bridgewater	Lower Cape CDP	Bus Dev
Doug Storrs	Mashpee Commons	Bus Climate
Elsa Partan	Mashpee Enterprise	
Thomas Fudala	Mashpee Town Planner	
Cliff Robbins	Mass Small Business Dev. Center	Bus Dev
Lauren McKean	National Seashore	Workforce
Dan Gallagher	Open Cape	
John Jannell	Orleans Asst. Town Planner	
George Meservey	Orleans Director of Planning & Comm. Dev.	
Curt Felix	Plankton, LLC	
Peter Meyer	President and Publisher, Cape Cod Times	
S. Kyle Hinkle	President Brewster Chamber	
Jim Russo	President Eastham Chamber	
Lucie Grozier	President Truro Chamber	
Robert Morrill	President Wellfleet Chamber	
David Gardiner	Provincetown Asst. Town Manager	
Michelle Jarusiewicz	Provincetown Community Housing Specialist	
Stephen Melamed	Provincetown Economic Development Council	
Bob Curtis	Regional Technology Development Corp.	Workforce
Steve Withrow	Regional Technology Development Corp.	Bus Dev
Steve Roderick	Roderick Payroll	Bus Dev
Kate Bavelock	Sandwich Chamber	Bus Dev



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Name	Organization	Work Group
Gregory Smith	Sandwich Director of Planning & Development	
Paul Babin	Sandwich Enterprise	
Megan Amsler	Self-Reliance	Workforce
Micaelah Morrill	Sen. O'Leary	
Sue Rohrbach	Sen. O'Leary	
Cleon Turner	State Rep	
Demetrius Atsalis	State Rep	
Jeffrey Perry	State Rep	
Matthew Patrick	State Rep	
Sarah Peake	State Rep	
Robert O'Leary	State Senator	
Therese Murray	State Senator	
George Price	Superintendent, National Seashore	
Matt Lee	Tocci, Goss & Lee, PC	Workforce
Sue Leven	Town Planner, Brewster	Infrastructure
Sarah Raposa	Town Planner, Eastham	Infrastructure
Charleen Greenhalgh	Truro - Asst Town Admin.	Infrastructure
Paul Pilcher	Wellfleet - EDC	Sector
Rex Peterson	Wellfleet Asst. Town Administrator/Planner	
Kevin Howard	Wise Living	Bus Climate
Bob Dubois	Yarmouth Chamber of Commerce	Bus Climate
Karen Greene	Yarmouth Director of Community Development	
Terry Sylvia	Yarmouth Town Planner	
Mary LeClair		



Appendix 3: SmarterCape Summit Website and Agenda

WEBSITE: [HTTP://WWW.SMARTERCAPESUMMIT.COM/](http://www.smartercap summit.com/)

Agenda for Monday, May 9th:

Noon Registration Begins and Solutions Room is Open

1:00pm Welcoming Remarks and Setting the Scene

Congressman Bill Keating

Moving from Smart to Smarter

1:30pm Kickoff Keynote

Dr. Sharon Nunes

IBM Vice President, Smarter Cities Strategy and Solutions

Nunes takes us from the local to global, in a tour of innovation and the connected Smart planet. Over the last decade, business systems and social systems have evolved in ways that were once unimaginable. During this period the planet has become increasingly instrumented, integrated and intelligent—technology & tools have developed to the point where the planet is becoming smarter. Nunes discusses how smart systems and innovative management are enabling this transformation, and how Cape Cod as a region can better understand, manage and benefit from the systems capabilities that are emerging. She will discuss examples of how private and public partnerships are driving new levels of collaboration and optimization to deliver new forms of growth and the serious leadership challenges associated with this evolution, the new skills required to thrive in this evolving environment, and some critical success factors for creating a sustainable future.

2:00pm CEDS: SmarterCape Initiative

Join **Paul Niedzwiecki**, Executive Director of the Cape Cod Commission, as he focuses on what being a SmarterCape means and how it can help us address our most pressing issues.

2:30pm CEDS: Open Cape Infrastructure Update & Virginia's Case Study

US Department of Commerce's NTIA BTOP director **Dr. Tony Wilhelm** sets the broadband investment stage, then OpenCape's CEO **Dan**



Gallagher shares an update on the OpenCape project and how this \$40M infrastructure investment is reshaping our region's options. Blue Ridge Advisory's CEO **Robert Picchi** adds lessons-learned from the Mid-Atlantic Broadband Cooperative, a broadband investment project that transformed tobacco & tourism-dependent counties in rural Virginia into an economically diverse business region.

3:30pm CHOOSE YOUR SESSION:

1. Creating Opportunities: Launching New Business that Rides the New Infrastructure

Peter Karlson of NeuEon discusses the different kinds of business opportunities created by a new backhaul network and regional datacenter.

2. Creating Opportunities: Breaking Boundaries in Education and Libraries

Lory Stewart of DY shares how seven Cape Cod K-12 technology directors and their districts brought home a regional \$300k ARRA grant to create a virtual learning environment for at-risk high school students. Then, brainstorm for more ways to work regionally, and work smarter! Can we collaborate on more cross-district solutions? Create virtual academies for all ages/grade levels?

3. Creating Opportunities: Envisioning the Muni of Tomorrow

Joanne Hovis of CTC explores how towns can recreate themselves to work smarter. What is a RAN? Learn how RANS enable regional services like GIS. Will we see new forms of citizen engagement?

4. Working Group: 700MHz

5. Working Group: Broadband Adoption Brainstorming

5:00pm Reception

Special Guest: Gregory Bialecki, Secretary of Housing and Economic Development

6:00pm Dinner and Presentation

Jhana Senxian

Founder, Sustainability Guild International

Enjoy a delicious dinner at the Wequassett Resort and listen to a thought-provoking presentation about how to break through silos and find economic sustainability and balance. Dinner is \$75/person.



Agenda for Tuesday, May 10th:

7:30am Executive Breakfast

Moderator: Dorothy Savarese , Vice Chairman of the Board, Cape Cod Chamber of Commerce & President/CEO of Cape Cod Five Cents Savings Bank

Special Guest: MA State Senator Dan Wolf

Panelist: Wendy Northcross, CCE/Chief Executive Officer of Cape Cod Chamber of Commerce, will share highlights of the Chamber's strategic planning research community surveys and how the findings from SmarterCape Summit will be incorporated into the Chamber's role as a catalyst for a strong economy.

Panelist: Dr. Sharon Nunes, IBM, will share a recap of her presentation Monday on trends in global innovation and what it means for Cape Cod.

Panelist: Dan Gallagher, CEO of OpenCape Corporation, will recap his presentation on Monday on how OpenCape is a game changer for economic development on Cape Cod— how to maximize its potential.

Panelist: Paul Niedzwiecki, Executive Director of Cape Cod Commission, will recap of his presentation Monday on the success stories currently underway and how the Commission is supporting the economic future of our region.

Breakfast is \$27/person.

8:00am Registration Begins and Solutions Room is Open

9:00am Welcome Remarks

9:15am Opening Plenary: Economic Development and Technology

Dr. Norman Jacknis

Former CIO of Westchester County, currently with Cisco's Executive Think-tank

Dr. Jacknis will share his experience growing the economic base of a county and the role technology can play. Then, he will lead an interactive discussion about innovation in economy and regional activity.

10:30am CHOOSE YOUR SESSION:

1. Living in an Unbalanced Global Economy

The global economy has evolved into relationships that appear mutually beneficial in the short-run, but create unsustainable imbalances in the long run – learn more in the discussion with economist **Carol McMullen**, Eastern Bank.



2. What Happens Next? Working session for rolling fiber to towns and anchors.

A highly interactive discussion with OpenCape and CapeNet with towns, anchor institutions and businesses on where fiber is going, when it will be complete and how you can prepare to leverage it.

3. CEDS: Smarter Water and Wastewater

IBM's Smarter Water team leads a panel to highlight some of most innovative smart water management systems in use globally, and how Cape Cod can adopt new technology to address the region's difficult water management challenges.

4. Tutorial: Working Across Time and Space

A Cape Cod-based brand and marketing firm, The Keer Group, discusses how the telecommuting job market (soon to be made more viable by the new broadband infrastructure) can help grow our local economy.

5. Working Group: Broadband Adoption Brainstorming

Noon Luncheon and Keynote

Lou Zacharilla

Co-founder, Intelligent Community Forum

Join us for a casual luncheon and learn about Intelligent Community Forum, a think-tank that studies how the 21st century community creates prosperity, stability, and cultural meaning in a world where jobs, investment, and knowledge increasingly depend on advances in communication technologies.

1:30pm CHOOSE YOUR SESSION:

1. CEDS: Entrepreneurship Resources

David Curtis, former CEO of Community Bank and **Peter Karlson**, CEO of NeuEon lead a group discussion about efforts to build an infrastructure to improve the flow of capital and knowledge among entrepreneurs.

2. Opportunities in Health Care

Broadband is changing the business, practice and dynamics of health care. Join moderator John Campbell, CIO of Spaulding, as he explores programs like telestroke, teleradiology, home-health monitoring, and virtual procedures processed in the cloud.

3. CEDS: Smarter Power, Monitoring, Solar Gardens and Smart Grids

This CEDS priority project takes on the seemingly insatiable demand for energy and shows how a little broadband can go a long way to taming it,



from home monitors to solar gardens and smart grids. Panelists include Cape Light Compact's Kevin Galligan, My Generation Energy's [Luke Hinkle](#), and NSTAR's Larry Gelbien.

4. Tutorial: StatsCapeCod

Statistics Tell the Story! Join the Commission's Economic Development Officer Leslie Richardson for a hands-on look at the newest dataset about the Cape and its flexible, user friendly interface.

5. Working Group: CEDS - Zero Waste

Join an informal conversation about Closing the Loop on Solid Waste: Turning Liabilities into Assets. Solid waste is increasingly seen as an economic development asset. Become part of the Zero Waste Team focusing on policies and strategies for reducing, reusing, and recycling municipal solid waste.

2:30pm CHOOSE YOUR SESSION:

1. CEDS: Four Year College - Pipedream or Possibility?

The CEDS process identified a 4-year specialized college as a project that would help drive economic development. Join moderator Bill Zammer, and panelists Dr. Kathleen Schatzberg, President Cape Cod Community College, and Patti Greneir, Superintendent of Barnstable School System, and the National Graduate School to explore possible options and outcomes.

2. Public Safety on the Leading Edge

Regional Emergency Preparedness coordinator [Sean O'Brien](#) and a panel of chiefs of police, fire chiefs, and EMS share the ways public safety is actively collaborating regionally to build on new infrastructure riding on the OpenCape investment to deliver services to the region.

3. Smarter Transportation

From land to sea, learn how broadband and data are changing the way we get from point A to point B. Join IBM's Dan Collins, along with panelists Tom Cahir from the RTA, Clay Schofield from the Cape Cod Commission, and Dr. Joshua Hassol from the Volpe Center to hear how "thinking smarter" is changing the way we think about transportation.

4. Tutorial: Open Data, Data Mashing, and More!

From crowdsourcing to formal data collection, learn new ways of turning data into information.

5. Working Group: RTDC-Water Center Testing Project

Bob Curtis of the RTDC discusses the potential of establishing a Center for Water Technologies.



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3:30pm

Closing Plenary

MC: Mindy Todd, Host/Producer of *The Point*

Special Guest: Governor Deval Patrick

SmarterCape is about doing, not just talking. At this closing plenary come hear what special guest Massachusetts Governor Deval Patrick has to say what the Commonwealth is doing -- plus, join Master of Ceremonies Mindy Todd of WCAI Radio for some breaking news announcements about projects that are taking the SmarterCape message to heart.

4:00pm

Post-Conference Networking



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Appendix 4: SmarterCape Summit News Coverage

Barnstable Patriot 5-13-11

Brainstorms in a rainstorm at SmarterCape summit

Written by Edward F. Maroney



EDWARD F. MARONEY PHOTO

THEY WERE READY – OpenCape CEO Dan Gallagher, left, chats with Gov. Deval Patrick after the governor's remarks May 10 on the second day of the SmarterCape Summit at the Wequassett Inn in East Harwich. Gallagher praised Patrick and the state for backing the fiber optic initiative with funding that made the project attractive to the federal government for stimulus money.

Conference offers innovative answers

Massachusetts has the brainpower to outshine any state in the Union, according to Gov. Deval Patrick, but it could stand brushing up its social graces.

When you move somewhere in the Midwest, Patrick told the SmarterCape Summit May 10 at the Wequassett Inn in East Harwich, "Everybody brings a pie. Here when you're new, *you* are expected to bring the pie."

His point: All the smarts in the world won't help unless people collaborate. That was the thrust of the second day of the summit, called to talk about ways to work together to use the Cape's coming fiber optic network, OpenCape.

Underscoring the collaborative opportunities presented by a network that can provide almost real-time data for monitoring and response were Kevin Galligan of the Cape Light Compact and Larry Gelbien of NSTAR. The cooperation between them was evident at an afternoon workshop: each ran the clicker for the other's slide show at a session on "Smarter Energy."

Galligan, energy efficiency program manager for the Compact of Cape and Vineyard towns, reported on a pilot study of residential power that allows homeowners to track their energy usage hourly and receive tips on reducing their power use. Over a year, he said, study participants reduced energy consumption 9.3 percent.

Gelbien, vice president of engineering for the utility, talked about a Grid Self-Healing project that employs sensors on poles to report transmission problems near-instantly. At the moment, the data are fed to an operator who reroutes power to avoid outages, but the company is ready to test a system through which a computer will analyze the problem and propose a solution to keep the power flowing. The final stage will

have the grid fixing itself, in effect.

Both Galligan and Gelbien noted that their projects will require the high-speed connectivity that OpenCape intends to provide.

During the day, participants left the main meeting room to dodge raindrops and attend other breakout sessions on OpenCape's potential impact on health care, water and wastewater, transportation and public safety. At day's end, two initiatives were announced: a Center for Innovative Water Technologies, to be developed by the Regional Technology Development Corporation in cooperation with the Cape Cod Commission and the Marine Biological Laboratory (for example, the latter will offer its 72-acre, 76-cottage residential area, which is unsewered, as a "lab" for experimenting with alternative wastewater technologies) and an Entrepreneurs Resource System that will seek out Cape businesses ready to take a step up and match them with advisors and funding sources.

In his remarks, Patrick stressed his administration's themes of education, innovation and infrastructure.

"Education is a calling card," he said, noting that Massachusetts is No. 1 in student achievement nationwide. This "intellectual horsepower," as he called it, is matched with government investment in innovation including life sciences and biotechnology. The state, he said, is the third biggest center in the nation for video game development. As for infrastructure, the OpenCape and Berkshires fiber optic ventures are examples of a commitment to helping provide resources for development.

Asked about the Cape's need for wastewater infrastructure, Patrick recognized the magnitude of the problem and said the state would "partner" with the region. That, he said, is different than saying, "Here's your check." At some point, he said, there has to be a discussion about "revenue" that's "got to be appropriate and fair."

OpenCape CEO Dan Gallagher laid out more details of the system during the day. He said agreements have been reached with NSTAR, National Grid and Verizon to allow OpenCape's operating partner, CapeNet, to string wire on utility poles starting this summer on the off-Cape portions of the network. Gallagher said the state doesn't allow extensive work on Cape roads between Memorial Day and Labor Day.

A collocation center for data servers, in a renovated building at the county complex in Barnstable Village, should be complete by the end of the year or the beginning of 2012. Full system operation, including a separate public safety communication system, is set for early 2013.

Gallagher said towns, school systems and other entities will be able to exchange data and ideas rapidly, opening the door to collaborations of all sorts. In anticipation of OpenCape, he said, several Cape school systems have secured a \$300,000 grant to look at ways to deliver services to homebound students.

"Anchor institutions" that will receive direct connections to the network in Barnstable include the high school, which serves as a regional emergency shelter; town hall; and the seven village libraries.

CapeNet President Alan Davis said would "like to reach out to every conceivable element of society: small business, residential, non-profits, larger users. That's the way to generate economic development for the region." Chuck Sherwood, a member of the Cape Cod Technology Council, warned that cable provider Comcast is already complaining about the competition, but Gallagher noted that OpenCape is literally that, an open access, vendor-neutral network from which any company can lease fiber.

EDITORIAL: CEDS who?

Written by Barnstable Patriot Staff

http://www.barnstablepatriot.com/home2/index.php?option=com_content&task=view&id=24870&Itemid=112

Among the many intriguing topics at last week's SmarterCape Summit was the following: "Four year college – Pipedream or Possibility?" Among the panelists were two of the Cape's top educators – Mass Maritime Academy President Richard Gurnon and Cape Cod Community College President Kathleen Schatzberg.

Thinking about "a four-year specialized college as a project that would help drive economic development," as the Summit's brochure put it, has been a priority project of the county's Comprehensive Economic Development Strategy (CEDS). It's unfortunate that the panel did not include an advocate of the idea; in varying degrees, Gurnon and Schatzberg took a lead pipe to what they clearly saw as a pipe dream.

Acknowledging that she's asked once a week, "When are you going to become a four-year college?" Schatzberg said existing public and private resources are inadequate to create such an institution here. Although some sectors of the business community see a four-year college as a way to put "heads in beds," including those of visiting parents, economies of scale that work in college towns such as Boston won't fly on the Cape.

Schatzberg pointed out that her college and the University of Massachusetts system, which includes MMA, provide a wealth of options for educating Cape Codders, as do 4Cs' agreements with private colleges that allow local students to earn four-year degrees.

"We already have a four-year college on the Cape, and it's me," Gurnon said. "You don't recognize what it is."

Besides its familiar marine training programs, he said, MMA offers facilities management and energy management. "Our most popular major is business," he noted.

Gurnon warned against trying to build another four-year college campus on the Cape. "If you look at where higher education is," he said, "it's on-line, for-profit. Bricks and mortar is not happening." Noting the financial struggles of colleges, Gurnon said, "I lose \$14 million a year. It's not an economic model that works. It's a [social] model that works" to give students the skills they need to compete.

After the session, a couple of Cape Codders deeply involved in the CEDS planning process shared their disappointment that the discussion had not included an explanation of the project summary. Nowhere, they said, does it call for a "bricks and mortar" campus, or for the kind of "college town" economic boost the speakers dismissed.

The CEDS document speaks of a feasibility analysis of a "specialized four-year degree granting institution focused on subject areas of significance to Cape Cod's economy, particularly in emerging industries. A new advanced educational facility focusing on subject areas having economic significance to Cape Cod would attract a new pool of young students and experienced faculty to the region and serve to promote Cape Cod as a place where advanced learning takes place."

The summary says the new school would focus on undergraduate degrees "not currently available on Cape Cod," including those "directly related to... renewable energy, energy efficiency technology and practices, marine science and technology, and arts and culture." With the exception of the last, it would appear that MMA already offers such programs.

"The new school would not compete with either CCCC or MMA," the summary declares. "Instead, it would offer an entirely new educational avenue for a different pool of students recruited from both on-Cape and off-Cape."

If such a school is to become a reality, its supporters need to do a better job of outlining their rationale and defending their assumptions. Their opponents have already made their case.

EFM

emaroney@barnstablepatriot.com



Smarter details for Smart Cape Cod

Summit as part of the Smart Cape Cod initiative looks at ways technology can assist in addressing region's challenges

By **Sarah Shemkus**

sshemkus@capecodonline.com

May 15, 2011 2:00 AM

OpenCape is coming.

The funding is lined up, contractors have been selected and construction should begin soon; the new broadband network is slated to be complete by the end of January 2013.

But once its here — with its regional data center, 70 anchor institutions and 350 miles of fiber optic cable — what will we do with it?

That is precisely the question that more than 300 business people, civic leaders, government officials and citizens gathered to answer last week at the SmarterCape Summit in Harwich.

Throughout the two-day event, speakers and panelists took a systemic view of business, government, education and the environment on Cape Cod, considering how best to take advantage of OpenCape and the Smart Cape Cod project, a collaboration between IBM and the Cape Cod Commission that intends to use technology to find solutions to the area's most pressing regional problems.

"Cable is great, but we really need what we're talking about here today," said David Curtis, former CEO of The Community Bank, speaking during a panel on entrepreneurship. "We need the broadband. We need it big time."

The conference, held at the Wequassett Resort, was organized by the Cape Cod Commission, Cape Cod Chamber of Commerce, Cape Cod Technology Council and OpenCape Corp.

"What I've seen here today is that there is a huge interest in collaboration and sharing information," said Sharon Nunes, a Falmouth resident and vice president of strategy and solutions for IBM's Smarter Cities programs.

Business was one of the main areas of focus. More robust broadband, panelists said, will make the Cape a more viable location for developing businesses that rely on high-speed internet.

Questions were raised about whether a strategy should be in place for encouraging specific sectors.

"Have you laid out the industries you want here?" IBM engineer Perry Hartswick asked. "Just saying 'high-tech' is kind of the easy way out."

The goal, technology entrepreneur Peter Karlson said, is not to target specific industries for growth but to find ways to allow existing ideas to develop.

"We already have people making digital goods," he said. "We're trying to make the infrastructure that makes sense for what they do."

Eastham business consultant Dave Schropfer emphasized that point when he talked about the limitations current Internet speeds place on his business. Schropfer's work requires transferring large files to clients, he said. With the current infrastructure, he often has to use special software to deliver the files or break documents into multiple smaller files, he explained later.

"That makes it less desirable to work with me," he said.

More Internet bandwidth will mean more jobs and more income for his business, he said.

Clean energy was identified as another industry that will benefit from stronger Internet capacity on the Cape.

Luke Hinkle, owner of Brewster-based solar company MyGeneration Energy, explained that his photovoltaic installations upload performance data every 15 minutes, a process that requires significant bandwidth. And the clean energy sector is headed in this direction, he said.

"The information explosion is going to occur in this industry as well," he said.

Local education leaders considered the question of whether a four-year college could be feasible on Cape Cod. Panelist Kathleen Schatzberg, president of Cape Cod Community College, is not convinced such a plan would work.

"It's not that I'm opposed," she said. "It's that I believe the business plan just doesn't work."

A private college would need too much money to get started, she said, and the state's public institutions are already stretched thin.

"That state cannot adequately support the four-year institutions it already has," she said.

In another session, economist Mary Keeling emphasized the importance of Capewide collaboration on the issue of water quality. Improving the efficiencies of the region's water systems will also have a beneficial effect on government, health care, education and public safety on Cape Cod, she said.

One of the first goals of the Smart Cape Cod initiative is to develop a Center for Excellence for Water Resources, which will address water quality issues and provide a central, Capewide repository for data relating to water resources and wastewater management. OpenCape's capabilities will support the project.

And that data could have an economic impact for region, as well, Keeling said.

"We already have this massive advantage in water that we can leverage," she said. "People are going to be prepared to pay, if you can give them that knowledge."

Throughout the two days, the conversations returned again and again to the issue of economic development.

"We need to brand Cape Cod as a place for entrepreneurship," said Cape Cod Chamber of Commerce CEO Wendy Northcross. "That's the real opportunity for Cape Cod."

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SmarterCape Summit Promotes Collaborative Approach To Critical Issues

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By: Michael C. Bailey

Published: 05/13/11

For years, Barnstable County officials have extolled the virtues of thinking and acting regionally in order to address shared concerns and pool resources.

This week that idea took a big step toward becoming reality with the “SmarterCape Summit,” a two-day conference held at the Wequassett Resort and Golf Club in Chatham. More than 300 political and business leaders from across the Cape gathered to learn more about the new initiative, which was launched last November through a partnership with IBM.

“If yesterday signaled anything, I think it’s a paradigm shift” in how diverse individual organizations address common issues, Paul J. Niedzwiecki, executive director of the Cape Cod Commission said to the Barnstable County Board of County Commissioners during the board’s Wednesday meeting. “As a region, we will continue to lead if we continue to collaborate, but we’ve got to overcome parochialism.”

“Collaboration’s not that hard,” he said. “It doesn’t have to be bureaucratic. Collaboration is at its essence common sense, and so the more that we use that, the better off we’ll be.”

IBM currently has more than 2,000 complete and pending “Smarter Cities” projects in the US and internationally, which capitalize on recent advances in technology to facilitate information sharing, analysis, and dissemination for a wide variety of purposes.

Sharon L. Nunes, PhD, vice president of IBM’s Smart Cities Strategy & Solutions, said IBM launched the project two years ago as an examination of changes in demographic and technology trends in metropolitan areas. Dr. Nunes said the focus was placed on cities due to their typically heavy reliance on various infrastructures and their greater utility consumption.

She added that as the project has developed, IBM’s definition of “city” has been expanded to include any large area with a concentrated population and a reliance on critical infrastructures such as colleges and universities, and well-defined geographic regions such as Cape Cod.

The overarching goal of Smarter Cities is to make cities more efficient through the strategic use of information technology, which has proliferated significantly over the past decade. “We’re seeing more and more sensors around the world,” ranging from those in traffic and water infrastructures to the GPS (global positioning system) technology found in common items such as automobiles and cellphones.

Additionally, Dr. Nunes said an estimated 1 trillion electronic systems and devices are somehow interconnected, meaning that the means for these systems to communicate already exists. The missing element is data collection and analysis.

“Having all that information doesn’t do you any good unless you know how to collect that data,” she said. “How do you interpret that data into something meaningful? And how do you create some support system, some IT support system, that helps those that need to make decisions?”

The varied applications of the Smarter Cities philosophy have already yielded a range of results:

- Data analysis of crime trends helped reduce crime rates in New York City by 35 percent, and in Richmond, Virginia, by 40 percent;
- A social service agency in California, after identifying wasteful practices, saved the state \$11 million in one year;
- Pike County, Kentucky, cut education costs by 64 percent after connecting via the Internet more rural schools with schools in more developed areas, allowing schools to freely share resources;
- A smart traffic system in Stockholm, Sweden, reduced gridlock by 20 percent, and in Taiwan smart traffic systems led to a 99 percent on-time rate for trains;
- A university in London identified efficiencies that led to a £20,000 (about \$30,000) reduction in mailing expenses.

OpenCape’s Role

On Cape Cod, two of the key issues to be addressed by the Smarter Cities project are economic development and wastewater management.

A critical element of the Smart Cape Cod effort in terms of economic development is the OpenCape project, which will establish a region-wide fiber optic broadband infrastructure to tie together the business, public safety, and education sectors.

Mr. Niedzwiecki called OpenCape “a game-changing event” and the most important new tool to spur economic development on Cape Cod in the last 40 years.

“It’s an infrastructure that can support economic activity of all types,” said Daniel Gallagher, CEO of the nonprofit OpenCape Corporation. “We’re

building the big tree, but the branches can be unlimited.”

Mr. Gallagher compared the availability of broadband Internet as the modern equivalent of railways and the interstate highway system in terms of its value in expanding local economies. “If you didn’t get one of those little stops in your town, a rail line, you didn’t grow. You didn’t really have the economic activity that you would hope for,” he said. “The interstate highway system from President Eisenhower—if you didn’t get the highway, if you didn’t get the off-ramp, you didn’t develop. And the same thing is true for fiber optics in the 21st century.”

“If you don’t have access to broadband, you’re not in the market today,” Governor Deval L. Patrick said in an address to attendees at the conclusion of the summit on Tuesday afternoon, and that is why the state has backed broadband infrastructure development in Massachusetts.

In 2007, the second year of Gov. Patrick’s first term, the governor filed a bill to create the Massachusetts Broadband Incentive Fund. The following year the Legislature approved a bond worth \$25 million over five years to expand broadband Internet access in 95 towns that have no or partial broadband access, including those on Cape Cod.

Through that fund the state contributed \$5 million toward the OpenCape project, which also received \$32 million through the American Recovery and Reinvestment Act (ARRA) program.

“I’ve heard some people say, you know, this is really picking winners and losers” among potential growth industries, Gov. Patrick said, but he disputed that claim, stating that Massachusetts is “playing to our strengths” as a “concentration of intellectual horsepower” that powers innovation industries such as technology, renewable energy, and life sciences.

According to Mr. Gallagher, OpenCape has concluded its exhaustive work with NStar, National Grid, and Verizon to secure access to approximately 12,000 telephone poles across the Cape and 50,000 feet of underground conduit in order to install the fiber optic network.

Construction of that physical infrastructure and a regional collocation data center, the latter of which will be located in the former 911 emergency dispatch center in Barnstable, are scheduled to begin this June.

The project is expected to wrap in January 2013, when the federal grant funding the construction expires. “We are on schedule to get this completed in 2013, with some initial service early, maybe in mid-2012 in certain segments,” Mr. Gallagher said.

New Project Announced

Dr. Nunes noted that the Smarter Cities effort originally focused heavily on water use, and said the region’s water quality and wastewater management issues were two main reasons why IBM sought to partner with the county.

One of the county’s initial proposed projects was the creation of a Center of Excellence for Water Resources, which would assess critical issues relating to water quality and management, centralizing water information and stimulating technology development needed to monitor and improve water quality and manage water and wastewater.

That concept was reborn at the end of the summit as the Center for Innovative Water Technologies (CIWT), a new nonprofit entity headed by Robert A. Curtis, CEO of the Regional Technology Development Corp. of Cape Cod. The Cape Cod Commission and the Marine Biological Laboratory in Woods Hole are partners in this effort.

“This new center will drive research and development of new smart water technologies for the \$700 billion global water market, provide smart water innovators the resources they need to test and deploy their new technologies, facilitate focused public-private sector collaborations, and cultivate a public that is well educated about the efficient use and management of water,” Mr. Curtis said.

The envisioned CIWT will be located at near the MBL site in Woods Hole. The site will host an education and policy center, an “innovation accelerator” dedicated to creating new business opportunities based on new water technologies, and a 72-acre residential area, comprising 76 cottages that will test new technologies in real-world situations.

Mr. Curtis is seeing up to \$300,000 in grant funding and corporate sponsorships to launch the project.

Mr. Niedzwiecki said such a resource could be especially useful as the county waits to see if it becomes formally involved in a brewing lawsuit filed by the Conservation Law Foundation (CLF) and the Coalition for Buzzards Bay.

The organizations allege that the US Environmental Protection Agency (EPA) and Cape Cod have failed to meet their obligations under the federal Clean Water Act to control nitrogen loading in coastal embayments. The EPA is the primary target of the pending lawsuit, but the Cape Cod Commission and the Barnstable County Board of County Commissioners were also named in a letter of intent—a first step toward filing a lawsuit—filed last October.

Mr. Niedzwiecki, who noted that the CFL has “a national reputation of not losing” similar lawsuits, said in a worst-case scenario, the Cape would be forced by the courts to establish a regional sewer infrastructure, a project that would cost an estimated \$8 billion—a price tag that would ultimately be paid for by residents through tax increases and betterments.

“We just can’t afford it. I mean, the feds aren’t going to be there, the state’s not going to be there, and our municipalities are running structural deficits,” he said, adding, “if we can’t talk regionally about a regional wastewater management system, then we deserve to overpay.”

At present 85 percent of residential wastewater treatment occurs on-site (Title V systems).

To learn more about the Smart Cape Cod project and review materials and video from the SmarterCape Summit, visit the official summit website at www.smartercapessummit.com.

SIDEBAR: County Launches Program To Support Entrepreneurs

The SmarterCape Summit saw the launch of a new program intended to help small businesses develop and grow.

The Entrepreneurial Resource System (ERS), a creation of the 12-member ERS Partnership, is a program that will identify and assist high-potential entrepreneurs and small business owners in the successful formation, development and growth of their business. The goal of the program is the formation of new, family-sustaining jobs. The program will also identify economically challenged businesses and assist them in maintaining their current level of employment.

The ERS is a seven-step process that will identify and screen entrepreneurs/owners, and their business concept, and then provide appropriate advice, counsel and technical assistance in order to foster success that results in job creation. The program will serve as a central, Capewide entry and tracking point for entrepreneurs, coordinating the resources of its partners and others within the region to more effectively assist entrepreneurs and owners (E/Os). In addition to its own partners, the ERS will utilize a cadre of consultants and advisors to assist E/Os in the attainment of their goals, largely on a pro bono basis. The ERS program will further serve as a facilitator for and link to capital access, a major component in the success of E/Os. Also, the ERS program will assist E/Os in the formation of a board of advisors, a critical step to insure the necessary support, guidance and monitoring essential to the longer term viability of the company.

Access to the Entrepreneurial Resource System may be gained through any one of the following partners: Cape Cod Chamber of Commerce, Cape Cod Commission, Cape Cod Community College, Cape Cod Technology Council, Cape & Islands Workforce Investment Board, Coastal Community Capital, The Community Development Partnership, Massachusetts Small Business Development Center, Regional Technology Development Corporation, Service Corps of Retired Executives or the managing partner, David Curtis.

1 Responses to "SmarterCape Summit Promotes Collaborative Approach To Critical Issues"

1. *JDHARRIS50* says: 05/13/11

We've had numerous wake-up calls over the past years and the lights have been turned on each time, yet no one seems to be home nor sense the emerging emergency on the horizon. Perhaps superman busy flushing.jdh, from Po,Fr.

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Water research center in the works

By **Sarah Shemkus**

sshemkus@capecodonline.com

May 11, 2011 2:00 AM

HARWICH — Wastewater is considered by many observers to be among Cape Cod's most challenging problems. But if Robert Curtis is right, it could also be one of the region's biggest advantages.

Curtis, the CEO of the Regional Technology Development Corp. of Cape Cod, announced on Tuesday the creation of the Center for Innovative Water Technologies, a nonprofit venture that will focus on developing solutions to water quality issues and bringing these new technologies to market.

"We've got a brain trust of water-related research institutions down here that are not fully leveraged," Curtis said. "I view this as a potential export » as well as serving our local population, which is desperately in need of new technology in this area."

If successful, he said, the center could attract investment from major corporations, bring jobs to the region and help find new solutions to the wastewater problems that plague Cape Cod.

The announcement was made as part of the SmarterCape Summit at the Wequassett Resort in Harwich. During the two-day event, more than 300 business people, government leaders and interested citizens discussed how the region will be able to take advantage of the OpenCape broadband network that is now in the early stages of development.

Gov. Deval Patrick, who gave the closing address at the event, said afterward that the water technology center is an example of the kind of project the state wants to develop.

"The Cape is as fertile a ground as any other place in the commonwealth for the innovation economy," he said.

The new water technologies center will rely on the more robust broadband access that OpenCape will offer, Curtis said.

"A lot of the technology we'll be developing will be real-time testing," he said. "You couldn't do it without access to broadband."

The organization will have three main components: an education and policy center; an innovation accelerator, which will concentrate on turning new technologies into businesses; and a 72-acre residential site, occupied by 76 cottages, that will act as a "living laboratory" for testing new water technologies.

The laboratory will be located in Woods Hole, on property used by the Marine Biological Laboratory to house visiting scientists.

These temporary residents will make good test subjects because "they're already kind of geeky and attuned to the scientific method," MBL director and CEO Gary Borisy said.

The idea for the center originated in the RTDC, an organization founded to encourage the commercialization of technologies developed in the Cape's research institutions.

"We started to think about what we could do on the Cape that would be unique to the Cape," Curtis said.

In April, the group convened a meeting of nearly 50 people who might have some interest in a water technology center. Attendees included representatives from MBL and Woods Hole Oceanographic Institution, businesses with water technology interests, local civic leaders and academics from as far away as Singapore.

At the meeting, support for the concept was so great that the plan moved forward. For many participants, the living laboratory component was the most attractive part of the project, Curtis said.

"To have that type of a manageable site is a real key differentiator," he said.

Though the center officially launched on May 1, it is still in an early phase of development, Curtis said. The next steps are creating a business plan and looking for funding, he said.

Initially, the center will need \$200,000 to \$300,000 to get up and running, he said. He has already submitted some grant applications and also hopes to attract some corporate sponsorship.

The center is an example of the kind of economic development initiative the state is hoping to attract, said Bill Ennen, a program director for the Massachusetts Technology Collaborative, a public agency that focuses on developing technology businesses in the state.

"It demonstrates a way for industry, for commercial interests to come get involved in an organized way," he said.

For Cape communities, the center's efforts could lead to more innovative and cost-efficient solutions to wastewater problems, said Paul Niedzwiecki, executive director of the Cape Cod Commission.

"We have to look beyond our old, unsustainable approaches," he said. "A test site like this will be able to review technology "» in a way that will inform communities that are making really expensive decisions."

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Tuesday, May 10, 2011

Cape Cod water tech initiative moves forward

By James M. Connolly

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An effort to develop a water-oriented technology cluster on Cape Cod took a step forward this afternoon with regional officials announcing the launch of the Center for Innovative Water Technologies (CIWT).

The launch is being made by officials of the Regional Technology Development Corp. of Cape Cod (RTDC) and the Marine Biological Laboratory (MBL) of Woods Hole, following an address by Gov. Deval Patrick at the SmarterCape Summit, being held in Chatham.

Cape-area officials, including RTDC director Robert A. Curtis, announced their interest in [developing a water technology accelerator](#) last month, in part to help the Cape address the challenges it faces in terms of wastewater treatment. The initiative was backed by the Cape Cod Commission as well. That expression of interest came out of a meeting at MBL involving regional, state, federal, university and industry representatives.

"With governments and industry around the globe increasingly calling for new ideas to improve the use, distribution and management of water resources, we expect that some of the solutions developed at the CIWT to address local water challenges will ultimately find broader commercial application in the \$700 billion global water market," said Curtis in a press release.

Plans for the water technology initiative include a 72-acre demonstration site, known as a "Living Laboratory," a mile and a half from the main MBL campus, which will serve as a "technology development center and launchpad for smart water-focused startup companies," according to the press release.

The 72-acre site for the living laboratory includes residential cottages that can be used to simulate a neighborhood that has been wired with sophisticated smart-water network technologies, such as meters and sensors for monitoring, measuring and analyzing the distribution and use of drinking water, water loss and septic system discharge.

According to RTDC, the next step is to finalize a strategic plan for the CIWT's technology accelerator and living laboratory components, identifying funding sources and establishing an advisory board.

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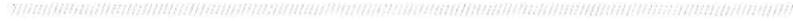
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Boston - —Planning under way for unique center to catalyze a new wave of technology solutions, education, and policy for advanced management of potable water, wastewater, and coastal water zones—

—MBL supports effort by proposing a 72-acre “Living Laboratory” site for smart-water technology testing & demonstration—

—Cape Cod Commission supports effort as part of Smart Cape Cod initiative—

WOODS HOLE, Mass., May 10, 2011— The RTDC (Regional Technology Development Corp. of Cape Cod), with support from the MBL (Marine Biological Laboratory), announced today the establishment of a Center for Innovative Water Technologies (CIWT), to be located on Cape Cod. The new center will focus on delivering solutions to pressing local and global water resource and wastewater management problems and will be developed to work synergistically with the Cape’s proposed smart-water management grid.

The announcement was made by RTDC CEO Robert A. Curtis, PharmD at the conclusion of the SmarterCape Summit today in Chatham, Massachusetts.

Specific components of the center are expected to include:

A Water Technology Innovation Accelerator that will serve as a technology development center and launchpad for smart water-focused startup companies

A “Living Laboratory,” a 72-acre demonstration site at the MBL that would provide smart-water innovators a critical “real world” testbed for evaluating technologies prior to their deployment

A Center for Water Sciences Education and Policy that would serve as a hub for water-related information exchange, with a focus on educating the public about smart-water issues as well as advancing policies that reduce obstacles and improve market conditions for the U.S. smart-water technologies industry

“Addressing the exploding demand for and deteriorating quality of water worldwide requires a sea change in how humankind uses and manages this most basic and essential resource,” said Dr. Curtis. “This new center is intended to help us get there—by driving research and development, facilitating focused public-private sector collaborations, providing smart-water innovators and problem-solvers the resources they need to test and deploy their critical new technologies, and cultivating a public that is well-educated about the efficient use and management of water. With governments and industry around the globe increasingly calling for new ideas to improve the use, distribution, and management of water resources, we expect that some of the solutions developed at the CIWT to address local water challenges will ultimately find broader commercial application in the \$700 billion global water market.”

“The MBL fully supports the RTDC’s founding of the Center for Water Technologies, and we are pleased to offer the center a Living Laboratory as a pivotal tool for smart-water innovators,” said MBL President and Director Gary Borisy, PhD. “The 72-acre site, located a mile and a half from the main MBL campus, includes residential cottages that can be used to simulate a neighborhood that has been wired with sophisticated smart-water network technologies, such as meters and sensors for monitoring, measuring, and analyzing the distribution and use of drinking water, water loss, and septic system discharge. The ability to simulate and model a smart-water grid will provide a critical and relatively low-cost way to explore, test, refine, and validate the potential of technologies under real-world conditions. This collaboration represents an excellent model for using scientific research to help solve a pressing local and global issue.”

The decision to pursue the establishment of the Center for Innovative Water Technologies on Cape Cod follows the strong endorsement of a consortium of regional stakeholders and national experts that convened recently in Woods Hole to discuss the concept against a backdrop of growing concern about global water issues, including the Cape’s

formidable water resource and wastewater management problems. Enormous population growth on the Cape over the past 40 years has increasingly strained wastewater infrastructure, with detrimental effects that include: substantial nitrogen buildup from septic systems, stormwater runoff, and wastewater facilities fueling explosive algae growth, which in turn is threatening the viability of the coastal ecosystem; phosphorus buildup in freshwater ponds; and growing concern about the long-term impact of pollution on the sole aquifer that supplies the Cape's drinking water.

"A focus on innovating while solving local water problems can have important global implications," said Paul Niedzwiecki, Executive Director of the Cape Cod Commission. "The Cape is ideally positioned for this unique new center for smart-water innovation, given its urgent need for solutions to freshwater, coastal zone, and wastewater management problems; the exceptional water science and engineering talent available in our region; and the ready testing and demonstration site offered by the MBL. We look forward to working closely with the CIWT and to the innovative approaches and solutions developed there as we advance our Smart Cape Cod initiative to more efficiently monitor and manage the Cape's natural resources and infrastructure."

The RTDC is now finalizing a strategic plan for the CIWT's technology accelerator and Living Laboratory components, identifying funding for the center's establishment, and assembling a CIWT advisory board of experts representing academia, industry, venture capital, and government. For more information, please visit www.ciwt.org.

About the RTDC (www.regionaltechcorp.org)

The Regional Technology Development Corporation located in Woods Hole, Massachusetts is a not-for-profit "virtual incubator" with the mission to facilitate technology transfer and technology commercialization from affiliated local research institutions.

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Posted on:
Tuesday, May 10, 2011 07:05 PM

Region brainstorms for smarter Cape

May 31, 2011 12:37 PM

HARWICH, Mass. — More than 300 people, representing Cape Cod businesses, community leaders and educational professionals, came together in Harwich in May for a brainstorming summit to look at existing problems on Cape Cod and new opportunities.

Organized by the Cape Cod Commission, Cape Cod Chamber of Commerce, Cape Cod Technology Council and OpenCape Corp., the SmarterCape summit featured speakers and panelists who addressed issues of business, government, environment and education in the region from a systemic perspective.

One of the biggest opportunities looked at during the two-day event was the planned OpenCape 300-mile broadband network and potential uses for it.

OpenCape is a funded project to build a \$40 million communications network across the Cape with extensions to Providence and Brockton. Contractors for the network have been identified and construction is expected to be completed by January 2013.

At the summit, Dan Gallagher, Open Cape CEO, said that some services may be available as early as mid-2012. According to Gallagher, telephone pole work for the network will begin in Providence and Brockton this summer and work their way towards the Cape.

"Hopefully that initial service (will be) available to Woods Hole and the Otis Air Force Base, the Mass. military reservation, in mid next year, because there's a great desire in both those organizations...for services immediately," he said.

Speaking during a panel on entrepreneurship, former CEO of The Community Bank David Curtis said the Cape clearly needs the new broadband network. "It will help us attract entrepreneurs to the Cape as well as serve those who are already here," he said.

For more information on the summit and video clips of presentations, visit www.smartercapessummit.com.



Appendix 5: Demographic Data

Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics: 2010 & 2000

Subject	2010		2000		Difference	% Change
	Number	Percent	Number	Percent		
SEX AND AGE						
Total population	215,888	100	222,230	100	(6,342)	-2.9%
Under 5 years	8,854	4.1	10,599	4.8	(1,745)	-16.5%
5 to 9 years	9,874	4.6	12,811	5.8	(2,937)	-22.9%
10 to 14 years	11,031	5.1	14,208	6.4	(3,177)	-22.4%
15 to 19 years	12,008	5.6	11,725	5.3	283	2.4%
20 to 24 years	9,579	4.4	7,735	3.5	1,844	23.8%
25 to 34 years	17,756	8.2%	21,595	9.7	(3,839)	-17.8%
35 to 44 years	22,902	10.6%	33,982	15.3	(11,080)	-32.6%
45 to 54 years	34,363	15.9%	32,802	14.8	1,561	4.8%
55 to 59 years	17,608	8.2	13,524	6.1	4,084	30.2%
60 to 64 years	18,034	8.4	11,984	5.4	6,050	50.5%
65 to 74 years	26,779	12.4%	26,357	11.9	422	1.6%
75 to 84 years	18,780	8.7%	18,461	8.3	319	1.7%
85 years and over	8,320	3.9	6,447	2.9	1,873	29.1%
Median age (years)	49.9	(X)	44.6	(X)	5	11.9%
RACE						
Total population	215,888	100				
One Race	211,187	97.8	218,533	98.3	(7,346)	-3.4%
White	200,194	92.7	209,398	94.2	(9,204)	-4.4%
Black or African American	4,062	1.9	3,969	1.8	93	2.3%
American Indian and Alaska Native	1,324	0.6	1,235	0.6	89	7.2%
Asian	2,287	1.1	1,401	0.6	886	63.2%
Native Hawaiian and Other Pacific Islander	85	0	55	0	30	54.5%
Two or More Races	4,701	2.2	3,697	1.7	1,004	27.2%
HISPANIC OR LATINO						
Total population	215,888	100	222,230	100	(6,342)	-2.9%
Hispanic or Latino (of any race)	4,687	2.2	3,000	1.3	1,687	56.2%
Mexican	818	0.4	524	0.2	294	56.1%
Puerto Rican	1,394	0.6	1,093	0.5	301	27.5%
Cuban	202	0.1	156	0.1	46	29.5%



Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics: 2010 & 2000

Subject	2010		2000		Difference	% Change
	Number	Percent	Number	Percent		
Other Hispanic or Latino [5]	2,273	1.1	1,227	0.6	1,046	85.2%
Not Hispanic or Latino	211,201	97.8	219,230	98.7	(8,029)	-3.7%
Total population	215,888	100	222,230	100	(6,342)	-2.9%
In households	211,927	98.2	216,553	97.4	(4,626)	-2.1%
Householder	95,755	44.4	94,822	42.7	933	1.0%
Spouse [6]	46,263	21.4	49,457	22.3	(3,194)	-6.5%
Child	49,194	22.8	54,631	24.6	(5,437)	-10.0%
Own child under 18 years	33,765	15.6	42,085	18.9	(8,320)	-19.8%
Other relatives	8,314	3.9	6,943	3.1	1,371	19.7%
Under 18 years	2,664	1.2	2,201	1	463	21.0%
65 years and over	2,069	1				
Nonrelatives	12,401	5.7	10,700	4.8	1,701	15.9%
Unmarried partner	6,115	2.8	4,644	2.1	1,471	31.7%
In group quarters	3,961	1.8	5,677	2.6	(1,716)	-30.2%
Institutionalized population	2,283	1.1	2,609	1.2	(326)	-12.5%
Noninstitutionalized population	1,678	0.8	3,068	1.4	(1,390)	-45.3%
HOUSEHOLDS BY TYPE						
Total households	95,755	100	94,822	100	933	1.0%
Family households (families) [7]	58,724	61.3	61,041	64.4	(2,317)	-3.8%
With own children under 18 years	19,317	20.2	23,071	24.3	(3,754)	-16.3%
Husband-wife family	46,263	48.3	49,457	52.2	(3,194)	-6.5%
With own children under 18 years	13,499	14.1	16,833	17.8	(3,334)	-19.8%
Male householder, no wife present	3,239	3.4				
With own children under 18 years	1,399	1.5				
Female householder, no husband present	9,222	9.6	8,939	9.4	283	3.2%
With own children under 18 years	4,419	4.6	5,000	5.3	(581)	-11.6%



Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics: 2010 & 2000

Subject	2010		2000		Difference	% Change
	Number	Percent	Number	Percent		
Nonfamily households [7]	37,031	38.7	33,781	35.6	3,250	9.6%
Householder living alone	30,444	31.8	27,986	29.5	2,458	8.8%
Households with individuals under 18 years	21,285	22.2	24,780	26.1	(3,495)	-14.1%
Households with individuals 65 years and over	37,697	39.4	34,803	36.7	2,894	8.3%
Average household size	2.21	(X)	2.28	(X)	(0)	-3.1%
Average family size [7]	2.77	(X)	2.82	(X)	(0)	-1.8%
HOUSING OCCUPANCY						
Total housing units	160,281	100	147,083	100	13,198	9.0%
Occupied housing units	95,755	59.7	94,822	64.5	933	1.0%
Vacant housing units	64,526	40.3	52,261	35.5	12,265	23.5%
For seasonal, recreational, or occasional use	56,863	35.5	47,016	32	9,847	20.9%
Homeowner vacancy rate (percent) [8]	2.6	(X)	1.4	(X)	1	85.7%
Rental vacancy rate (percent) [9]	12.4	(X)	7.4	(X)	5	67.6%

X Not applicable.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or



adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Source: U.S. Census Bureau, 2010 Census.

NOTE: For more information on confidentiality protection, nonsampling error, and definitions, see <http://www.census.gov/prod/cen2010/profiletd.pdf>.



CAPE COD
COMMISSION

Appendix 6: Priority Project Survey

1. I am a member of the following CEDS Working Group(s):

		Response Percent	Response Count
Infrastructure Development		9.8%	5
Workforce Development		13.7%	7
Industry Sector Development		0.0%	0
Business Development		7.8%	4
Business Climate		9.8%	5
Don't Remember		11.8%	6
Did not participate on a Working Group		51.0%	26
		answered question	51
		skipped question	0

2. ADA & Building Compliance Loan Program Establish a regional revolving loan fund for low-interest financing of ADA and building code compliant renovations to improve the commercial building stock and encourage multi-story development and top-of-the-shop expansion in growth centers.

		Response Percent	Response Count
High Priority		20.9%	9
Medium Priority		37.2%	16
Low Priority		25.6%	11
Not a Priority		14.0%	6
Don't Know		2.3%	1
answered question			43
skipped question			8

3. 'Buy Local' Infrastructure Development Program Fund projects to increase local production of goods and services and educate buyers on the economic benefits of using local purveyors. Provide capital to expand local production and value added capacity; adopt appropriate protections for productive lands and facilities; train educators, business owners, and the workforce to use local providers whenever possible.

		Response Percent	Response Count
High Priority		37.2%	16
Medium Priority		46.5%	20
Low Priority		11.6%	5
Not a Priority		4.7%	2
Don't Know		0.0%	0
answered question			43
skipped question			8

4. Canal Area Assessment & Transportation Improvement Complete a Canal Area Transportation Study to determine the feasibility of rail transport. Based on this research and through a public process, develop a series of transportation improvements for the Cape Cod canal area to facilitate economic development.

		Response Percent	Response Count
High Priority		25.6%	11
Medium Priority		37.2%	16
Low Priority		23.3%	10
Not a Priority		14.0%	6
Don't Know		0.0%	0
answered question			43
skipped question			8

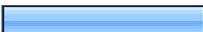
5. Capitalize the Cape Cod Fisheries Trust Provide capital to fund the Cape Cod Fisheries Trust's purchase of fishing rights for local fishermen. Purchases ensure a lasting future for sustainable fishing on Cape Cod; corporate consolidation through the purchase of a limited fishing quota has increased the cost of remaining in or entering the fishing industry for the independent small boat operators on Cape Cod.

		Response Percent	Response Count
High Priority		25.6%	11
Medium Priority		34.9%	15
Low Priority		18.6%	8
Not a Priority		20.9%	9
Don't Know		0.0%	0
answered question			43
skipped question			8

6. Coastal Use Templates for Economic Development Complete a baseline analysis of access, land uses, and economic activity along the Cape’s coastline. Based on this research and through a public process, develop a series of options for coastal development and redevelopment on Cape Cod that will leverage the summer season to provide employment and business opportunities year-round and reinforce the Cape’s historic connection to the sea.

		Response Percent	Response Count
High Priority		37.2%	16
Medium Priority		39.5%	17
Low Priority		14.0%	6
Not a Priority		9.3%	4
Don't Know		0.0%	0
		answered question	43
		skipped question	8

7. Community Green Enterprise Center Design & Construction Community Green will be a sustainable community on 45 acres of land in Sandwich, where formerly homeless and low-income individuals and families will have access to vocational training and employment in the fields of renewable energy, agriculture, and the culinary arts with the educational and business partners located at the Community Green Enterprise Center.

		Response Percent	Response Count
High Priority		18.6%	8
Medium Priority		25.6%	11
Low Priority		30.2%	13
Not a Priority		25.6%	11
Don't Know		0.0%	0
answered question			43
skipped question			8

8. Development in Economic Centers - Cost Analysis Identify the factors making development and redevelopment more expensive in downtown centers than in outlying areas; design incentives to recalibrate this cost differential in order to shift growth to economic centers and reduce the higher infrastructure costs associated with sprawl.

		Response Percent	Response Count
High Priority		37.2%	16
Medium Priority		30.2%	13
Low Priority		23.3%	10
Not a Priority		9.3%	4
Don't Know		0.0%	0
answered question			43
skipped question			8

9. Emerging Sectors Housing Program Identify opportunities to support emerging industries such as education, marine sciences, and the arts by reducing barriers imposed by the high cost of housing on Cape Cod. Initial projects may include student/faculty housing at the Cape Cod Community College or other educational entities and artist live/work space in economic centers.

		Response Percent	Response Count
High Priority		21.4%	9
Medium Priority		40.5%	17
Low Priority		33.3%	14
Not a Priority		4.8%	2
Don't Know		0.0%	0
answered question			42
skipped question			9

10. Energy Demand Reduction Program - Greening Existing Buildings Realize immediate and long-term reduction in energy demand through the expansion of existing energy efficiency assistance programs, the establishment of an efficiency betterment loan program, and through a series of demonstration and workforce training projects.

		Response Percent	Response Count
High Priority		18.6%	8
Medium Priority		62.8%	27
Low Priority		18.6%	8
Not a Priority		0.0%	0
Don't Know		0.0%	0
answered question			43
skipped question			8

11. Entrepreneurship Capital Access & Training Program Attract capital, initially focusing on Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants to fund existing and start up businesses on the Cape. Strengthen the culture of entrepreneurship through training programs in schools, entrepreneurship workshops, and business plan competitions.

		Response Percent	Response Count
High Priority		40.5%	17
Medium Priority		45.2%	19
Low Priority		14.3%	6
Not a Priority		0.0%	0
Don't Know		0.0%	0
answered question			42
skipped question			9

12. Homeland Security & Marine Security Technology Testing & Training Center Establish a Homeland Security Center on the MMR to provide scenario based training for military and local public safety providers and to stimulate innovation, research, and technology transfer in marine security through technology testing programs.

		Response Percent	Response Count
High Priority		31.0%	13
Medium Priority		21.4%	9
Low Priority		38.1%	16
Not a Priority		9.5%	4
Don't Know		0.0%	0
answered question			42
skipped question			9

13. Open Cape Telecommunication Infrastructure Create a reliable, secure communications backhaul network from Woods Hole to Provincetown with capacity to transport large amounts of data on and off-Cape; a microwave and fiber network to enhance education, research, and economic development on a daily basis, and to provide a redundant emergency communications network in times of crisis.

		Response Percent	Response Count
High Priority		78.6%	33
Medium Priority		14.3%	6
Low Priority		7.1%	3
Not a Priority		0.0%	0
Don't Know		0.0%	0
answered question			42
skipped question			9

14. Redevelopment Authority - Feasibility Analysis Complete a feasibility analysis of regional or local redevelopment entities to facilitate development in areas designated for growth through the acquisition and sale of land or property rights.

		Response Percent	Response Count
High Priority		22.0%	9
Medium Priority		41.5%	17
Low Priority		22.0%	9
Not a Priority		7.3%	3
Don't Know		7.3%	3
answered question			41
skipped question			10

15. Renewable Energy Generation Program Ocean Energy planning framework to promote coordinated and environmentally sound development; other projects directly or indirectly in support of renewable energy development on Cape Cod that is similarly consistent with our environmental priorities

		Response Percent	Response Count
High Priority		28.6%	12
Medium Priority		47.6%	20
Low Priority		16.7%	7
Not a Priority		2.4%	1
Don't Know		4.8%	2
answered question			42
skipped question			9

16. Renewable Energy Technology Testing & Training Center Phase 1: Explore partnerships and funding sources for mid-scale wind energy applications (up to 600 kilowatts in scale) with complementary training and research opportunities for engineers, technicians and educators in partnership with academia. Phase 2: Assess need for testing in other areas of renewable energy technology development.

		Response Percent	Response Count
High Priority		26.8%	11
Medium Priority		39.0%	16
Low Priority		26.8%	11
Not a Priority		7.3%	3
Don't Know		0.0%	0
answered question			41
skipped question			10

17. SmarterCape Initiative: Regional Information Clearinghouse & Center of Excellence for Water Quality Technologies & Innovation To help the region better manage built infrastructure and natural systems by gathering and analyzing existing data, collecting real-time data, and using innovative communications technology.

		Response Percent	Response Count
High Priority		47.6%	20
Medium Priority		38.1%	16
Low Priority		7.1%	3
Not a Priority		4.8%	2
Don't Know		2.4%	1
answered question			42
skipped question			9

18. Specialized Four-year College - Feasibility Analysis Establish an independent or affiliated undergraduate institution offering a limited number of degree programs in specialties related to the region's emerging industries and natural resources such as engineering, environmental science, and fine arts with associated Cape-focused research centers.

		Response Percent	Response Count
High Priority		26.2%	11
Medium Priority		35.7%	15
Low Priority		26.2%	11
Not a Priority		11.9%	5
Don't Know		0.0%	0
answered question			42
skipped question			9

19. Waste Minimization: Reduce, Reuse, Recycle To develop and establish regional waste minimization strategies and best management practices intended to extract the maximum practical benefits from products and generate the minimum amount of waste.

		Response Percent	Response Count
High Priority		28.6%	12
Medium Priority		35.7%	15
Low Priority		31.0%	13
Not a Priority		4.8%	2
Don't Know		0.0%	0
answered question			42
skipped question			9

20. Wastewater Infrastructure in Economic Centers & Villages Design and build wastewater infrastructure in those areas designated for mixed-use development and redevelopment where greater population density is desired.

		Response Percent	Response Count
High Priority		69.0%	29
Medium Priority		23.8%	10
Low Priority		2.4%	1
Not a Priority		4.8%	2
Don't Know		0.0%	0
answered question			42
skipped question			9

21. Do you support adding the following projects as Regional Priority Projects in the Cape Cod CEDS?

	Strongly Support	Support	Do not Support	Don't Know	Response Count
National Marine Life Center Capital Project	16.7% (7)	38.1% (16)	21.4% (9)	23.8% (10)	42
Aquacultural Research Corporation Capital Redevelopment Project	28.6% (12)	47.6% (20)	9.5% (4)	14.3% (6)	42
answered question					42
skipped question					9

22. Do you have any other comments or suggestions you would like to share with the CEDS implementation team?

	Response Count
	10
answered question	10
skipped question	41