



CAPE COD
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Economic Development Resource Guide

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Acronym Glossary

ACS – American Community Survey
BFDC – Bourne Financial Development Corporation
BID – Business Improvement District
BPDA – Boston Planning and Development Authority
BRA – Boston Redevelopment Authority
CDAG – Community Development Action Grant
CDBG – Community Development Block Grant
CEDS – Comprehensive Economic Development Strategy
DCPC – District of Critical Planning Concern
DHCD – Massachusetts Department of Housing and Community Development
DIF – District Improvement Financing
DRI – Development of Regional Impact
EACC – Economic Assistance Coordinating Council
EDD – Economic Development District
EDF – Economic Development Fund
EDIC – Economic Development and Industrial Corporation
EDIP – Economic Development Incentive Program
EIR – Environmental Impact Report
EOHED – Massachusetts Executive Office of Housing and Economic Development
EPA – United States Environmental Protection Agency
GIZ – Growth Incentive Zone
HRA – Franklin County Housing and Redevelopment Authority
HUD – US Department of Housing and Urban Development
LUVV – Land Use Vision Map
MGL – Massachusetts General Laws
MOBD – Massachusetts Office of Business Development
MPS – Minimum Performance Standard
RPP – Regional Policy Plan
TDR – Transfer of Development Rights
TIF – Tax Increment Financing
URC – Urban Redevelopment Corporations
US DOT – United States Department of Transportation



Introduction

RESOURCE GUIDE PURPOSE & ROADMAP

The purpose of this Economic Development Resource Guide is to compile the variety of structures, tools, funding sources, and partners that can be employed by municipalities to advance economic development in their community. In most cases, this information is focused on what is available in Massachusetts but does include some case studies from elsewhere in the US. The goal is to provide some basic information on each resource while looking at a few structures and tools in depth that may be of particular interest to municipalities on Cape Cod.

The guide begins, in this introduction, with some background on economic development on Cape Cod to provide some useful context to town staff. The subsequent chapters focus on:

1. *Organizational Entities* – structures for organizing economic development efforts and implementing specific projects
2. *Implementation Tools* – tax incentives, regulatory mechanisms and planning tools that are designed to facilitate economic development
3. *Funding Opportunities* – grant funding and other financing tools that can be used to implement economic development projects that benefit the public while stimulating private sector investments
4. *Partner Organizations* – state, regional, local and federal organizations that are involved in one or more aspect of economic development

Appendices have also been included that provide more detail on how different resources may be used or established, or to provide contact information for economic development partners at the local, regional, and state level.

ECONOMIC DEVELOPMENT DEFINED

Economic development is about creating the environment in which individuals and businesses may prosper over the long term without depleting public resources or undermining the region's competitive advantage in the marketplace. Typically, economic development practice has focused on business attraction to increase the



investment and job opportunities in an area. While the goal of long-term wealth makes sense, there is far more to economic development than courting businesses with tax breaks and regulatory flexibility.

Cape Cod's economic strategy is based on four core principles:

5. *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.
6. *Use your resources efficiently* – Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.
7. *Foster balance and diversity* – Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.
8. *Expand opportunity and regional wealth* – Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Economic development on Cape Cod begins with the protection of our fragile natural resources as well as the historic and cultural assets that make this region unique. These are our competitive advantages in the global economy.

The term economic development is often used to describe activities that are better defined as business development. The following table outlines the differences between economic development, which focuses on the growth and diversity of the larger economy, and business development, which focuses on attracting and retaining businesses within a community.

Economic development sets the stage for the economy by providing the infrastructure, rules of the game (aka regulations), and providing the information and educated workforce needed for a strong economy. The practice of business development focused on working with individual businesses to help them prosper and in turn provide incomes and jobs for people and tax revenues for communities.

The tools of business development include tax incentives, training programs, access to capital, and marketing of the community in which they are located. Without a strong economic development program, however, business development efforts will have very little effect. The basic building blocks for a strong economy must be in place before private businesses will invest heavily in a



community, thus, municipalities should focus their efforts on economic development rather than business development.

Economic Development		Business Development	
Economic Growth	Economic Diversity	Business Attraction	Business Retention
<p>Infrastructure</p> <ul style="list-style-type: none"> • Access • Capacity • Efficiency • Maintenance • Reliability • Cost <p>Regulation</p> <ul style="list-style-type: none"> • Clarity • Fairness <p>Planning</p> <ul style="list-style-type: none"> • Phasing development with availability of infrastructure • Permitting development in a pattern that uses infrastructure efficiently 	<p>Education & Workforce Development</p> <ul style="list-style-type: none"> • Access • Quality • Cost <p>Economic Information</p> <ul style="list-style-type: none"> • Industries, Employment, Wages, Incomes, etc. • Needs Assessments <p>Regulation</p> <ul style="list-style-type: none"> • Zoning and permitting for diversity • Identify uses/activities that negatively impact overall economy over long-term • Regulate such uses to limit long term negative impacts • Public policy efforts to support diversity locally 	<p>Cost of Doing Business (Including cost of property, labor, taxes, energy, insurance, etc.)</p> <ul style="list-style-type: none"> • Tax incentives • Workforce training funds • Below market rents/incubators • Co-op insurance options • Housing subsidies <p>Capital Access</p> <ul style="list-style-type: none"> • Low interest loans • Government contracts • Venture Capital <p>Recruitment Marketing</p> <ul style="list-style-type: none"> • Attract specific types of businesses • Attract specific types of workers 	<p>Business Training</p> <ul style="list-style-type: none"> • Start-up training • Family business succession training • Business finance • Non-profit training programs • Marketing training programs • Employee training funds <p>Capital Access</p> <ul style="list-style-type: none"> • Working capital • Gap financing • Low interest loans <p>Targeted Marketing</p> <ul style="list-style-type: none"> • General Tourism Marketing • Specific tourism investments: heritage tourism, ecotourism <p>Access to Markets</p> <ul style="list-style-type: none"> • Trade missions • Distribution networks



REGIONAL ECONOMIC DEVELOPMENT ON CAPE COD

The principles outlined above guide the economic development goals of Cape Cod's Regional Policy Plan and Comprehensive Economic Development Strategy. The three regional economic development goals from these planning documents are:

1. Economic Balance & Diversity

To promote a balanced regional economy made up of a broad array of businesses providing living wage job opportunities to a diverse workforce; an economy able to provide a variety of housing types affordable to the working population.

2. Economic Opportunity

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

3. Compact Form and Resource Protection

To create vibrant communities that improve overall wellbeing and reduce the adverse impacts of development on the Cape's natural environment and cultural heritage through an efficient use of land and infrastructure.

REGIONAL POLICY PLAN

As required by the Cape Cod Commission Act, the Commission develops a Regional Policy Plan (RPP) that outlines a coherent set of planning policies and objectives to guide development on Cape Cod and to protect its resources.

The Growth Policy for Barnstable County set forth in the most recent RPP 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.”¹ This Policy is the backbone to the goals, planning actions, and regional regulations of the RPP, covering land use, economic development, water resources, natural resources, coastal resources, energy, historic and architectural resources, affordable housing, and transportation.

The RPP recognizes that the development of infrastructure, from wastewater to telecommunications, is essential to regional economic growth that doesn't further

¹ Cape Cod Commission, Regional Policy Plan. 2009.

http://www.capecodcommission.org/resources/RPP/2012RPP_printJan2013.pdf



degrade the human or natural environment. Compact forms of growth reduce the cost of needed infrastructure and allow for more types of residential and commercial development at a range of prices.¹ Public investment is essential to economic and community development, and will be pivotal to realizing redevelopment goals.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Commission also prepares the Comprehensive Economic Development Strategy (CEDS) for Cape Cod, in collaboration with the Cape Cod Economic Development Council and other partner organizations. CEDS is a five-year strategic plan that builds on the economic development goals of the RPP and identifies regional priority projects that will move the region's economy towards a sustainable future. The last five year-update took place in 2014.

Information on the CEDS process, regional priority projects, and documents are available at: <http://www.capecodcommission.org/ceds>

INFRASTRUCTURE PLANNING

The Commission also completes infrastructure planning in collaboration with Towns throughout the region. The major planning efforts are outlined briefly below given that much of the economic development activities at the county level pertain to infrastructure.

Regional Transportation Plan (RTP)

The RTP provides goals, policies, and objectives for the transportation system over the next 20 years. It is the long-range view of transportation based on existing system data and needs. Through the RTP effort, the Metropolitan Planning Organization (MPO) strives to assess the existing transportation system and its federal aid components—whether transit, highway, pedestrian, or other—and endeavors to improve the transportation system and its connections for better mobility for residents, commuters, and visitors. The eight goals of the 2012 RTP include:

- Safety and Security
- Congestion Relief
- Multimodal Accessibility
- System Maintenance
- Environmental Protection
- Community Orientation



- Equitability
- Cooperation among Stakeholders

The MPO staff must update the RTP every four years, and additional specific studies may occur in the interim. Once the MPO approves the RTP, they submit it for review by state and federal authorities. The most recent RTP was approved in 2016.

Unified Planning Work Program (UPWP)

The Unified Planning Work Program (UPWP) describes annual (October – September) activities related to the transportation planning on Cape Cod. This includes data collection, development of the planning products, staff support for the Metropolitan Planning Organization (MPO) and Cape Cod Joint Transportation Committee (CCJTC), and transportation studies to be undertaken in the region.

Transportation Improvement Program (TIP)

The Transportation Improvement Program is a revolving list of projects that have reached the funding stage; these projects must also be listed in the Regional Transportation Plan. The TIP outlines the next four years of expected project funding. Projects are reviewed and approved for inclusion in the TIP through the MPO process.

Regional Wastewater Management Plan

The Regional Wastewater Management Plan (RWMP) is a framework and set of tools for managing nutrients through wastewater and stormwater currently impacting our estuaries. This plan is the precursor of the Section 208 Water Quality Management Plan outlined next.

Section 208 Water Quality Plan

Section 208 of the U.S. Clean Water Act was designed to propose implementable solutions for water quality problems from point (direct discharge to surface waters) and non-point (indirect discharge) sources within state-specified geographic regions. Cape Cod is one such region in Massachusetts. Among other planning activities, it was developed for the purpose of encouraging and facilitating the development and implementation of area-wide waste treatment management plans. It requires state governors to identify areas with water quality problems and designate an entity to develop these area wide waste treatment management plans.



The updated 208 Plan focuses primarily on resolving the problem of nitrogen in coastal waters, contributed in large part through wastewater managed only using Title 5 septic systems not designed to remove nutrients. The 208 plan outlines numerous methods for treating wastewater and encourages watershed level joint planning between municipalities. The plan also proposes options to expand financing options for building wastewater treatment systems be they traditional sewers or newer green infrastructure solutions.

Regional Capital Infrastructure Plan

Currently under development alongside the update of the Regional Policy Plan is the Regional Capital Infrastructure Plan. This plan seeks to provide an overall framework for local capital planning with the goal of improving coordination at the local and regional levels to improve the capacity and quality of all types of infrastructure needed on the Cape. The long-term vision is to expand infrastructure funding sources and financing options available in the region.

ECONOMIC CONTEXT – THE CAPE COD ECONOMY

The region's economy is predominantly a small business economy. Eighty-eight percent of the region's businesses have fewer than 20 employees.² Many of these businesses support the Cape's seasonal hospitality and service economy. The Cape's traditional industries, such as cranberry cultivation and fin fishing, depend on the health of the region's ecosystems and were the first to suffer from the past disconnect between the economy, land use, and environment.

Cape Cod's seasonal tourism heavily influences the regional economy, from housing and commercial development to employment, income, and population size. Summer visitors and second homeowners roughly double the Cape's population between Memorial Day and Labor Day. The dependence on tourists and seasonal visitors means many year-round residents struggle to find full-time, year-round employment – and due to the low-wage options available, housing that they can readily afford.³

² Statistics of US Businesses, 2014. <https://www.census.gov/data/tables/2014/econ/susb/2014-susb-annual.html>

³ Regional Housing Market Analysis, Barnstable County, Massachusetts. 2017. <http://www.capecodcommission.org/resources/housing/MarketAnalysis/Final%20Report/2017-09-11-Regional%20Housing%20Market%20Analysis%20and%2010-Year%20Forecast%2C%20Final%20Report.pdf>



Employers on Cape Cod fall into every industry sector, but the dominant sectors remain retail, accommodation and food service, and health care – reflecting the Cape’s appeal to tourists, second-home owners, and retirees.

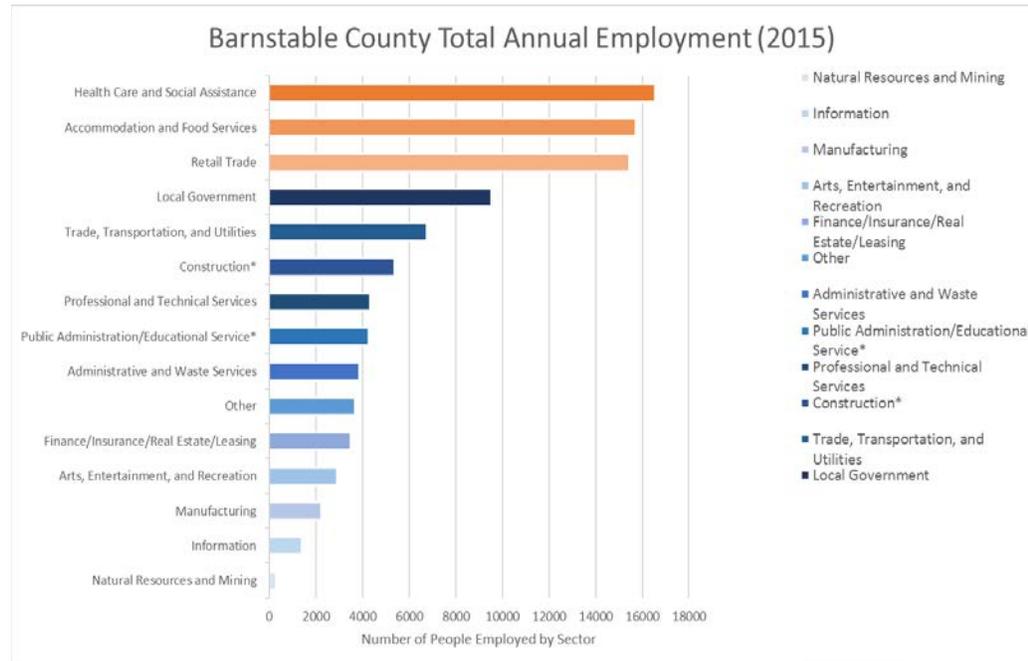


Figure 1. Annual Average Employment, Barnstable County, 2015. Source: US Bureau of Labor Statistics.

The Cape’s CEDS includes a series of regional benchmarks that describe changes in the regional economy. Key findings from the 2017 annual update include:

- The significant population growth on Cape Cod from the 1960s through the 1990s was driven by people retiring to the region; this age cohort is over 10% higher on Cape Cod than in the US as a share of the total resident population
- The Cape’s economy is less seasonal than during the 1990s, but it still depends heavily on the doubling of the population in the summer and spending by second homeowners and visitors
- While the payroll of businesses on the Cape has risen as the number of businesses and jobs has grown, average weekly wages when controlled for inflation have not increased significantly since 1990 on Cape Cod (same for Massachusetts and the US)
- The wages on the Cape average \$8,000 to \$15,000 a year lower than wages in the US, and the gap is even greater when compared to wages



state-wide; however, within the tourism cluster, wages are comparable to those in the state and US overall

- Over half of the households on the Cape are in the lowest two income brackets, with incomes of less than \$75,000 per year⁴

This window into the regional economy introduces some of the major economic development challenges the Cape faces today.

COMMERCIAL DEVELOPMENT PATTERNS

Late 20th century commercial development patterns designed around automobiles is not conducive to the region's economic development goals. The significant amount of large-lot strip development in the region, however, offers opportunities for strategically located redevelopment and un-development to create more efficient community centers and reduce sprawl that is difficult to serve with infrastructure and transit. The results will be consistent with the "sense of place" – compact historic villages, open vistas, and pristine natural areas - that has made Cape Cod such a draw over the last century.

DEVELOPMENT WITHOUT INFRASTRUCTURE

The location of infrastructure and public facilities, in addition to zoning, drives land use patterns. The dispersed development pattern that dominated the past 50 plus years is, in part, due to the dependence on Title 5, on-site sewage treatment and disposal systems. Only five of the 15 towns on Cape Cod use centralized collection and advanced treatment for wastewater. This lack of appropriate infrastructure, particularly in downtown areas, has been identified as a significant limitation to business growth and property redevelopment on Cape Cod.⁵

Public investment in wastewater infrastructure has repeatedly been deferred and/or resisted because of the cost and fears that it will result in growth that will destroy the Cape's character. Resistance has led to little consensus on the need and on the potential solutions. However, communities are showing more interest in making needed changes to local zoning and state and regional authorities are

⁴ Cape Cod Comprehensive Economic Development Strategy – 2017 Annual Report.
http://www.capecodcommission.org/resources/economicdevelopment/Cape_Cod_CEDS_Full_Annual_Report_2017.pdf

Cape Cod Commission, Orleans RESET Project, 2015:

⁵ http://www.capecodcommission.org/resources/initiatives/OrleansRESET_FinalREPORTWeb.pdf



working on updating regulations to incorporate the use of alternative wastewater treatment options.⁶

LOW-WAGE WORKFORCE

Since 1990, the payroll of Cape Cod employers has risen by about 60% after controlling for inflation; however, this increase has been mostly due to job growth rather than wage growth.⁷ The dominant industry of leisure and tourism produces primarily low-wage jobs while seasonality means that many jobs are part-time. The tradition of cobbling multiple jobs together over different parts of the year continues but is more difficult given the ever increasing cost of living on Cape Cod.

COST OF LIVING

Cost of living issues are led by the trends in housing. Housing costs – both for owners and renters - have soared in the past decade. Many households on Cape Cod must dedicate over 30% of their income to housing – these households are considered “stressed” financially as the cost of housing eats away at their ability to afford other basic needs. While the lowest income households face the highest barrier, increasingly middle-income households are struggling to find appropriate housing that they can afford.

Massachusetts is one of the most expensive real estate markets in the nation, and the median home value on Cape Cod (\$383,200) is 4% higher than the rest of the state.⁸ Throughout the state, 63% of all households pay 30% or more of their income on housing costs; 16% pay more than 50% of their income. For households making 50% or less of the state’s median income (MHI) (\$67,846 in 2014), more than 76% face a cost burden of more than 30% of their income, the threshold for housing cost stress. More than 52% of these households pay at least half of their income on housing. The need for affordable rental units, especially for the lowest-income households, continues to be a primary housing concern in the region.⁹

⁶ Cape Cod Commission, 208 Plan, 2015. <http://www.capecodcommission.org/208>

⁷ Cape Cod Comprehensive Economic Development Strategy – 2017 Annual Report. http://www.capecodcommission.org/resources/economicdevelopment/Cape_Cod_CEDS_Full_Annual_Report_2017.pdf

⁸ American Community Survey, 2016. <https://www.census.gov/programs-surveys/acs/news/data-releases.html>

⁹ EPR/Crane, Cape Cod Regional Housing Market Analysis, 2017. <http://www.capecodcommission.org/resources/housing/MarketAnalysis/Final%20Report/2017-09-11-Regional%20Housing%20Market%20Analysis%20and%2010-Year%20Forecast%2C%20Final%20Report.pdf>



Chapter 1: Economic Development Entities

OVERVIEW

Economic and business development activities are most successful when they have a staffing and leadership structure around them; this structure can be within a governmental entity or established outside as either a quasi-governmental entity or a private organization. Some communities may have multiple entities working on economic development and/or business development depending on their needs. This chapter outlines the types of entities available to municipalities in the state of Massachusetts.

GOVERNMENT ENTITIES

If a municipality wants to provide greater focus to their economic development efforts they may opt to establish either a consolidated community development department (MGL 43C, §12) or an economic development committee within their own administrative structure. The consolidated department structure has more powers to implement economic development projects while the committee acts more as a sounding/advisory board for staff and elected officials.

CONSOLIDATED COMMUNITY DEVELOPMENT DEPARTMENT

Section 12 of MGL43C states that a consolidated department of community development may include a Redevelopment Authority, planning board, industrial development commission, industrial development financing authority, or any other municipal office or agency exercising community economic development activities. All activities however must abide by municipal procurement and wage laws.

For example, the Town of Brookline has a Planning and Community Development Department that works on the following issues: affordable housing, economic development, long-term planning, preservation planning, Neighborhood Conservation Districts, Planning Board development review, the Community Development Block Grant (CDBG) program, and Sustainability and Climate Action committee activities.



ECONOMIC DEVELOPMENT COMMITTEES

Economic Development Committees have been established in several towns on Cape Cod. The purposes of these committees range from educating other boards and the community about economic development trends pertinent to their town, to promoting business recruitment and retention.

Some committees are responsible for completing an economic development strategy or the economic development section of the Town's Local Comprehensive Plan (LCP). They may also be responding for finding implementation funding. Committees may also be charged with reviewing town permitting rules and procedures and advocating for changes that would favor businesses in hopes of increasing private investment in the community. These committees may be helpful in bringing a business perspective to town hall.

To be successful, an economic development committee should be supported with staff resources and provided with a very clear mission and set of objectives. There must also be a shared understanding of what economic development means for the town they serve. Unfortunately, it is not uncommon for economic development committees to founder from a lack of direction, staff support, and sense of purpose.

The following Cape Cod towns have an active Economic Development Commission as of 2017: Barnstable, Chatham, Dennis, Provincetown, and Yarmouth. Contact information on these committees is included in Appendix A.

QUASI-GOVERNMENTAL ENTITIES

There are several formal quasi-governmental entities that can be established under Massachusetts General Law (MGL) that are designed to stimulate economic development in partnership with the private sector. These include:

- Redevelopment Authorities (established under MGL 121B),
- Economic Development Industrial Corporations (MGL 121C),
- Urban Renewal Corporation (MGL 121A), and
- Business Improvement Districts (MGL 40-O).

These are independent, board-managed entities that do not report to town managers or selectmen. Each is described briefly below; more in-depth coverage of Redevelopment Authorities, Economic Development Industrial Corporations, and Business Improvement Districts can be found at the end of this Chapter.



REDEVELOPMENT AUTHORITIES

Redevelopment Authorities are quasi-public agencies that may be established to redevelop substandard, decadent, or blighted open areas for industrial, commercial, business, residential, recreational, education, hospital, or other purposes. The activities and development projects undertaken by a redevelopment authority must be articulated in an Urban Renewal Plan.

The staff and board of redevelopment authorities are autonomous, and the entity is not subject to state procurement laws. These entities may use the authority of eminent domain to assemble properties for redevelopment of an area, consistent with an approved Urban Renewal Plan.

The enabling redevelopment authority legislation does not, however, provide a mechanism for consistent funding, and the State does not provide start up or administrative funds to these entities. As a result, they must generate funds from either real-estate acquisition, management, and sale, or from grants of land/money from the municipality.

Redevelopment Authorities are explained in more detail below ([In Depth: Redevelopment Authorities](#)).

ECONOMIC DEVELOPMENT INDUSTRIAL CORPORATIONS

An Economic Development Industrial Corporation (EDIC) is a corporation established by a municipality for the purpose of implementing local economic development projects in accordance with an economic development plan. Such projects are designed to decrease unemployment and eliminate decadent and blighted open areas in a municipality.

Typically, EDIC activities are limited to industrial and manufacturing development projects. Several communities in Massachusetts have used MGL Chapter 121C as the basis for special legislation that expands the range of eligible activities to include commercial, business, recreational, social services, educational, and other non-industrial projects. There is no dedicated funding associated with EDICs under state law; they must either receive funding from the municipality or generate through some other mechanism.

There are four EDICs on Cape Cod in the towns of Falmouth, Mashpee, Bourne, and Sandwich. Each of the Cape's EDICs were established through special legislation included in Appendix B. More detail is provided in the section titled [In Depth: Economic Development Industrial Corporations](#).



URBAN REDEVELOPMENT CORPORATION

Urban Redevelopment Corporations (URCs) undertake residential, commercial, civic, recreational, historic, or industrial projects in areas that are considered decadent, substandard, or blighted open space, as authorized by MGL 121A and 760 CMR 25.00.

Unlike redevelopment authorities, however, URCs are single-purpose, project-specific, private entities whose developments, once created, are exempt from real and personal property taxes, betterments, and special assessments. The regulations lay out procedures for negotiating an alternative tax payment on these developments and allow private developers to exercise the power of eminent domain to assemble development sites under certain circumstances.

These tax exemptions encourage development in areas with high property tax rates, or in areas that are minimally marketable as locations for private investments. The municipality essentially offers the developer a tax break and accepts a substitute reduced tax, providing at least some tax revenue on property that would have otherwise remained undeveloped.¹⁰

BUSINESS IMPROVEMENT DISTRICTS

Business Improvement Districts (BIDs) are enabled in state legislation (MGL 400) as a special taxing district organized as a not-for-profit corporation to supplement municipal services in a commercial district. They serve a defined area in which businesses agree to pay an annual special assessment to fund the organization and projects within the district's boundaries.

To be approved, a BID must have the support of 60% of the real property owners who represent 51% or more of the assessed real property valuation in the district to be designated. Once approved, a BID organization may focus on a range of activities including public safety, streetscape improvements, business assistance, and/or public policy.

Because BID members pay this special assessment, the organization has an ongoing, stable revenue stream for the District, unlike other redevelopment entities or EDICs. In addition to this guaranteed revenue, a BID may receive

¹⁰ Chapter 121A Overview, Mass.gov:

<https://www.mass.gov/service-details/urban-redevelopment-corporations-urc>



grants, donations, and gifts to support their initiatives if they are incorporated as a 501C3 non-profit organization.

Business Improvement Districts are explained in more detail in the section titled [In Depth: Business Improvement Districts](#), including information on the Hyannis Mainstreet BID, the only BID currently in operation on Cape Cod.

PRIVATE ENTITIES

COMMUNITY DEVELOPMENT CORPORATIONS

Community Development Corporations (CDC) are not-for-profit entities but they are enabled by state law and overseen in Massachusetts by the state's Department of Housing and Community Development (DHCD). A CDC may be established for a neighborhood, a town or a region. They have been used to support housing, business development and other needs of low to moderate income households within their community be it rural, suburban, or urban. CDCs generally rely on grants and charitable contributions to fund their staff and activities.

There are three CDCs on Cape Cod – two dedicated entirely to housing and one to housing and business development. The Housing Assistance Corporation, one of the three, offers services cape-wide while the Community Development Partnership is focused specifically on the Outer and Lower Cape region. The Falmouth Housing Authority is a CDC serving only the town of Falmouth.

COMMUNITY ENDOWMENT/FOUNDATIONS

Community foundations are tax-exempt, grant-making charitable organizations that invest gifts of cash, real property, stocks or other financial assets to generate income that is granted to other non-profit organizations dedicated to improving the quality of life in a given area. Contributions to the fund may come from individuals, families, and businesses. Generally, community foundations support human services programs but may also support arts and education, the environment, and disaster relief.

According to the Council on Foundations, the six characteristics of a community foundation are:

- A flexible, yet permanent collection of funds supported by a wide range of donors,



- A relative independence to determine the best use of those funds to meet community needs,
- A governing board of volunteers, knowledgeable about their community and recognized for their involvement in civic affairs,
- A commitment to provide leadership on pervasive community problems,
- A commitment to assist donors to identify and attain their philanthropic goals, and
- And adherence to a sense of “community” that overrides individual interests and concerns. ¹¹

The Cape Cod Foundation is a community foundation that manages over 250 individual charitable funds with various purposes. Within the Foundation, the towns of Sandwich, Falmouth and Chatham created funds that broadly address issues and opportunities facing their community. Chatham’s fund is specifically directed towards helping lower income residents.

NON-PROFIT DEVELOPMENT ORGANIZATIONS

Non-profit development organizations address general economic development needs in a community or region, assisting businesses, purchasing land, and promoting/marketing opportunities in targeted areas.

For example, Metro West Collaborative Development is a nonprofit that creates and preserves affordable homes; supports economic development that strengthens neighborhoods, towns, and the Metro West region; and builds alliances with partners and constituencies throughout the region in order to increase awareness and build support for community development. They are working towards a goal of 100 affordable housing units over 5 years by reusing industrial and commercial sites, supporting mixed use development and cluster zoning, and sharing sites with open space, community farms, and bike paths.

¹¹ The Council on Foundations: <https://www.cof.org/>



SUMMARY TABLE

The following table provides a summary of each entity type and the enabling legislation if required:

Organizational Type	Mission	Allowed Activities	Tools	Geographic Scope	Funding Provision	Legal Citation
Governmental						
Consolidated Community Development Department	All community and economic development duties	Planning, land assembly, regulation, financing, infrastructure, marketing and promotion, business assistance	Pledge of credit of municipality; eminent domain	Municipality	Annual town budget process	MGL 43C
Economic Development Committee	Advisory to the Selectmen/ Town Council	Planning, regulatory process evaluation		Municipality	At Town's discretion	Local by-law
Quasi-Governmental						
Redevelopment Authority	Urban Renewal	Planning, land assembly, infrastructure, promotion and marketing, financing	Eminent Domain, Exempt from State Procurement law (30B), convey land to private developer, bonding authority	Municipality	None	MGL 121B
Urban Redevelopment Corporation	Urban Renewal - single project with public purpose	Land assembly/ acquisition, property management, construction and property improvements, borrowing and issuing of bonds	May be given power of eminent domain to acquire land	Single development site within a municipality	Developer is given a property tax exemption	MGL 121A
Economic Development Industrial Corporation (A)	Industrial development in areas of high unemployment & physical deterioration	Land assembly, planning, financing, infrastructure, marketing and promotion, business assistance	Eminent Domain, Exempt from State Procurement law (30B), convey land to private owner, bonding authority	Single or multiple towns	None	MGL 121C



Organizational Type	Mission	Allowed Activities	Tools	Geographic Scope	Funding Provision	Legal Citation
Economic Development Industrial Corporation (B)	Advance commercial, business, recreational, social services, educational or other non-industrial projects	Determined by legislation	Determined by legislation but may include Eminent Domain, Exempt from State Procurement law (30B), convey land to private developer, bonding authority	Single or multiple municipalities	None	Special State Law
Business Improvement District	Revitalization and long-term maintenance of downtowns and city/town centers	District maintenance and improvements, business assistance, marketing and promotion	Borrow money, enter into contract, sue and be sued	Designated district	Annual Assessment of all Commercial Property Owners within BID	MGL 400
Private, Non-Profit						
Community Development Corporation	Community development through housing and business assistance that directly benefit low-moderate income individuals	Housing development and rehabilitation; business development programing and other community development programs	Rights of a private not-for-profit entity	Flexible from neighborhood to a region	None – fundraising and grants	MGL Chapter 40H
Community Endowment	Address identified community needs	Determined by the Endowment Board and investors	Rights of private entities	Municipality	Investment fund	NA
Non-profit development organization	General economic development	Business assistance, promotion and marketing, land purchase, financing	Rights of private entities	Flexible	Fundraising	NA



IN DEPTH: REDEVELOPMENT AUTHORITIES

LEGAL FRAMEWORK IN MASSACHUSETTS

The ability to create Redevelopment Authorities currently exists for every town and city in the Commonwealth, including the 15 towns on Cape Cod. Under Massachusetts General Laws Chapter 121B (MGL c. 121B) municipalities are authorized to establish Redevelopment Authorities to redevelop substandard, decadent or blighted open areas for industrial, commercial, business, residential, recreational, education, hospital, or other purposes. The state's definition of decadent or blighted open areas is included in the DHCD guide "How to Establish a Redevelopment Authority, included here in Appendix C. All development within designated areas must be undertaken in accordance with use limitations specified in an approved Urban Renewal Plan.

In the 1930s, MGL Chapter 121, Section 261 was enacted, creating the statutory framework for housing and urban renewal in the Commonwealth, including the creation of local housing authorities and defining their duties. MGL Chapter 121B was enacted in 1969, to enable the creation and dissolution of Redevelopment Authorities.

Chapter 121B stresses that Redevelopment Authorities must achieve socio-economic development, such as the provision of jobs for the unemployed, the addition of tax revenue to overburdened communities and/or the assemblage of parcels of sufficient size for the expansion or siting of industry, business, or housing. Urban renewal projects help municipalities revitalize deteriorated and underutilized areas by providing the economic climate needed to attract and support private investment. The Massachusetts Department of Housing and Community Development (DHCD) is responsible for the overseeing the operation and administration of Redevelopment Authorities and approving their Urban Renewal Plans.

Redevelopment Authorities may be dissolved once the need for a Redevelopment Authority no longer exists. Dissolution, like the creation of Redevelopment Authorities is also governed by Section 4 of Chapter 121B.

ORGANIZATIONAL STRUCTURE AND POWERS

Under Massachusetts law, a Redevelopment Authority is established as an independent body and therefore does not answer directly to the chief executive(s) of the municipality unless it is established as part of a Consolidated Community



Development Department. This autonomy can afford the Redevelopment Authority more autonomy in planning and executing revitalization and redevelopment projects.

Redevelopment Authorities have broad powers to plan and implement activities needed to redevelop underutilized, deteriorated or blighted open areas, to encourage new development and to promote sound growth. Redevelopment Authorities have the power to:

- Establish rehabilitation and design standards;
- Assemble and dispose of land, including the taking of real estate through eminent domain;
- Relocate businesses and residents occupying property in urban renewal areas;
- Demolish and/or rehabilitate substandard structures;
- Participate in real estate development and commercial revitalization; and
- Issue bonds, borrow money, invest funds, and receive grants.

The design standards adopted by a redevelopment authority may be stricter than the underlying town zoning but otherwise must be consistent with that zoning.

Redevelopment Authorities established outside the municipal government structure are exempt from MGL c.30B, the Massachusetts Uniform Procurement Act, when engaged in the development and disposition of real property in accordance with an approved Urban Renewal Plan. This exemption, coupled with the ability to use eminent domain, makes Redevelopment Authorities powerful tools for commercial revitalization, industrial park development, infrastructure improvements, facilities renovation and brownfield site remediation. Redevelopment Authorities are particularly effectively in large-scale and complex redevelopment projects and land assembly.

Governance

A Redevelopment Authority is governed by an appointed five-member board; redevelopment authorities established as part of a Consolidated Community Development Department are generally led by the Selectmen or Town Council. Board membership must be residents of the city or town(s) included in the redevelopment district.

In an incorporated city, the board is appointed by the mayor or city manager. In a town meeting form of government (which would apply to all Cape Cod towns



except Barnstable), Town Meeting approval is required to establish the Redevelopment Authority and authorize the Board of Selectmen to appoint four members. These members serve until the next annual Town Meeting, at which time an election is held to seat four successors. The Commonwealth, through DHCD, appoints one member to the Redevelopment Authority board.

Staffing levels vary depending on the size of the municipality and the number and type of activities undertaken. At minimum, most Redevelopment Authorities consist of an executive director and an administrative assistant.¹²

Eminent Domain

The power of eminent domain gives redevelopment authorities the power to appropriate property for a public use. Under the Fifth Amendment to the Constitution, the owner of any appropriated land is entitled to reasonable compensation, usually defined as the fair market value of the property. Proceedings to take land under eminent domain are typically referred to as "condemnation" proceedings. Massachusetts eminent domain laws can be found in MGL c. 79.¹³

Prior to the landmark Kelo case, eminent domain had been used for various public purposes, including actions to expand or develop telephone, power, transportation or gas lines. The US Supreme Court 2004 decision in *Kelo v. City of New London* affirmed the right of government to condemn private property and turn it over to another private party for private development to implement a plan for economic development.¹⁴

A Redevelopment Authority needs to have an approved Urban Renewal Plan to exercise the powers of eminent domain. This power can be useful in acquiring tax title properties and the assistance of consultants specializing in takings and relocation of operating businesses is generally advised.

URBAN RENEWAL PLAN

The development and approval of an Urban Renewal Plan is necessary before a Redevelopment Authority can undertake certain projects. The Urban Renewal Plan is an application submitted by a municipality through its Redevelopment

¹² Source: How to Establish a Redevelopment Authority, MA DHCD.

<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedevelopemntauthority.pdf>

¹³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXIII/Chapter79>

¹⁴ Zoning and Planning Law Report, vol. 30, No. 9, Sept. 2007, Land Assembly by Assembling People, Schidman



Authority to DHCD. It should outline any urban renewal/redevelopment projects it would like to undertake. Approval of the plan by DHCD allows these projects to move forward.

The Urban Renewal Plan must include the following information as specified under MA Regulations 760 CMR 12.00 (included as Appendix D of this report):

- Maps of the project area;
- Data demonstrating that the area meets the eligibility criteria as a substandard, decadent or blighted open area; (see definitions in Appendix C)
- Project objectives, including specifications of all proposed redevelopment and detailed job creation and retention estimates;
- A financial plan, including cost estimates and a project budget;
- Local approvals;
- Site preparations, including land protections and measures to address environmental or flood problems;
- Public improvements, including how the improvements will help achieve the objectives of the plan;
- A relocation plan;
- Redeveloper's obligations (i.e., restrictions that are or will be placed on a developer of individual parcels purchased from the Redevelopment Authority);
- Disposition for each parcel (i.e., how will the parcels be redeveloped and by whom, if information is known at time of urban renewal plan preparation);
- A report on citizen participation describing meaningful citizen participation in the planning process and expected citizen participation during project execution.

To approve a proposed Urban Renewal Plan, DHCD must make the following six findings:

1. The project area would not, by private enterprise alone and without either government subsidy or the exercise of governmental powers, be made available for urban renewal (i.e., without public involvement, the project/site would not be developed.)



2. The proposed land uses and building requirements in the project area will afford maximum opportunity for privately financed urban renewal consistent with the needs of the locality (i.e., the project will enhance/promote desired private investment.)
3. The plan for financing the project is sound.
4. The project area is a decadent, substandard or blighted open area.
5. The urban renewal plan is complete as required under 760 CMR 12.00 (see Appendix D of this report).
6. The Relocation Plan has been approved under MGL c.79A.

When these findings have been made, DHCD will issue a letter of approval. If the Urban Renewal Plan is not approved, it may be resubmitted with modifications, supporting data, or arguments as necessary to meet DHCD's written objections. No urban renewal project may be undertaken until a public hearing relating to the urban renewal plan for the project has been held before the city council or the municipal officers of a town, and approval is obtained by municipal officers and DHCD.¹⁵

BEST PRACTICES

Several experts on Redevelopment Authorities in Massachusetts were interviewed for this report; below is a list of best practices and recommendations for communities considering the establishment of a Redevelopment Authority:

1. The recommended first step for a community considering a Redevelopment Authority and Urban Renewal Plan is to review the statutory definitions of open blighted, sub-standard, or deteriorated areas to ensure that the area being targeted meets one or more of these definitions.
2. Municipal leadership is key to the success of a Redevelopment Authority. In the case of South Hadley, a new Town Administrator who had previously worked with Redevelopment Authorities in the past, and strongly encouraged it as an option for the redevelopment of South Hadley Falls. The South Hadley Redevelopment Authority (SHRA) was established in 2014, and a draft URP was published in 2017. The SHRA is presented as a case study [below](#).

¹⁵¹⁵ MA DHCD, How to Establish a Redevelopment Authority.
<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedevelopemntauthority.pdf>



3. Areas that have been a long-term target for redevelopment often have a better chance at success. DHCD looks for alignment with municipalities' Master Plans where available (or in their absence, other local and regional plans). Demonstrating longstanding, ongoing interest in the redevelopment of an area helps validate the need for a Redevelopment Authority, especially if past revitalization attempts have been unsuccessful.
4. Although it is possible to establish a Redevelopment Authority and not develop an Urban Renewal Plan, the Plan is crucial to helping the authority reach its full potential. The development and approval of an Urban Renewal Plan is necessary for a Redevelopment Authority to hold the power to take property by eminent domain. The Urban Renewal Plan also helps focus the actions and efforts of Redevelopment Authorities.
5. The act of establishing a Redevelopment Authority and adopting a Urban Renewal Plan can encourage developers and property owners to act on substandard or underutilized properties, even in areas that struggled to make progress previously. The potential for property takings through eminent domain may be enough to initiate or resurrect negotiations about redevelopment options.
6. Experts frequently emphasized that collaborations are often in the best interest of both the Town and property owners or developers. Eminent domain should be considered a last resort option, and negotiation between parties should always be attempted first.
7. Urban Renewal Plans benefit developers by stating the municipality's long-term vision for the target area and clearly articulate what will make a development project acceptable and therefore reducing the risk of making an investment into the community.
8. Redevelopment Authorities also reduce liability taken on by municipalities during the redevelopment process, as they are independent entities. Because the organization is a separate body politic and corporate, the Redevelopment Authority has "more autonomy in planning and implementing revitalization and redevelopment projects."¹⁶
9. In the case of Franklin County, the Redevelopment Authority is also the Housing Authority. This model could work for Cape municipalities,

¹⁶ Source: How to Establish a Redevelopment Authority, MA DHCD.

<http://www.mass.gov/hed/docs/dhcd/cd/ur/howtoestablisharedevelopemntauthority.pdf>



depending on available capacity, staff and funding resources, and general interest in economic development.

10. Many Redevelopment Authorities have limited staff and budget resources. Staff from the Plymouth Redevelopment Authority encouraged communities to research the redevelopment projects that similar communities have accomplished and how, in order to not duplicate efforts, pursue unlikely scenarios, or reinvent the wheel. Several case studies in and outside Massachusetts are presented in the [next section](#).
11. Urban Renewal Plans need a financial plan to pay for its recommended actions. There are several ways that Redevelopment Authorities can generate their own funds, including charging administrative fees for their services and (re)selling property. Redevelopment Authorities can also bring in state and federal money not otherwise available to communities. For example, [MassDevelopment](#) also offers grants to help Redevelopment Authorities develop Urban Renewal Plans, and they should be considered a key resource in the redevelopment process.
12. Multiple experts emphasized that the development of an Urban Renewal Plan must strictly adhere to the regulations detailing their content. Some communities have not been approved by DHCD for taking more creative planning approaching and unintentionally providing insufficient detail in key areas for meeting regulatory requirements. To allow for more creative visioning in the future of their community, the City of Holyoke first developed a long-term Master Plan with an extensive public outreach process. The Urban Renewal Plan that followed strictly adhered to content guidelines, while the Master Plan was used for broader guidance and attached as an appendix. The City also carried over the public engagement process from one Plan to the next, establishing a citizen's Advisory Committee during the Master Plan process, and leveraging them as a sounding board for the Urban Renewal Plan.

CASE STUDIES IN MASSACHUSETTS

Boston Planning and Development Agency

The Boston Planning & Development Agency (BPDA) is the planning and economic development agency for the City of Boston. The BPDA is formerly known as the Boston Redevelopment Authority (BRA), established in 1957 by the Boston City Council and the Massachusetts Legislature. The BRA assumed the development powers previously held by the Boston Housing Authority and expanded them beyond public housing. In 1960 the City Planning Board was abolished, and its powers were transferred to the BRA. The BRA's statutory authority was set forth



in the Massachusetts General Laws, chapter 121B, section 4 in 1957 and Chapter 652, section 12 in 1960. Its broad development authorities include the power to buy and sell property, the power to acquire property through eminent domain, and the power to grant tax concession (under MGL chapter 121A) to encourage commercial and residential development.

Today, the BPDA is charged with growing the tax base, cultivating the private jobs market, training the workforce, encouraging new businesses to locate in Boston and existing businesses to expand, planning the future of neighborhoods with the community, identifying height and density limits, charting the course for sustainable development and resilient building construction, advocating for multi-modal transportation, responding to the city's changing population, producing insightful research on the City, and ensuring Boston retains its distinctive character.

In 2007, in collaboration with the BRA (now BPDA), Boston's Mayor Thomas M. Menino launched the Dudley Square Vision Project, with three areas of focus: real estate development, programmatic development, and community engagement. "Dudley Vision" led to the creation of two new municipal buildings and restoration of the historic Ferdinand Building; investment that enhanced retail, transportation, employment, and environmental considerations in Dudley Square; and stakeholder engagement to guide the goals and outcome of the project. Private investors followed the city's investment in the area: multiple mixed-use developments are planned for Dudley Square, including new office and retail space, mixed-income residential units, and a new boutique hotel.

The BPDA also led the Fairmount Indigo Planning Initiative in Dorchester, a comprehensive community-based, corridor-wide planning process. The planning efforts focused on guiding physical and economic development; encouraging sustainable growth and transit-oriented development (TOD); prioritizing economic prosperity for existing residents and businesses; and incorporating existing planning initiatives (city-led and community-based) into one vision for the future. The project doubles local access to the MBTA, adds 6.75-10 million square feet of future development capacity to the corridor, and will attract 2,000-3,000 new jobs and 5,000-6,000 new residents.

<http://www.bostonplans.org/>

Franklin County Regional Housing and Redevelopment Authority

Created in 1973 by the Massachusetts legislature, Franklin County Regional Housing & Redevelopment Authority (HRA) is the State's first regional public



housing authority, and the Commonwealth's sole regional Redevelopment Authority. HRA works with municipalities and residents of the 26 small towns in Franklin County to provide access to a wide array of affordable housing and community development resources.

Through HRA, municipalities in Franklin County finance and implement affordable housing and community development programs. HRA develops competitive applications for CDBG funds, and can assist towns that have adopted the Community Preservation Act (CPA) with CPA-funded affordable housing projects. HRA provides assistance in the areas of housing rehabilitation, infrastructure improvements, economic feasibility studies and training programs, social services, and affordable housing.

HRA is governed by an 11-member Board of Commissioners, all of whom are residents of Franklin County. Nine members, each from different municipalities in the County, are appointed by the Franklin Regional Council of Governments (FRCOG) for 5-year terms. Two commissioners are appointed by the Governor for four-year terms, or until they are replaced. The Governor's appointees may be from any of the 26 towns in Franklin County.

Currently, HRA manages 264 units of affordable rental housing in the County, and has a non-profit affiliate (Rural Development, Inc.), that uses funds to assist clients who do not otherwise qualify for assistance through other funding sources.

<https://fcrhra.org/>

Plymouth Redevelopment Authority

The Plymouth, MA Redevelopment Authority (PRA) was established through an Act by Plymouth Special Town Meeting in 1958. The impetus for PRA was to use the Federal Urban Renewal Program to eliminate blighted areas in the downtown. There was a discernable need to clean sub-standard and decadent areas, and engage in an urban renewal land assembly and redevelopment project. The Summer-High Street Urban Renewal Project has since been completed, and the area now contains parkland, historic/tourist venues, multi-family and single-family residences, and a hotel.

The PRA administers programs designed to improving housing ownership, redevelop public and private parcels, and provide rehabilitation assistance to substandard properties. The agency works closely with the Town's Office of Planning and Development and Community Development, offering micro loans for businesses, free graffiti removal, and rental housing development loans.



To complement its existing programs, in 1999, the PRA became a HUD-approved Comprehensive Housing Counseling agency offering individual counseling for a number of housing needs and problems. Since 1995, the PRA has offered first time homebuyer seminars and in 2000, joined the Massachusetts Homeownership Collaborative. These counseling programs are supported by grants from HUD and the USDA as well as by the generous support of local businesses and financial institutions.

Working in tandem with the Town of Plymouth Planning and Development Department, the PRA continues its redevelopment activities aimed principally at brownfields remediation and affordable housing. The PRA is governed by a Board of 5 Commissioners, 4 of which are elected and one which is appointed by the Governor.

<https://www.plymouthredevelopment.org>

Weymouth Redevelopment Authority

The Weymouth Redevelopment Authority's role is to identify areas in the Town that need infrastructure improvement and redevelopment, and to determine if the tools and resources available can be applied to address the problem. Woodside Path, and Echo Avenue. The Urban Renewal Plan process was used for the Pine Grove neighborhood, a CDBG program that started in 1991.

Currently, the main focus of redevelopment opportunity is Weymouth Landing, on the border of Braintree and Weymouth and split by Route 53. Construction on Landing 53 is in progress, a \$50 million mixed-use development that will have 178 apartments and 11,5000 square feet of retail space. The Weymouth Redevelopment Authority is working with a consultant to evaluate additional development proposals in Weymouth Landing and their impacts on parking.

Some of the projects and programs in Town recently funded through the CDBG program include housing development and rehabilitation, park and recreation improvements, and street, drainage, and water improvements in areas with vulnerable populations, or in need of overall neighborhood improvement.

<http://www.weymouth.ma.us/redevelopment-authority>

South Hadley Redevelopment Authority

The Town of South Hadley was a center of trade and commerce in the Commonwealth in the 1800s. In recent years, the area of South Hadley Falls ("the Falls") has experienced an economic downturn with the closure of mills and



factories both in the 20th century and today, leading up to 75.6% of the land area considered open blight by the South Hadley Redevelopment Authority (SHRA). In 2010, the Town adopted a Master Plan that includes the commitment to revitalize the Falls, a designated Economic Opportunity Area. The SHRA was established in 2014 to help revitalize the area. The broad goals of the 2016 South Hadley Falls Urban Redevelopment & Renewal Plan include:

- Encourage new and support existing businesses – retail, service, commercial, technical, and manufacturing – to provide jobs and economic opportunity to South Hadley Falls Residents;
- Attract new residents while it provides ever-improving housing, services, and public amenities to current Falls residents;
- Support vibrant community institutions – churches, clubs, civic organizations, their new Library, social service, and educational providers;
- Commit to South Hadley Falls historic preservation as a guiding principle;
- Appreciate that the Connecticut River, Buttery Brook, and the historic canal are under-utilized and overlooked assets of South Hadley Falls;
- Expand and preserve the economic and social diversity of South Hadley Falls with a range of job opportunities and a variety of attractive housing options;
- Stimulate private sector investment and utilize public funds judiciously and strategically as a catalyst for private investment;
- Foster a healthy, safe, and resilient environment in South Hadley Falls for residents, businesses, works, and visitors; and
- Serve as a source of pride and inspiration to the larger South Hadley community and surrounding communities.¹⁷

The Plan, developed in 2017, lays out a 20-year strategy and action plan that will increase the number of new residential housing units, bring in new real estate taxes to the Town, encourage new private investment, and generate new jobs in construction as well as with the new or expanded employers located in the Falls.¹⁸

<http://www.shredevelopment.com/>

¹⁷ South Hadley Falls Urban Redevelopment & Renewal Plan Brochure:

<http://www.southhadley.org/DocumentCenter/Home/View/2960>

¹⁸ Draft South Hadley Falls Urban Redevelopment Plan, 2017:

<http://www.southhadley.org/DocumentCenter/Home/View/2961>



CASE STUDIES: OUTSIDE MASSACHUSETTS

New Jersey Redevelopment Authority

The New Jersey Redevelopment Authority (NJRA) was created through the New Jersey Urban Redevelopment Act in July 1996, which facilitates a coordinated state response to revitalizing New Jersey's most distressed urban neighborhoods.

The NJRA is a state redevelopment financing authority committed to revitalizing urban New Jersey, providing technical assistance and support that builds community capacity by strengthening neighborhood cultures. The NJRA is closely affiliated with the NJ Department of Community Affairs, but the Authority acts as an independent agency.

New Jersey Redevelopment Investment Fund (RIF)

The NJRA manages this flexible investment fund that provides debt and equity financing for business and real estate ventures. Through the RIF program, the NJRA offers direct loans, real estate equity, loan guarantees and other forms of credit enhancements. The NJRA provided financing through the RIF program for pre-development costs related to the acquisition and development of the parcel for the new food bank warehouse and distribution facility in Neptune, NJ.

New Jersey Urban Site Acquisition Program

The New Jersey Urban Site Acquisition (NJUSA) Program is a revolving loan fund that facilitates the acquisition, site preparation and redevelopment of properties, which are components of an urban redevelopment plan in NJRA-eligible communities. NJUSA serves as a catalyst to jumpstart urban revitalization efforts. The Program provides for-profit and nonprofit developers and units of government with a form of bridge financing to acquire title to property and for other acquisition-related costs.

The NJRA manages the \$20 million working capital component of the NJUSA Program, which can be used to pay site acquisition expenses, planning and pre-development expenses, and projects which are part of urban redevelopment plans.

www.njra.us/

Bucks County Redevelopment Authority

The Redevelopment Authority of the County of Bucks, Pennsylvania was created in 1962, empowered by Pennsylvania Public Law 991, Act 385, commonly known as the "Urban Redevelopment Law". The Authority is a quasi-public agency that assists municipalities, businesses, private developers, and homeowners in the



rehabilitation of blighted and deteriorated properties and reuse of abandoned or unused commercial and industrial sites. The agency has the power of eminent domain allowing acquisition of substandard properties, and experience in applying for and obtaining federal and state grants and low-interest rate.

The PA Department of Community and Economic Development created the Enterprise Zone (EZ) Program through the statewide Neighborhood Assistance Program. The purpose of an EZ is to promote job growth and to help municipalities take advantage of business expansion opportunities when they arise. The EZ area of Bucks County encompasses portions of six municipalities, where nearly one-third of the County's total labor force lives.

A primary mission of the Bucks County EZ is to provide the coordination and communication between the business community and the public sector. The EZ of Bucks County can be effective in coordinating business needs (financial or technical) with the correct public-sector agency and providing the business community with access to existing and new resources (financial and technical) available for business growth and expansion. The EZ Program places a priority on assistance to businesses involved in industrial, manufacturing and export services.

www.bcrda.com

New Orleans Redevelopment Authority

The New Orleans Redevelopment Authority (NORA), formerly called the Community Improvement Agency (CIA), was created in 1968 to eliminate and prevent the spread of slums and blight in the City of New Orleans. NORA was granted legal authority to:

- Acquire real properties through negotiation, gift, or expropriation;
- Dispose of said properties by sale, lease or donation;
- Borrow money;
- Issue bonds; and
- Provide security to support slum clearance and neighborhood development.

After Hurricane Katrina in 2005, NORA was expanded to focus on comprehensive, data-driven neighborhood redevelopment. The agency disposed of nearly 5,000 properties acquired by the state following Katrina (known as Road Home Properties), and implemented the Lot Next Door ordinance. The Lot Next Door program provides an opportunity for property owners that shared a common



CAPE COD
COMMISSION

boundary with a lot purchased by NORA following Katrina to purchase that property. NORA sold about 3,000 properties between 2007 and 2015, and revived the program again in 2016 for an additional 2,000 lots.

NORA contributed to the affordable housing successes of Habitat for Humanity's Musicians' Village, Make It Right's redevelopment in the Lower 9th Ward, and hundreds of units funded through the agency's Neighborhoods Stabilization Program. NORA also participated in the redevelopment of key commercial corridors, such as the ReFresh project, a fresh food hub that partners with Whole Foods, a culinary work-readiness program for at-risk youth, an on-site teaching farm, and other community engagement programs and agencies.

<http://www.noraworks.org/about/history>



IN DEPTH: ECONOMIC DEVELOPMENT INDUSTRIAL CORPORATIONS

An EDIC is a corporation established by a municipality under state law MGL 121C for the public purpose of implementing local economic development projects in accordance with an economic development plan. Such projects are designed to decrease the unemployment rate and eliminate decadent and blighted open areas existing in a municipality.

An EDIC established under the existing state law must focus on industrial and manufacturing development projects. However, it is possible to establish an EDIC through special legislation. Several communities in Massachusetts, including four on Cape Cod, have used MGL Chapter 121C as the basis for special legislation that expands the range of eligible activities to include commercial, business, recreational, social services, educational, and other non-industrial projects.

The primary powers of an EDIC under MGL 121C are:

1. To prepare, or cause to be prepared, plans and cost estimates for economic development projects;
2. To acquire and hold any property by negotiation, by eminent domain if approved by a two-thirds vote of the municipality, or otherwise;
3. To carry out improvements necessary to the development of the area designated for industrial and manufacturing development;
4. To sell, convey, mortgage, lease, transfer, exchange, or otherwise dispose of any property or interest in the property as may be required;
5. To borrow money, invest money, and issue bonds, including revenue bonds;
6. To receive and accept grants, loans, or advances from any federal agency, the Commonwealth, or the municipality;
7. To finance pollution control facilities;
8. To manage any project whether owned or leased by the EDIC, and, to enter into agreements with public or private interests for managing the project; and
9. To act as an urban renewal corporation under Chapter 121A.

An EDIC established through special legislation may include some or all of these powers. Section 5, Part 1, of Chapter 121C, authorizes an EDIC to acquire lands by



eminent domain in accordance with MGL Chapter 79 or Chapter 80A. Eminent domain may only be exercised if there is an affirmative two-thirds vote by the City Council, with the approval of the mayor or city manager in cities, or by the Town Meeting in a town. A public hearing must be held before such vote and the advice of the Massachusetts Office of Business Development and the Director of the DHCD must be obtained before proceeding with any eminent domain taking. DHCD strongly encourages municipalities to work through open negotiations and final settlements with landowners and to use eminent domain powers as a last resort.

ELIGIBILITY

Any municipality designated by the US Labor Department as a labor surplus area due to high unemployment is eligible to establish an EDIC under Chapter 121C. Communities that are ineligible under MGL c. 121C to establish EDICs (because they are not designated as labor surplus areas by the US Labor Department) may use special legislation to establish “EDIC-like” organizations to undertake local economic development projects.

A municipality must take a vote regarding the need for an EDIC due to the existence of unemployment and to protect the municipality from the threat of future unemployment or lack of business opportunity. Municipality could establish an EDIC to attract new industry into the community, to substantially expand existing industry through an economic development project(s) to be financed and implemented by an EDIC, or to otherwise alleviate the unemployment and lack of business opportunity problems.

In a city with a Plan D or E form of Charter, an affirmative vote by the city council is necessary for the creation of an EDIC. Plan D and E forms of government are “Council-Manager”, with a City Council of seven or nine (one of whom is the mayor), and a city manager. For Plan D governments, party primaries are prohibited; for Plan E governments, members of the council and the school committee are elected at large by a plurality. The city manager must also approve the EDIC. In any other city, an affirmative vote by the city council is necessary along with approval by the mayor. In towns, an affirmative vote at Town Meeting is necessary. Under C.121C, towns must receive certification from the DHCD for the establishment of EDICs; cities are not required to receive DHCD certification.

To avoid needless fragmentation of local responsibility for economic development, the policy of the Massachusetts Department of Housing and Community Development is to discourage the creation of an EDIC where a Redevelopment Authority already exists.



Section 3 of Chapter 121C authorizes the formation of a consolidated EDIC by two or more municipalities. DHCD strongly encourages such consolidations especially by communities within the same labor market. Consolidations are advantageous because they can foster collaboration among municipalities; reduce the use of eminent domain for assembling industrial sites; address regional impacts regarding the location of industrial development sites; provide opportunities for regional collaboration for transit, wastewater, and utilities infrastructure; and share costs of technical assistance, marketing, and business retention efforts.

ECONOMIC DEVELOPMENT PLAN

An economic development plan is a detailed plan showing one or more economic development projects within an area acquired or held by the EDIC. No economic development project can be undertaken by an EDIC without an approved economic development plan.

Following DHCD certification of the EDIC and before any economic development projects are undertaken, an economic development plan must be submitted to the municipality for approval (in a Town, at the annual Town Meeting). A plan approved by the town may be the same as or different than the comprehensive economic development plan submitted to DHCD as part of the EDIC certification process.

The contents of the EDIC's economic development plan should include:

- The boundaries of the area
- The areas of land acquisition
- Structures to be demolished, removed, or rehabilitated
- Proposals for development, redevelopment, and general public improvements
- Proposed zoning and planning changes, if any
- A report on the plan prepared by the municipal planning agency
- A statement regarding the proposed method for financing each project covered by the plan
- A comprehensive relocation plan
- A certification that occupants of the designated economic development area shall make every reasonable effort to hire residents of the



municipality for employment opportunities for a period of 40 years following approval of the economic development plan

The DHCD EDIC Information sheet is included as Appendix E.

CAPE COD EDICS

There are currently four EDICs on Cape Cod; they are in the towns of Bourne, Falmouth, Mashpee and Sandwich.

The Bourne Financial Development Corporation, established in 2000, is an independent, non-profit economic development organization focused on the revitalization and redevelopment of Bourne's downtown (Buzzards Bay). Their mission is to promote the common good and general welfare of the Town of Bourne and to improve the living standards of its citizens by fostering the improvement and development of employment and educational opportunities. They have been instrumental in advocating and seeking grant support for streetscape improvements, regulatory streamlining including zoning changes, design guidelines, and the establishment of a regional Growth Incentive Zone, and building the necessary infrastructure, particularly wastewater treatment, needed for redevelopment and in-fill to occur.

<http://bfdconline.org/>

The Falmouth Economic Development & Industrial Corporation is the Town's primary agency responsible for creating and developing increased economic opportunities for both the present and the future. It was established in 1981 by a Falmouth Town Meeting vote and state legislation, with a mission to "increase business and industrial investment; expand opportunities to own, manage, and operate commercial and industrial enterprises; provide funding assistance; and increase job opportunities in the Town of Falmouth."

One of its major accomplishments was the creation and development of the Falmouth Technology Park, with more than a dozen companies providing approximately 400 jobs in Falmouth. Their more recent work includes the development of a solar array on the landfill, the restoration of the historic Falmouth Train Station, and assisted the Town and Falmouth Housing Authority in the development of a mixed use, affordable housing development on East Main Street.

<http://www.falmouthedic.org/>



The Mashpee Economic Development & Industrial Corporation (Mashpee EDIC) was established in 2002 “to advocate sound growth policy, and to stimulate sustainable economic opportunities that will enhance the quality of life within the Mashpee community.” In 2012, the EDIC with support from the Cape Cod Commission completed an economic development plan subsequently approved by the state. This plan enabled the EDIC to sell a parcel gifted to them by the town located within the town’s industrial park. The Mashpee EDIC also completed a “Mashpee Guide for Business” in 2013 to assist prospective businesses in navigating the Town’s regulatory framework.

<https://www.mashpeema.gov/economic-development-and-industrial-corporation>

The Sandwich Economic Initiative Corporation (SEIC) was passed by the Town by special act in 2010; its mission is “to create jobs, to increase the tax base, and to enhance the quality of life in the Town of Sandwich.” The SEIC’s goals are to implement elements of the Local Comprehensive Plan (LCP) that affect land use and development; expand the Town’s property tax base; retain the Town’s current job base and create job opportunities; expand accessibility to local and regional infrastructure and services identified in the LCP; and cooperate with surrounding towns in regional planning and economic development, to benefit Sandwich and the greater community at large. The SEIC has taken an active role in the town’s wastewater infrastructure planning, development concepts in the harbor area and the south Sandwich village center area, as well as tourism related projects in the town.

<http://www.sandwichseic.com/>



IN DEPTH: BUSINESS IMPROVEMENT DISTRICTS

Business Improvement Districts (BIDs) are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events.

A BID creates a stable local management structure that provides a sustainable funding source for the revitalization and long-term maintenance of downtowns and city/town centers. The goal of a BID is to improve a specific commercial area by attracting customers, clients, shoppers and other businesses.¹⁹

BIDs are also called business improvement zones, or special improvement, special assessment, special services, and/or business assistance districts. Their scope and connection to local government can vary, ranging from complete autonomy to finance, construct, and manage specific projects, while others depend on local government but raise revenue only for specific projects.²⁰

BID funds may be used to accomplish district priorities within these broad categories:

- Maintenance - street cleaning, snow removal, litter & graffiti removal, washing sidewalks, tourist guides
- Promotion and Marketing - identification of market niche, special events, brochures, advertising, newsletters
- Business Services - business recruitment and retention, sign & façade programs
- Capital/Physical Improvements - streetscape improvements, management of parking garage, maintaining parking shelters, historic preservation

There is one established BID on Cape Cod in Hyannis, MA.

¹⁹ MA DHCD, 2017. <https://www.mass.gov/service-details/business-improvement-districts-bid>

²⁰ Project for Public Spaces, 2017. <https://www.pps.org/reference/bid-2/>



HYANNIS MAIN STREET BID

The Hyannis Main Street Business Improvement District was established in 1999 to promote and stimulate a renaissance of Main Street, Hyannis. The goal is to promote community and economic development on Main Street, making the Hyannis district as a desirable place to live, work, invest, and visit. The BID is a 501c6 non-profit organization serving the businesses and organizations fronting Main Street.

The BID was established to improve the commercial appeal of downtown Hyannis. Some of the accomplishments of the BID include bringing a police station to Main Street, collaborating with homeless social programs, lobbying for continued road improvements in the areas surrounding Main Street, and leveraging funding for new street lights. The BID also created a WIFI network along Main Street, improved the signs and banners along Main Street, and oversees maintenance and beautification projects that include graffiti removal, power-washing sidewalks, and providing supplemental trash and snow removal.

The BID works closely with local businesses and the Town to advocate for continued improvement along Main Street, working with the Arts & Culture District, launching a summer shuttle service, and supporting the Mid-Cape Farmers' Market. The BID director meets with the Town Manager each month and works closely with the leadership of the Hyannis Chamber, advocating for the needs of main street businesses and coordinating specific events. The BID often seeks funding for joint projects between the Town, Chamber, and others serving the downtown.

Recent projects include working with the developer of a large housing project off the east end of Main Street to shift the focus from seasonal to workforce housing. In the same area of main street, the BID is working to obtain funding for intersection improvements to create more of a gateway to Main Street and encourage in-fill around the Regional Transportation Center.

<http://www.hyannismainstreet.com/>



IN DEPTH: COMMUNITY DEVELOPMENT CORPORATIONS

Community Development Corporations (CDC) are widely used across the United States to support low and moderate-income residents and their communities. While they have operated in Massachusetts for some time, the Commonwealth only recently passed a law for the Certification of CDCs in 2010 (MGL Chapter 40H). Chapter 40H defines a CDC as a non-profit corporation organized under Chapter 180 [Charitable Corporations] and tax exempt under 501(c).

CDC's operating in Massachusetts must “[engage] local residents and businesses to work together to undertake community development programs, projects, and activities that develop and improve urban, rural, and suburban communities in sustainable ways. These community development programs, projects, and activities must create and expand economic opportunities for low- and moderate-income people (at or below 80% of the Area Median Income defined by HUD).”

To be a CDC in Massachusetts, a non-profit must prepare an application to the Massachusetts Department of Housing and Community Development (DHCD) for certification under Chapter 40H, and must be recertified at least once every four years. The application must include:

- Proof that the non-profit was organized under Chapter 180 [Charitable Corporations] and exempt from taxation under Section 501(c)
- Geographic boundaries of the area the organization will serve (can be one or more neighborhoods, municipalities, or regions), or a description of the economically-disadvantaged constituency to be served
- Description of the purpose of the organizations, demonstrated engagement and assessment or priority needs in the community, and information on the organization's community development programs and activities
- Description of the constituency representation on its Board of Directors
- Demonstrate the capacity of the organization to provide effective community development programs, projects, and activities in the service area (by including resumes, evidence of related experience, and/or a list of funding received and applied for community development programs)

The non-profit can operate other programs, but to be a certified CDC, the primary focus must be community development. Applications are accepted year-round on a rolling basis.



CDCs are often used in Massachusetts to develop affordable housing. For instance, all three CDCs operating on Cape Cod have developed affordable housing and offer related programs to their residents. Off-Cape examples include the Community Development Corporation of South Berkshire creates affordable housing and living-wage jobs, leveraging over \$13 million in public and private investment for southern Berkshire County and created fifty affordable housing units. Community Teamwork works with residents in 63 cities and towns in Middlesex and Essex Counties to expand resources for low-income people, creating over 200 housing units since its incorporation.

CDCs can also work towards community preservation goals. Waterfront Historic Area League was established in New Bedford in 1962 to preserve the City's history and architectural heritage. The organization has completed more than 50 restoration and preservation projects, and uses its non-profit status to enter into a variety of real estate transactions, such as purchase, rehabilitation, sale, and deed restrictions. Here on Cape Cod, the Community Development Partnership works directly with small businesses, providing loans and technical assistance needed to preserve the strong locally based economy.

Other CDCs have also been successful in spurring revitalizations in blighted areas, such as Dudley Neighbors, Incorporated. There was a resident-focused organizing and planning initiative in the 1980s that led to a comprehensive community development plan and efforts to establish community control over a critical mass of 1,300 parcels of abandoned land in the Boston neighborhood. More than 30 acres of formerly vacant, blighted land is now under neighborhood control through this organization., creating 225 new affordable homes, a greenhouse, farm, playground, and more. Dudley Square is also addressed in the Massachusetts [Case Studies](#) section below.

A full list of certified CDCs in Massachusetts and links to their websites can be found at the following link: <https://www.mass.gov/service-details/community-development-corporation-certification-cdc> ; the website for the Massachusetts Association for Community Development Corporations is: <https://macdc.org/>

COMMUNITY DEVELOPMENT CORPORATIONS ON CAPE COD

There are three CDCs on Cape Cod, the Community Development Partnership, serving the Lower Cape, the Falmouth Housing Trust, and the Housing Assistance Corporation of Cape Cod.

The Community Development Partnership focuses on creating affordable homes, helping to launch entrepreneurs, and strengthening local businesses while



maintaining the natural environment. The Partnership's accomplishments include developing, owning, and managing 72 affordable rental homes; providing businesses assistance, education, and/or loan capital to over 2,050 locally-owned small businesses, installing over 400 solar panels on Partnership properties; and investing \$2.85m in 146 local small businesses by providing micro-loans.

<http://www.capecdp.org/>

The mission of the Falmouth Housing Trust is to enhance the Town of Falmouth and the lives of its residents by developing and maintaining affordable housing for the benefit of persons of low- and moderate-income. The Town is at 6.5% of the 10% affordable housing goal, and the Trust works in collaboration with the Town and other agencies to ensure any affordable housing built is consistent with the Town's long-term goals. Past projects include St. Mark's Road (three homes built and sold to low-moderate income working families, completed in 2015); East Ridge Road (six homeownership units, completed in 2007); and Esker Place (with the Falmouth Housing Authority, 18 deed-restricted affordable homeownership units, completed in 2001).

<http://www.falmouthhousingtrust.org/>

The Housing Assistance Corporation (HAC) is a 501(c)(3) nonprofit and certified CDC whose mission is to (1) deliver housing and services that meet the needs of the community and minimize impacts to natural resources, and (2) engage in responsible economic development that generates jobs, stabilizes housing, and strengthens the community. HAC also provides emergency shelter and homelessness prevention assistance for individuals and families; administers the largest housing subsidy program in the region; and provides family self-sufficiency and employment services.

<http://www.haconcapecod.org/>



Chapter 2: Economic Development Tools

OVERVIEW

The tools of economic development include programs to help communities prepare for and stimulate redevelopment or development in discrete areas within their jurisdiction and programs that provide tax incentives and financing programs designed to attract or retain specific business in a community. This section state programs in both of these areas as well as regional tools available under the Cape Cod Commission Act.

MASSACHUSETTS STATE PROGRAMS

TAX INCREMENT FINANCING PROGRAM

Massachusetts' Tax Increment Financing (TIF) program leverages private investment for economic development projects in a manner that enhances the benefits accrued to the public interest. Through this program, landowners or developers are given a direct upfront benefit for their economic development investments by the municipality granting property tax exemptions of up to 100% of the tax increment.²¹

A TIF Zone must be in an area (a) approved by the Economic Assistance Coordinating Council (EACC), the administering and governing body of the Economic Development Incentive Program (EDIP) in Massachusetts, or (b) presenting exceptional opportunities for economic development” by the Director of Economic Development.

A TIF Plan, completed by the municipality, describes proposed public and private investment in the TIF Zone, and is agreed upon by the municipality and all the private owners in the TIF Zone. The municipality and the prospective Certified Project candidate agree to a property tax exemption based on a percentage of the value added through new construction or significant improvement for a period of no less than five and no more than twenty years. The real estate taxes generated by the new, increased assessed value are then allocated by the agreed-upon

²¹ Massachusetts Smart Growth Toolkit:
http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-diftif.html



percentage of value and added to one or more of three categories – exemption from real estate taxes, payment of real estate taxes, or payment of betterment fees in lieu of real estate taxes to finance related infrastructure.

DISTRICT IMPROVEMENT FINANCING

The District Improvement Financing (DIF) program promotes redevelopment by channeling municipal funds into targeted redevelopment districts. The program allows municipalities to finance public works and infrastructure projects in a designated area by “capturing” the increase in property tax revenues derived from new housing, commercial, or industrial activity in the designated area, and applying these revenues towards the municipality’s development program.

A city that wishes to utilize DIF must first designate a development district and a corresponding development program, which are then certified by the State EACC. A development district may be as small as one parcel or may comprise up to 25% of a town or city’s land, and can be in effect for a maximum of 30 years.

The development program must identify the existing uses and current zoning; proposed uses and any needed zoning changes; any planned construction or renovations; current and planned infrastructure; and a financial plan.

The establishment of the district stimulates private investment, which in turn increases the taxable value of property and generates the incremental taxes. Incremental revenues can either pay for the municipal improvements from year to year, or can be estimated and pledged in advance toward repayment of bonds to be issued to pay for the municipal improvements.

More information on [DIF](#) is available in detail following Chapter 2.

43D EXPEDITED PERMITTING

The 43D program creates an expedited permitting process at the local level to facilitate economic development and reduce local permitting delays to a maximum of 180 days. Municipalities designate a Priority Development Site within which the rules of the program apply. These Sites may be zoned for commercial, industrial, residential, or mixed-use development purposes, and it must be eligible for the (re)development of a building of at least 50,000 square feet of gross floor area. This figure may include existing structures and contiguous buildings. Finally, the sites must be approved by the local governing authority, and they must be approved by the state Interagency Permitting Board.



Communities that opt-in to the program are given priority consideration for the MassWorks Infrastructure Program grants, brownfields, and/or remediation assistance, and other financing through quasi-public organizations. Additional benefits include online marketing of the site and promotion of the community's pro-business regulatory climate; improved municipal planning and permitting efficiencies; and a collection of special fees for priority development site permit applications.²²

CHAPTER 40R AND 40S

The Smart Growth Zoning Overlay District Act (MGL chapter 40R), encourages communities to create dense residential or mixed-use smart growth zoning districts with a high percentage of affordable housing units, located near transit stations and near existing areas of concentrated development (such as existing city and town centers) or in other highly suitable locations. Projects must be developable under the community's smart growth zoning adopted under Chapter 40R, either as-of-right or through a limited plan review process akin to site plan review. Upon DHCD review and approval of a local overlay district, communities become eligible for payments from a Smart Growth Housing Trust Fund, as well as other financial incentives.

Chapter 40R seeks to substantially increase the supply of housing and decrease its cost, by increasing the amount of land zoned for dense housing. It targets the shortfall in housing for low- and moderate-income households, by requiring the inclusion of affordable units in most private projects.

Twenty percent of the housing in a Smart Growth Zoning Overlay District must be affordable to those earning 80% or less of the state's MHI and be deed restricted for at least 30 years. The district must provide a minimum allowable density of eight units per acre for single-family homes, 12 units per acre for two- and three-family buildings, or 20 units per acre for multi-family dwellings. Smart growth zoning districts must provide a range of housing opportunities for a diverse population, including households with children.²³

Chapter 40S reimburses communities for any net cost of educating students living in new housing in a Smart Growth District. The reimbursement is equal to the cost of educating students living in new housing in a smart growth district minus the

²²MA EOHEd, Local Expedited Permitting - 43D.

<http://www.mass.gov/hed/economic/eohed/pro/zoning-and-permitting/43d/>

²³ MA Smart Growth Toolkit: Chapter 40R and 40S.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-40R.html



percentage of new revenues from the district that would be otherwise be devoted to educational costs, and any increase in state educational aid resulting from students living in new housing in the district.

TRANSIT ORIENTED DEVELOPMENT

Transit-oriented development (TOD) is an approach to development that focuses on land uses around a transit station or within a transit corridor. TOD is typically characterized by a mix of uses; moderate to high density; pedestrian orientation/connectivity; transportation choices; reduced parking; and high-quality design.

TOD occurs within a one-quarter-mile (a five- to seven-minute walk) of a transit station.²⁴ The intent is that residents and workers in the area could to take some of their daily trips by public transit or walking rather than using a personal automobile.

TOD can help communities achieve multiple sustainable development principles. Areas that employ TOD foster a “sense of place” and encourage pedestrian friendly design and public facilities, while discouraging development that is heavily automobile-oriented.

One of the regional goals in the 2016 Regional Transportation Plan for Cape Cod, is to reduce congestion and improve travel time and reliability. The Commission encourages the implementation of TOD in order to make progress on reducing delays for all modes of transportation.²⁵

More information on TOD is available in detail in the MA Smart Growth/Smart Energy Toolkit.²⁶

²⁴ MA Smart Growth/Smart Energy Toolkit, 2017.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html

²⁵ Cape Cod Commission, Regional Transportation Plan, 2016.

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

²⁶ MA Smart Growth/Smart Energy Toolkit, 2017.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html



REGIONAL TOOLS UNDER THE CAPE COD COMMISSION ACT

DEVELOPMENT AGREEMENTS

A Development Agreement Bylaw that allows a town to enter into two-party (town and developer) or three-party (including the Cape Cod Commission) development agreements. Development Agreements allow for a more flexible review process under the Cape Cod Commission Act and allow the town to negotiate with project proponents for agreed-upon public benefits, in exchange for more flexible treatment under zoning. A town must have a Development Agreement bylaw approved by the Commission in order to act as a party in a Development Agreement.

DISTRICT OF CRITICAL PLANNING CONCERN

A District of Critical Planning Concern (DCPC) is a geographic area of Cape Cod identified by the Commission as requiring enhanced protection and designated by the Assembly of Delegates. DCPCs are a powerful tool that allows a town or group of towns to impose a moratorium on certain types of development or activities in a specified area, to plan for and adopt special rules and regulations that will protect natural, coastal, scientific, cultural, architectural, archaeological, historic, economic, or recreational resources or values of regional, statewide, or national significance.

More information on the DCPC process is available on the Commission's website: <http://www.capecodcommission.org/index.php?id=131&maincatid=4>

GROWTH INCENTIVE ZONES

A Growth Incentive Zone (GIZ) is an area designated by a town for special flexible treatment with respect to Cape Cod Commission review of Developments of Regional Impact (DRIs). Among other things, the GIZ would enable the town to increase the square-footage thresholds that normally trigger Commission review – thereby allowing larger projects to go forward with local review only.

FLEXIBLE THRESHOLDS

The Commission sought the authority to change certain DRI thresholds in order to support its mandate to ensure balanced economic development in the region. Chapter H gives Cape municipalities the authority to raise or lower DRI regulatory review thresholds with the goal of guiding growth toward areas that are adequately



supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons.

Chapter H was leveraged in 2014 for four designated areas in three municipalities:

- Jonathan Bourne Drive, Bourne
- Edgerton Drive, Falmouth:
- Falmouth Technology Park, Falmouth
- Sandwich Industrial Park, Sandwich

The Commission voluntarily lowered DRI thresholds in these targeted areas to support appropriate economic growth. The areas proposed for higher DRI thresholds were already within or adjacent to areas that were previously developed with existing light industrial or manufacturing uses and therefore were appropriate areas in which to direct growth and redevelopment.

The Chapter H Municipal Application for Revisions to DRI Thresholds (Barnstable County Ordinance 09-13) is available on the Commission website:

http://www.capecodcommission.org/resources/regulatory/Ord13-06ChHamendment_eff10-2-13.pdf

The table on the following page summarizes the regional tools available for economic development under the Cape Cod Commission Act.



Planning/Regulatory Tool	Type of Tool	Project Type	Eligible Applicant(s)	Goal	Method	Benefits to Applicant	Application Requirements	Other
Development of Regional Impact (Chapter A)	Regulatory Decision (7 Years)	A single development project to be constructed at the same time.	Developer	Reduce negative impacts of large developments on protected resources.	Impact analysis based on Minimum Performance Standards (MPS) in the RPP		Existing Conditions Plan; Proposed Development Plan; Massachusetts Historical Commission Project Notification Form; Natural Resource Inventory; Impact Assessments (Traffic, Water, Habitat, Economic Development, Affordable Housing); Management Plans (drinking well monitoring, hazardous materials & solid waste)	The development site, use, and design need to be in place before working with the Commission
2- or 3- Party Development Agreement (Chapter D)	Voluntary Binding Contract (12 Years)	Multiple properties under a single owner to be developed individually over time	Property Owner	Reduce segmentation and municipal costs related to development while protecting resources	MPS Flexibility, Zoning Flexibility, Provision of Community Benefit(s)	Vested development rights, Phased mitigation, Public/private financing of Infrastructure, "Pre-permit" status	DRI Requirements; Final Environmental Impact Report (EIR); Public Land & Facilities Plan; Municipality must have Certified LCP and Development Agreement By-Law	Opportunity to work together to create a better development that benefits all parties. Three-way agreement vests rights at time of agreement relative to municipal and regional regulations; two-way only vests regional regulations. Contract may exceed 12 years with 2/3 vote of Commission.
District of Critical Planning Concern (Chapter E)	County Ordinance	Geographic area where resources protected by the Commission Act are threatened	Barnstable County Commissioners, Assembly of Delegates, Cape Cod Commission, Municipality	Strategic resource protection of areas that make the Cape unique, and/or are vital to its economy and environment	Temporary building moratorium, development of new local regulatory standard	Eliminates "grandfathering", Protects valuable resource(s) through targeted regulatory changes	Application form is primarily narrative; no special studies are required	Opportunity for broader resource protection in an area rather than by individual project, Collaboration with Town and local residents
Growth Incentive Zone (Chapter G)	Regulatory Agreement (10 Years)	A contiguous geographic area targeted for development as a dense, mixed-use center	Municipality	Redevelopment of existing centers while protecting resources and redirecting growth to existing centers	Development off-set, Threshold increases, Development cap	Relief from regional regulation, Greater development potential of properties within the GIZ	Build-out analysis; Natural resource inventory; Housing stock inventory; Transportation & Water resources; Infrastructure inventory with analysis of performance currently and at build-out; Capital plan; Development off-set plan	Agreement may be extended through mutual agreement; no time limit for extension specified. Projects within the GIZ that trip thresholds for historic structures, transportation facilities, and EIR thresholds must still be reviewed by the Commission. Capital plan must address how infrastructure and off-sets will be financed.
Flexible Thresholds (Chapter H)	Regulatory Agreement to alter DRI thresholds	One or more areas designated as an economic center, industrial area, or resource protection area on the RPP	Municipality	Redirect growth away from sensitive resources	Threshold reduction, Threshold increase	Relief from Regional Regulation	Land Use Vision Map for the town complete & approved; Build-out analysis; Capital facilities and Infrastructure plan; Funding plan for capital facilities and Infrastructure	



IN DEPTH: DISTRICT IMPROVEMENT FINANCING

District Improvement Financing (DIF) is a method for capturing the new property tax generated by the revitalization of a specified area, and using it to finance the infrastructure needed to attract new development to that given location. Generally, the infrastructure is paid for up front using bond financing that will be paid off over as much as twenty years using the newly generated property tax from (re)developed area.

DIF gives municipalities significant flexibility in planning for the district's housing and commercial needs, and are useful economic development tools because they allow municipalities to harness future revenues to pay for current expenditures. As property values in the DIF area rise and taxes increase, the local government uses the future growth in property tax revenues to pay off the initial and ongoing economic development expenditures.²⁷

DIF can be used to redevelop blighted, distressed, and/or underused locations in municipalities by attracting private investment. Parcels of land making up DIFs do not have to be contiguous, nor do buildings need to be adjacent. The program is authorized by MGL c. 40Q and its implementing regulations 402 CMR 3.00 et seq.

Frequently developers, property owners and businesses propose DIFs to the municipality. The municipality wishing to use DIF must designate an area for improvement, and draft a redevelopment plan. After the application has been submitted to the and the district and program have been certified, the municipality can use various tools to implement the program, including:

- Acquiring land or property,
- Constructing or reconstructing improvements (such as buildings, roads, schools, and parks),
- Issuing general obligations or revenue bonds to be repaid by DIF revenue, and/or
- Incurring indebtedness and pledging tax increments and other project revenues for repayment of these debts.

²⁷ Tax Increment Financing: Process and Planning Issues. Rachel Weber and Laura Goddeeris. 2007 Lincoln Institute of Land Policy.

<https://datatoolkits.lincolninst.edu/subcenters/teaching-fiscal-dimensions-of-planning/materials/goddeeris-weber-financing.pdf>



The assessed value at the time of DIF designation becomes the 'base value' and does not change over time. As public improvements are made and private investment is attracted to the area, the assessed value of property and its taxes are expected to rise. The difference between the base value and new assessed value in the district is the "captured assessed value." This value, when taxed, produces the "tax increment".



CAPE COD
COMMISSION



Chapter 3: Economic Development Grant Funding

OVERVIEW

Funding in the form of grants, loans, and technical assistance are available to communities to support economic development planning and infrastructure development. Federal funding is often tied to an approved plan, such as the Cape Cod Comprehensive Economic Development Strategy or the Regional Transportation Plan. Some federal funding comes directly from federal agencies and some comes through state agencies which receive a large lump sum from the federal budget and are then responsible for its distribution locally. This is called pass-through funding. This section focuses only on federal and state funding; minimal funding currently exists at the local level and may be included in later iterations of this guide. There may also be funding opportunities not covered here that are offered by other federal and state agencies as well as private foundations that could contribute to economic development efforts.

FEDERAL FUNDING

ECONOMIC DEVELOPMENT ASSISTANCE GRANTS

The US Economic Development Administration's (EDA's) mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for economic growth and success in the worldwide economy. EDA fulfills this mission through strategic investments and partnerships that create the regional economic ecosystems required to foster globally competitive regions throughout the US. EDA supports development in economically distressed areas of the US by fostering job creation and attracting private investment.

Specifically, under the Economic Development Assistance Programs Notice of Funding Availability (EDAP NOFA), EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance Programs.



Grants made under these programs must leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace. Through the EDAP NOFA, EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.²⁸

Program Name	EDA Grants
Responsible Agency	US Dept. of Commerce, Economic Development Administration
Type of Funding	Grant
General Purpose	Economic Development
Eligible Projects	Planning and Infrastructure
Brief Description	To support the development and implementation of economic development strategies for economically-distressed communities. Funding priorities will be given to investment applications and support long-term, coordinated, and collaborative regional economic development approaches; innovation and competitiveness; entrepreneurship; strategies and investments that connect regional economies with the worldwide marketplace. Additional consideration is given to investment applications that respond to sudden and severe economic dislocations, including natural disasters; enable the transition of BRAC-impacted communities; support EO 13287, Preserve American; and promote the revitalization of brownfields.
Special Conditions	Must meet certain distress criteria or be within an Economic Development District (Barnstable County is an EDD)
Application Process	Rolling basis; on-line PDF application
Application Deadlines	Funding decisions made quarterly
Link to Program	https://www.eda.gov/grants/

TIGER GRANTS

The US Department of Transportation (DOT) provides discretionary grant funding through the Transportation Investment Generating Economic Recovery (TIGER) program. The TIGER program is a unique opportunity for DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Since 2009, Congress has dedicated nearly \$5.1 billion for eight rounds of the TIGER

²⁸ Grants.gov, EDAP0217.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=294771>



program to fund projects that have a significant impact on the US, a region, or a metropolitan area.

The eligibility requirements of TIGER allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. TIGER can fund port and freight rail projects, for example, which play a critical role in our ability to move freight, but have limited sources of Federal funds. TIGER can provide capital funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, or others in contrast to traditional Federal programs which provide funding to very specific groups of applicants (mostly State DOTs and transit agencies). This flexibility allows TIGER and our traditional partners at the State and local levels to work directly with a host of entities that own, operate, and maintain much of our transportation infrastructure, but otherwise cannot turn to the Federal government for support.²⁹

Program Name	TIGER Grants
Responsible Agency	US DOT
Type of Funding	Grant
General Purpose	Infrastructure & Public Improvements; Downtown & Commercial Center Development; Industrial/Business Development
Eligible Projects	Highway or bridge projects; public transportation; freight rail; high speed and inter-city passenger rail; and port infrastructure investments
Brief Description	Opportunity for the US DOT to invest in road, rail, transit, and port projects that promise to achieve critical national objectives; can be given directly to any public agency, and each project is multi-modal, multi-jurisdictional, or otherwise challenging to fund through existing programs
Special Conditions	Projects put forward for consideration will be expected to complete permitting and design, secure all necessary rights of way, and obligate all other funding sources within 120 days of grant approval or immediately thereafter
Application Process	How to apply information at https://www.transportation.gov/tiger/apply
Application Deadlines	November
Link to Program	https://www.transportation.gov/tiger

²⁹ US DOT, About TIGER Grants, 2017. <https://www.transportation.gov/tiger/about>



Additional Federal grant opportunities can be found at Reconnecting America: <http://www.reconnectingamerica.org/resource-center/federal-grant-opportunities/>

STATE – USING FEDERAL PASS-THROUGH FUNDING

MASSWORKS INFRASTRUCTURE PROGRAM

The MassWorks Infrastructure Program represents an administrative consolidation of six former grant programs:

- Public Works Economic Development (PWED)
- Community Development Action Grant (CDAG)
- Growth Districts Initiative (GDI) Grant Program
- Massachusetts Opportunity Relocation and Expansion Program (MORE)
- Small Town Rural Assistance Program (STRAP)
- Transit Oriented Development (TOD) Program

The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to:

- Advance economic development or housing opportunities in Gateway Cities;
- Complement existing centers of development such as city and town center revitalization projects or mill redevelopment opportunities;
- Support a mix of commercial and residential development or contribute to a mix of development within an area (with an emphasis on multi-family or small lot single-family residential development);
- Support project that are consistent with regional land use and development plans; and
- Provide for transportation improvements which enhance roadway safety in small, rural communities.

The MassWorks Infrastructure Program is administered by the Executive Office of Housing and Economic Development (EOHED) in cooperation with the Department of Transportation (MA DOT) and Executive Office for Administration & Finance.



Program Name	MassWorks Infrastructure Program
Responsible Agency	MA Executive Office of Housing and Economic Development
Type of Funding	Grant
General Purpose	Infrastructure
Eligible Projects	Sewers, utility extensions, streets, roads, traffic signalization, curb-cuts, parking facilities, site preparation and improvements on publicly-owned land, demolition, pedestrian walkways, and water treatment systems to support four project types: (1) Multi-family housing development, at a density of at least 4 units/acre, both market and affordable units; (2) Economic development in weak or distressed areas; (3) Community revitalization to promote mixed-use development; (4) Transportation improvements to enhance safety in small, rural communities
Brief Description	The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible entities seeking public infrastructure funding to support economic development and job creation
Special Conditions	Cities, towns, or other public agencies are eligible to apply if they have a charter that enables them to accept State grants on behalf of the municipality, and where the public agency has been designated by municipal officers to apply for grants on behalf of that city or town. Any eligible public agency acting on behalf of a municipality must submit a letter of support from that chief administrative officer of that municipality.
Application Process	How to apply information at https://www.transportation.gov/tiger/apply
Application Deadlines	July
Link to Program	http://www.mass.gov/hed/economic/eohed/pro/infrastructure/massworks/

COMMUNITY DEVELOPMENT BLOCK GRANT

The Massachusetts Community Development Block Grant Program (CDBG) is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs.³⁰

The CDBG program is a constellation of funding programs including the Economic Development Fund and Community Development Funds I and II. Assistance is provided to qualifying cities and towns for housing, community, and economic development projects that assist low and moderate-income residents, or by revitalizing areas of slum or blight. Eligible CDBG projects include but are not

³⁰MA DHCD, Community Development Block Grants, 2017.

<https://www.mass.gov/service-details/community-development-block-grant-cdbg>



limited to housing rehabilitation or development, micro-enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown or area revitalization.

Community Development Fund I & II

The Community Development Fund is a CDBG program that supports revitalization efforts of cities and towns in order to address the needs of low- and moderate-income residents by supporting housing, community, and economic development activities in cities and towns throughout the Commonwealth. CDF I is for communities with high statistical indicators of need. CDF II is for communities that are not eligible for CDF I due to lower statistical needs. Cities and towns can apply to undertake housing, community and economic development projects, including architectural barrier removal, assistance to for-profit entities, commercial rehabilitation, demolition/clearance, housing rehabilitation, other housing (although not new construction of housing), infrastructure, micro-enterprise assistance, planning, public facilities, and public social services.

Economic Development Fund

The Economic Development Fund (EDF), also part of the CDBG program, finances projects and programs that create and/or retain jobs, improve the local and/or regional tax base, or otherwise enhance the quality of life in the community. EDF gives priority assistance for physical improvements in support of job creating/retention and downtown/ commercial center revitalization. Historically, EDF has funded a wide range of economic and community development projects; currently, program funding is limited, and the following categories of assistance will be considered:

Community Grants

- Grants of \$100,000 - \$750,000 for downtown and commercial center revitalization
 - Rehabilitation of investor-owner residential buildings
 - Rehabilitation of mixed-use buildings
 - Infrastructure improvements (max. grant \$500K) supporting investor-owner residential and mixed-use projects
- Grants of \$100,000 - \$500,000 to assist eligible non-profit development organizations



- Revolving loan funds and technical assistance programs serving small businesses and microenterprises
- Grants up to \$50,000 for planning community economic development projects
 - Planning and pre-development studies leading to an economic development project

Section 108 Loan Assistance

- Loans of \$500,000 - \$5,000,000 to assist larger scale, key community economic development projects
- Rehabilitation of investor-owner residential buildings
- Rehabilitation of mixed-use buildings
- Infrastructure improvements supporting investor-owner residential or mixed-use projects

Program Name	Economic Development Fund (EDF) (CDBG)
Responsible Agency	DHCD
Type of Funding	Grant or Loan
General Purpose	EDF offers assistance to communities focused on retaining and creating jobs for low and moderate-income people, strengthening the local tax base, and supporting revitalization efforts that enhance the quality of life in the community. EDF gives priority to assistance for physical improvements in support of economic development and job creation/retention.
Eligible Projects	Community Grants of \$100,000 to \$750,000 for downtown and commercial center revitalization; community grants of \$100,000 to \$500,000 to assist eligible non-profit development organizations; community grants up to \$50,000 for planning community economic development projects; Section 108 Loan Assistance, loans from \$500,000 to \$5,000,000 to assist larger scale, key community economic development projects
Brief Description	EDF finances projects and program that create and/or retain jobs, improve the local and/or regional tax base, or otherwise enhance the quality of life in the community
Special Conditions	Eligible applicants are municipalities with a population under 5,000 that do not receive CDBG funds directly from HUD; communities may apply on behalf of a specific development or eligible non-profit organization



Program Name	Economic Development Fund (EDF) (CDBG)
Application Process	EDF applicants will be evaluated according to a two-stage process. Online application is through Mass CDBG/EDF web-based application
Application Deadlines	Ongoing
Link to Program	https://www.mass.gov/service-details/economic-development-fund-edf

STATE REVOLVING LOAN FUNDS

The Massachusetts State Revolving Loan Fund (SRF) is a self-perpetuating loan fund administered by the State under the direction of the EPA. The SRF program provides a low-cost funding mechanism to help municipalities in complying with federal and state water quality requirements. It covers the costs of certain planning, design, construction and administration costs for wastewater treatment plants (“Clean Water SRF”) and water supply facilities (“Drinking Water SRF”). Both programs follow very similar processes.

In general, SRF provides wastewater treatment funding for wastewater facilities, infiltration/inflow removal, collection systems planning, design, and nonpoint source projects.

Each year MassDEP solicits projects from Massachusetts municipalities and wastewater districts to be considered for subsidized loans. The current subsidy is provided via a 2% interest loan or, under certain growth-neutral criteria, 0% financing. Loans may be forgiven or partially forgiven. In recent years the program has operated with \$300 to \$350 million per year, representing the financing of 50 to 70 projects annually.

The SRF Program continues to emphasize watershed management priorities. A major goal of the program is to provide incentives to communities to undertake projects with meaningful water quality and public health benefits and that address the needs of the communities and the watersheds. Comprehensive Wastewater Management Plans (CWMPs) do currently have an advantage in receiving SRF funds.³¹

³¹ Cape Cod Commission, 208 Plan Update, 2015.

https://sp.barnstablecounty.org/ccc/public/Documents/208%20Final/Cape_Cod_Area_Wide_Water_Quality_Management_Plan_Update_June_15_2015-Printable.pdf



Program Name	State Revolving Loan Funds (SRF)
Responsible Agency	MassDEP
Type of Funding	Loans; Grants for Planning
General Purpose	Wastewater and drinking water infrastructure and planning
Eligible Projects	SRF covers the cost of certain planning, design, construction, and administration costs for wastewater treatment plans ("Clean Water SRF") and water supply facilities ("Drinking Water SRF")
Brief Description	SRF offers affordable loan options to cities and towns to help protect their clean water and drinking water. The Clean Water SRF Program helps municipalities comply with federal and state water quality requirements by focusing on watershed management priorities, stormwater management, and green infrastructure. The Drinking Water Program provides loans to communities to improve water supply infrastructure and drinking water safety.
Special Conditions	Does not cover design costs.
Application Process	In the early Spring of each year, the Division solicits proposed projects for financial assistance by mailing each community in the Commonwealth Project Evaluation Forms. These forms, along with their supporting documentation, provide the information necessary for the Division to rank projects in accordance with the rating systems established by regulation for each category of project. Visit the website for additional information.
Application Deadlines	October
Link to Program	https://www.mass.gov/state-revolving-fund-srf-loan-program

STATE FUNDING

GROWTH DISTRICTS INITIATIVE–TECHNICAL ASSISTANCE PROGRAM

The Executive Office of Housing and Economic Development (EOHED) partners with municipalities that have identified growth districts and works with communities and property owners to make districts “development ready” with respect to local permitting, state permitting, site preparation (including brownfields remediation), infrastructure improvements, and marketing.

<http://www.mass.gov/hed/economic/eohed/pro/gdi/>



I-CUBED: INFRASTRUCTURE-INVESTMENT INCENTIVE PROGRAM

MassDevelopment offers three financing programs designed to support public infrastructure projects, including Infrastructure Investment Incentive Program (I-Cubed). I-Cubed is a bond-funded program that promotes public-private partnership and supports approved development projects with major infrastructure needs in the range of \$5 to \$50 million, including:

- roadways and intersections;
- water and wastewater facilities and related lines;
- transportation facilities (e.g. train stations, bus depots);
- seawalls, docks, wharves, bridges, culverts, and tunnels;
- streetscape, sidewalks, electric lines, and street lights;
- parks, playgrounds, and recreational facilities;
- parking garages;
- brownfield mitigation;
- site acquisition, demolitions, and site pad development; and
- soft and financing costs (e.g. engineering, architectural).

The programs are designed to generate private investment and economic growth and creates a partnership between Massachusetts, host municipalities, and developers. An economic development project must be approved by the host community, the Secretary of Administration and Finance, and MassDevelopment to be considered a "certified" project eligible for funding. Public infrastructure is then financed with bonds issued by MassDevelopment, and during construction of the project, the municipality levies assessment on the developer's property to reimburse the Commonwealth for the debt service cost

Program Name	I-Cubed: Infrastructure Investment Incentive Program
Responsible Agency	Secretary of Administration and Finance and the Commissioner of the Department of Revenue in partnership with MassDevelopment
Type of Funding	Bond Financing
General Purpose	Infrastructure Financing



Program Name	I-Cubed: Infrastructure Investment Incentive Program
Eligible Projects	Roadways and intersections; water and wastewater facilities and related lines; transportation facilities (e.g. train stations, bus depots); seawalls, docks, wharves, bridges, culverts, and tunnels; streetscape, sidewalks, electric lines, and street lights; parks, playgrounds, and recreational facilities; parking garages; brownfield mitigation; site acquisition, demolitions, and site pad development; soft and financing costs (e.g. engineering, architectural)
Brief Description	Public-private partnership to support approved development projects with major infrastructure needs in the range of \$5 to \$50 million; Debt service is paid by the Commonwealth from new state tax revenue generated from job creation and other economic activity from the project
Special Conditions	Project must be approved by the municipality; the Secretary of Administration and Finance and MassDevelopment to be "certified" and eligible for funding; more criteria available at link below
Application Process	Secretary of Administration and Finance approval
Application Deadlines	Ongoing
Link to Program	https://www.massdevelopment.com/what-we-offer/financing/bond-financing/ ; http://www.mass.gov/anf/budget-taxes-and-procurement/cap-finance/i-cubed/

MASSACHUSETTS DOWNTOWN INITIATIVE–TECHNICAL ASSISTANCE PROGRAM

DHCD's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns.

The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principles are that the most effective approaches to downtown revitalization are holistic ones; they address economic and community development needs; and they provide a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous.³²

Successful downtown revitalization is comprehensive and includes a well-balanced community strategy composed of seven downtown building blocks: Encouraging Community Involvement & Ownership; Preserving & Enhancing Downtown

³² MA DHCD, Mass Downtown Initiative, 2017.

<https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi>



Character; Ensuring Economic Vitality; Promoting Downtown Assets; Getting Into & Around Downtown; Living Downtown; and Keeping Downtown Safe.

Program Name	Mass Downtown Initiative (MDI)
Responsible Agency	DHCD
Type of Funding	Technical Assistance
General Purpose	Downtown/Commercial Center Development; Historic Preservation
Eligible Projects	All non-entitlement CDBG communities are eligible to apply. Entitlement communities are not eligible for Technical Assistance Site Visit Program.
Brief Description	The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. Funds are to be used exclusively for technical assistance in the form of consultant services to address a specific issue from the following categories: District Management (BID, Parking Benefit Design, or Volunteer-Based Organization), Design, Economics of Downtown, Housing, Parking, Small Business Support, and Wayfinding/Branding
Special Conditions	Communities must agree to share the final projects with DHCD and other communities through reports, meetings, and workshops, and to highlight these activities on the web, in print, or other media outlets
Application Process	Application available at: https://www.mass.gov/files/documents/2017/10/16/MDI%202018%20Site%20Visit%20Application.docx
Application Deadlines	November
Link to Program	https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi



Chapter 4: Economic Development Partners

The following is a list of potential economic development partners that may be helpful to Towns. The list includes entities that focus on assisting communities and those that assist businesses directly.

FEDERAL

US SMALL BUSINESS ADMINISTRATION – MASSACHUSETTS OFFICE

Since its founding in 1953, the US Small Business Administration (SBA) has delivered millions of loans, loan guarantees, contracts, counseling sessions and other forms of assistance to small businesses. SBA provides assistances primarily through its four programmatic functions:

- Access to Capital (Business Financing)
- Entrepreneurial Development (Education, Information, Technical Assistance & Training)
- Government Contracting (Federal Procurement)
- Advocacy (Voice for Small Business)

<https://www.sba.gov/offices/district/ma/boston>

STATE

MASSACHUSETTS ALLIANCE FOR ECONOMIC DEVELOPMENT

The Massachusetts Alliance for Economic Development (MassEcon) focuses on business expansion and retention in Massachusetts. MassEcon provides location services, research and data services, and peer contacts and support through its Massachusetts Ambassadors program for businesses that are looking to expand or relocate to Massachusetts. MassEcon also sponsors events and programs to advance the economic development knowledge of its staff, members, public officials, and the business community throughout the state.



<http://massecon.com/>

MASSDEVELOPMENT

MassDevelopment is the state's finance and development authority. It is both a lender and a developer that works with public- and private-sector clients to stimulate economic growth through eliminating blight, preparing key sites for development, creating jobs, and increasing the housing supply in Massachusetts. MassDevelopment provides technical assistance in Expedited Permitting (43D) and consulting services in Planning and Development to cities and towns.

Offering a wide range of finance programs and real estate development services, MassDevelopment supports economic growth, development, and investment across all sectors of the Massachusetts economy: public and private; commercial, industrial, and residential; and nonprofit, including healthcare, educational, cultural, and human service providers. The staff works in collaboration with private- and public-sector developers, businesses, and banks to identify investors and leverage public and private funds to support economic growth.

<http://www.massdevelopment.com/>

MASSACHUSETTS ECONOMIC DEVELOPMENT COUNCIL

The Massachusetts Economic Development Council (MEDC) is the state's professional organization of economic development practitioners. Its primary objective is the promotion and development of the state's economic welfare through economic and industrial development. The MEDC also provides professional development programs to its members.

<http://www.massedc.org/>

MASSACHUSETTS OFFICE OF BUSINESS DEVELOPMENT

The Massachusetts Office of Business Development (MOBD) assists companies with job creation and retention and promotes private investment throughout Massachusetts through facilitating access to governmental and nongovernmental resources and incentive programs. MOBD's key industries are Life Sciences, Finance, Information Technology, Manufacturing, Renewable Energy, Defense, Creative and Maritime.

<http://www.mass.gov/hed/economic/eohed/bd/agencies/mobd/>



REGIONAL

CAPE COD CHAMBER OF COMMERCE

The Cape Cod Chamber of Commerce works to strengthen and promote Cape Cod's economic vitality and cultural resources. The Chamber works actively to promote job creation and retention, advocate for policies that enhance the region's quality of life, attract target visitor markets, and serve members by generating leads and referrals to their businesses.

<http://www.capecodchamber.org/>

CAPE COD COMMISSION

The Cape Cod Commission prepares the five-year economic development strategic plan (CEDS) for the Cape Cod region. The CEDS prioritizes regional economic development projects and is based on the economic development goals of the Commission's RPP. The Commission also administers the Direct Local Technical Assistance (DLTA) program for the region.

<http://www.capecodcommission.org/>

CAPE COD ECONOMIC DEVELOPMENT COUNCIL

The Cape Cod EDC partners with the Commission to develop the region's CEDS and is responsible for overseeing its implementation. The EDC also administers a regional economic development grant program. This program, funded by the proceeds from the sale of Cape and Islands license plates, provides towns with technical assistance for achieving local/regional economic development goals.

<http://www.capecodedc.org/>

CAPE & ISLANDS WORKFORCE DEVELOPMENT BOARD

The Cape and Islands Workforce Development Board (CIWDB) is a regional, private sector led agency responsible for overseeing all publicly-funded vocational education and training programs serving the entire Cape and the Islands of Martha's Vineyard and Nantucket

<http://ciwdb.com/>

CAPE COD COMMUNITY COLLEGE WORKFORCE EDUCATION RESOURCE CENTER



CAPE COD COMMISSION

The Workforce Education Resource Center (WERC) provides workforce training resources for the Cape Cod region. WERC offers training and professional development programs to businesses, nonprofits, and municipal organizations. Program areas range from real estate training to OSHA certifications.

<http://www.capecod.edu/web/werc>

CAPE COD TECHNOLOGY COUNCIL

The Cape Cod Technology Council (CCTC) is a non-profit organization that promotes the advancement of technology in all industry sectors on Cape Cod. The CCTC's primary focus is on economic development, networking, and STEM (science, technology, engineering, and math) education and understanding.

<http://www.cctechcouncil.org/>

COASTAL COMMUNITY CAPITAL

The mission of Coastal Community Capital is to provide loan capital to those who create businesses and jobs. It is a Small Business Association (SBA)-Certified Development Corporation that promotes economic development through small business growth, management of the region's small business loan fund, and provision of entrepreneurial support.

<http://www.coastalcommunitycapital.org/>

CAPE COD HOUSING ASSISTANCE CORPORATION

The Housing Assistance Corporation (HAC) is a 501(c)(3) nonprofit (and CDC) whose mission is to (1) deliver housing and services that meet the needs of the community and minimize impacts to natural resources, and (2) to engage in responsible economic development that generates jobs, stabilizes housing, and strengthens the community. HAC also provides emergency shelter and homelessness prevention assistance for individuals and families, administers the largest housing subsidy program in the region, and provides family self-sufficiency and employment services.

<http://www.haconcapecod.org/>

CAPE COD COMMUNITY DEVELOPMENT PARTNERSHIP

The mission of the Community Development Partnership (CDP) is to nurture a vibrant Lower Cape region by promoting environmental and economic



sustainability, expanding opportunities for low- and moderate-income residents, and preserving the unique cultural and historic character of the region. The CDP works towards creating affordable homes, as well as launching entrepreneurs and strengthening local businesses on the Lower Cape.

<http://www.capecdp.org/>

CAPE COD & THE ISLANDS SCORE

SCORE is a national organization that educates entrepreneurs and helps small businesses to start, grow, and succeed. There are more than 50 members of the Cape Cod & the Islands SCORE, offering free business advice, face-to-face mentoring, workshops, and other resources to help small business owners succeed.

<https://capecod.score.org/>

HOME BUILDERS & REMODELERS ASSOCIATION OF CAPE COD

The Home Builders & Remodelers Association of Cape Cod (HBRACC) is a professional trade association representing the home building industry: builders and remodelers; suppliers; sub-contractors, and individuals and business related to construction. HBRACC advocates and acts as a voice for their industry, delivers education and training to its members and to the general public, provides networking opportunities, and works towards home-ownership for all on Cape Cod.

<http://www.capecodbuilders.org/>

CAPE COD & ISLANDS ASSOCIATION OF REALTORS

The Cape Cod & Islands Association of Realtors is a 501(c)6 organization whose purpose is to unite and serve those involved in the real estate industry. As part of their mission, they work to protect and enhance their members' freedom and ability to conduct their individual businesses successfully, and to protect and promote the rights and interest of real property ownership.

<http://cciaor.com/>

CAPE COD YOUNG PROFESSIONALS

Cape Cod Young Professionals (CCYP) is a non-profit organization whose mission is to connect, engage, and advocate for the emerging workforce and future leadership of Cape Cod.



CAPE COD
COMMISSION

<http://www.capecodyoungprofessionals.org/>

ARTS FOUNDATION OF CAPE COD

The Arts Foundation of Cape Cod (AFCC) is the regional arts agency for Barnstable County and Cape Cod's only nonprofit arts and culture organizations that serves all artists, all art forms, and all cultural and historic centers. Their mission is to support, promote, and celebrate the arts and culture of Cape Cod in order to sustain a vibrant, diverse, and strong arts community.

<https://artsfoundation.org>

CAPE COD COMMERCIAL FISHERMEN'S ALLIANCE

The Cape Cod Commercial Fishermen's Alliance is a nationally-recognized nonprofit that serves as the leading voice for commercial fishermen on the Cape, leveraging their experiences to better inform ocean and fisheries management and protect the environment and future of their fishing businesses.

<http://capecodfishermen.org/>

LOCAL

CAPE COD EDICS

An EDIC is established by a municipality to implement local economic development projects in accordance with an economic development plan, in order to decrease the unemployment rate and eliminate decadent and blighted open areas in the community. There are four EDICs on Cape Cod. More information and links are available in the [In Depth](#) section above.

CHAMBERS OF COMMERCE

Several Towns and sub-regions on Cape Cod have a Chamber of Commerce, voluntary non-profit organizations of businesses and individuals who pool resources to foster economic development and improve the quality of life in a particular place.

- Cape Cod Canal Region: <http://www.capecodcanalchamber.org>
- Chatham: <http://www.chathaminfo.com/>
- Dennis: <http://www.dennischamber.com/>



CAPE COD
COMMISSION

- Eastham: <https://easthamchamber.com/>
- Falmouth: <http://www.falmouthchamber.com/>
- Greater Hyannis: <http://hyannis.com/>
- Mashpee: <http://mashpeechamber.com/>
- Orleans: <https://orleanscapecod.org/>
- Provincetown: <http://ptownchamber.com/>
- Sandwich: <http://www.sandwichchamber.com/>
- Truro: <http://www.trurochamberofcommerce.com/>
- Wellfleet: <http://www.wellfleetchamber.com/>
- Yarmouth: <http://www.yarmouthcapecod.com/>

- END -