



## CAPE COD COMMISSION

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Technical Bulletin – 04-002

### DEVELOPMENT OF REGIONAL IMPACT (DRI) ECONOMIC DEVELOPMENT TECHNICAL BULLETIN

**Approved 10/7/04**

#### INTRODUCTION

This technical bulletin is designed to help applicants understand how Developments of Regional Impact (DRI) are reviewed from the economic development perspective. It describes data required and information requested from the applicant to facilitate a thorough analysis.

#### PARAMETERS OF COMMISSION REVIEW

1. In reviewing any Development of Regional Impact, the Commission weighs the estimated/anticipated benefits and detriments of the project.
2. The applicant bears the burden of demonstrating to the Commission that the benefits of the project outweigh the detriments.
3. The Regional Policy Plan (RPP), Part II.3, Minimum Performance Standard (MPS) 3.1.1 states that “Commercial/Industrial Developments of Regional Impact applicants shall be responsible for providing economic data.”
4. MPS 3.1.1 further states that “The Commission will evaluate the economic impacts of proposed developments, taking into account net job creation, fiscal impact, employee benefits, housing needs, and services and/or products provided.”
5. Lastly, MPS 3.1.1 states that “The Commission will consider any negative or positive impacts that a project may have on the Cape Cod economy.”
6. Therefore, the economic data that the DRI applicants are “responsible for providing” are at least those which the Commission needs to minimally fulfill its obligation to “evaluate the economic impacts of the proposed developments” and “consider any negative or positive impacts that a project may have on the Cape Cod economy.”

7. Based on MPS 3.1.1, applicants shall provide sufficient data pertinent to:
  - Net job creation
  - Fiscal impact
  - Employee benefits
  - Housing needs
  - Services and/or products provided
8. The RPP cites four specific components of a project application that are regarded as benefits:
  - Location in a certified Growth Activity Center or Growth Incentive Zone (MPS 3.2.1)
  - Employment of Cape Cod residents (Other Development Review Policy (ODRP) 3.3.4)
  - Financial support for training and education for workers (ODRP 3.3.3)
  - Financial support for affordable housing for workers (ODRP 3.3.3)
9. The RPP also cites several economic objectives that the Commission should encourage, and about which it must have information to weigh and evaluate:
  - Businesses that are locally owned and employ Cape Cod residents (ODRP 3.1.3 & 3.3.3)
  - Economic activities that create livable wage jobs and target opportunities in high-value knowledge-based sectors (ODRP 3.1.5)
  - Tourism and other activities that enhance the natural and cultural qualities of Cape Cod; (ODRP 3.1.5)
  - Local businesses that can be integrated into the community without adverse impacts on Cape Cod resources (ODRP 3.1.7)
  - Reuse and rehabilitation of existing buildings for residential, industrial, and commercial growth, that are consistent with preserving the Cape's natural environment and historic character (ODRP 3.1.8)
  - Increase availability of access to health and community services in Barnstable County (ODRP 3.1.9)
  - Redesign, revitalization, and infill existing strip developments where adequate infrastructure is available (ODRP 3.2.7)
10. Finally, the RPP states that development and redevelopment projects approved by the Commission should:
  - Provide permanent, well-paying, year-round jobs; health, retirement, and other benefits; employment training and enhanced career path opportunities for Cape Cod residents (ODRP 3.3.1)
  - Employ Cape Cod contractors and use local suppliers and workers (ODRP 3.3.3)
  - Employ minority and women contractors listed with the Massachusetts Office of Minority Assistance (ODRP 3.3.4)

#### DETERMINING THE SCOPE OF THE REVIEW

This technical bulletin pertains only to the review of commercial/industrial projects. Applicants should provide the information outlined in the following sections unless directed otherwise by Commission staff. Some of the submission requirements may be waived depending on the nature of the project and at the discretion of Commission staff at a pre-application meeting.

## INFORMATION REQUIRED OF THE APPLICANT

The applicant shall provide information, as described below, on the location, employment, and wages generated by the project and the expected fiscal impact of the project.

### PROJECT INFORMATION

1. **Project Description:** Provide a concise statement of the economic goals of the project and how it satisfies an identifiable community need.
2. **Location:** Provide a map showing the location of the project relative to the nearest Certified Growth/Activity Centers or Growth Incentive Zones. If the project is not located in one of these zones, provide a justification for its location outside these zones (MPS 3.2.1 & 3.2.2).
3. **Investment:** Provide the following information on the estimated investment required to realize the proposed project:
  - a. Total investment required to complete the project including construction materials, labor costs, and related development services
  - b. Total investment in real property (buildings and structures)
  - c. Total investment in personal property (machinery and equipment)

### EMPLOYMENT INFORMATION

The applicant shall provide employment information for the last three years (if applicable) and estimates for the three years following completion of the project. *The applicant shall use the attached templates to provide the quantitative data required below.*

1. **Short-term, Construction-phase Employment:**
  - a. Total work hours required to complete the project
  - b. Total labor costs
  - c. Average wage
  - d. Percent of labor (in terms of both number of workers and hours worked) provided by residents of the region
2. **Workforce Data:**
  - a. **Total Employment:** Provide the total number of individuals to be employed at the site after construction has been completed and specify how many will be full-time, part-time, temporary, and/or seasonal.
  - b. **Full-time Equivalent Employment:** Provide the total number of full-time equivalents (FTEs) to be employed at the site after construction has been completed based on a standard work week (40 hours).
  - c. **Net Job Creation:** Provide the average number of individuals and the average FTE employed by the applicant at the site for the prior three years. For applicants with other facilities in the region, please provide this information for each site to provide an overall job creation impact to the region.

- d. **Employee Characteristics**: Provide the number or percent of workers that will be:
  - 1. Barnstable County residents;
  - 2. Disabled;
  - 3. Elderly;
  - 4. Racial minorities;
  - 5. Previously unemployed or under-employed.

For each category, please specify if these employees will be working on a full or part-time basis.

- e. **Skill Requirements**: Provide percentages of the workforce requiring education and skill training, by levels, certifications, and degrees.

**3. Wage Data:**

- a. **Total Payroll**: Provide the total wages to be paid annually to all employees.
- b. **Net New Payroll**: Provide a three year average of the total payroll and payroll per FTE generated at the site by the applicant.
- c. **Wage**: Provide the average wage, median wage, and maximum and minimum wage to be paid to employees working at the site after construction has been completed. For salaried employees, provide the annual salary and the standard number of hours worked per week for full-time employees. Unless otherwise noted, 40 hours will be used as the standard week.
- d. **Overtime**: Provide the official written overtime policy and the average hours of overtime (actual and expected based on industry standards or other businesses locations).

**4. Benefits Data:** Provide official company documentation regarding the following:

- a. **Types of benefits**: Provide a list of all the benefits offered to employees (i.e. medical, dental, vision, retirement, disability.)
- b. **Eligibility for Benefits**: Provide the policies regarding the eligibility of employees for benefits as determined by hours worked, employment classifications, or other qualifying factors. Provide the number and percent of employees meeting these eligibility requirements.
- c. **Cost of benefits**: Provide the total cost of the benefit package provided to employees *including* the percent paid by the employer and the percent paid by the employee

**5. Career Advancement & Training Data:** Provide documentation outlining programs and funding allocated to the following:

- a. On-site or In-service Training
- b. Apprentice Programs
- c. Tuition Reimbursement

FISCAL IMPACT INFORMATION

The applicant shall provide tax data and service information for the location under review. Data shall be provided for the last three years (if applicable) and estimates for the three years following completion of the project.

1. **Tax Data:** Provide data on both tax liability basis and actual taxes paid to the town, county, and state levels. Provide data on any tax abatement, tax increment financing, tax credits, or other tax breaks/incentives to be received at the local, state, or federal level for this project. At a minimum data should be provided on local property taxes and fees.
  
2. **Service Data:** Provide data on the project's current and anticipated use of the following services:
  - a. Water
  - b. Sewer
  - c. Solid Waste
  - d. Schools
  - e. Public Safety
  - f. Human Services
  - g. Parks and Recreation
  - h. Public Transit

## INFORMATION REQUESTED OF THE APPLICANT

The applicant may provide the following project information in order to demonstrate that the benefits of the proposed development outweigh the detriments of the project on the regional economy.

### PROJECT INFORMATION

1. **Project Description:** Provide detailed information on the following:
  - a. **Market Niche:** What products or services will be made available through this project? How will this project provide either services or products unique to the region? How will prices, quality, quantity, customer service, and/or convenience of goods or services resulting from this project differ from existing services or products already available in the region? To what degree will value be added locally to the products or services sold as a result of this project?
  - b. **Competition & Market Share:** What market share is anticipated in the business plan for this project? Will this project be in direct competition with existing businesses in the region for customers? If so, what kinds of firms are the principle competitors? How does this project complement existing economic activity or industry clusters in the region?
  - c. **Customers:** Who will be purchasing the service or product? Are they located in the region or outside the region? How will they get the product or service? Will customers be primarily residents of the region, summer residents/2nd homeowners, tourists, or day-trippers?
  - d. **Suppliers:** What percent of the materials used or sold will come from suppliers within the region? What percent of professional services used will come from suppliers within the region?
  
2. **Locus Maps:** Provide a map or maps showing the location of the project relative to:
  - a. Direct Competitors
  - b. Suppliers
  - c. Customers
  
3. **Corporate Data:** Provide official documentation showing the following:
  - a. Incorporation type for tax purposes
  - b. Owner(s) domicile
  - c. Location of corporate headquarters

In the case of a multi-use commercial project, please provide this information, to the degree possible, for the site developer and for each individual business unit within the overall space to be developed.

## Development of Regional Impact Employment Summary Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

EMPLOYMENT SUMMARY TABLE	Number	Percent of Total
Total Net New Employment	0	100%
Full-time		
Part-time		
Temporary or Contract		
Seasonal		
Eligible for Benefits		
Paid an Annual Salary		
Paid Hourly		
Residing in Barnstable County		
Elderly		
Disabled		
Minority		
Previously Unemployed		
Previously Underemployed		

## Development of Regional Impact Employment Detail Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

**Standard Work Week: (40 hours will be used unless otherwise specified here)**

EMPLOYMENT DETAIL TABLE				Wages & Income							
Position Title	% Time	Number of Employees	FTE	Minimum Wage	Maximum Wage	Average Wage	Median Wage	Overtime	Commission Rate	Bonuses	Medical
<b>SALARY EMPLOYEES</b>											
<i>Engineer 1 (EXAMPLE)</i>	100%	2	2	\$ 50,000	\$ 75,000	\$ 60,000	\$ 60,000	N/A	N/A	N/A	Yes
<b>HOURLY EMPLOYEES</b>											
<i>Engineer 1 (EXAMPLE)</i>	75%	2	1.5	\$ 18.00	\$ 30.00	\$ 24.00	\$ 20.00	N/A	N/A	N/A	Yes

## Development of Regional Impact Employment Detail Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

**Standard Work Week**

EMPLOYM		Benefits							Training
Position Title	Dental	Total Value of Medical & Dental Benefits	% Paid by Employee	Retirement	Total Value of Retirement Benefits	% Paid by Employee	Disability	Life Insurance	Minimum Required
<b>SALARY EMPLOYEES</b>									
<i>Engineer 1 (EXAMPLE)</i>	Yes	<i>\$xx/month</i>	25%	Yes	<i>\$xx/month</i>	25%	Yes	Yes	<i>Bachelors in Engineering</i>
<b>HOURLY EMPLOYEES</b>									
<i>Engineer 1 (EXAMPLE)</i>	No	<i>\$xx/month</i>	50%	Yes	<i>\$xx/month</i>	100%	No	no	<i>Bachelors in Engineering</i>

Development of Regional Impact  
Employment Summary Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

NET IMPACT TABLE	Previous 3 Year Average	A Current	B After Project is Completed	B-A Net Change
<b>Employment</b>				
Number				
FTE				
<b>Payroll</b>				
Total				
Avg per FTE				
<b>Property Tax</b>				
Liability				
Payment				
<b>Market Share</b>				
Barnstable County				

## Development of Regional Impact Fiscal Analysis Data Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

Local Tax Data Table	Current Year		Baseline Years (3 years prior to start of project)					
	Assessed Value	Tax Paid	Assessed Value	Tax Paid	Assessed Value	Tax Paid	Assessed Value	Tax Paid
Real Property								
Land								
Building								
Personal Property								
Machinery and Equipment								
One-time Fees								
A.								
B.								
C.								
On-going Fees								
A.								
B.								
C.								

## Development of Regional Impact Fiscal Analysis Data Table

**Project Name:**

Project Number:

Filled Out By:

Date Completed:

Version Number:

Local Tax Data Table	Current Year		Post-Project Projections (3 years after completion of project)					
	Assessed Value	Tax Paid	Assessed Value	Tax Paid	Assessed Value	Tax Paid	Assessed Value	Tax Paid
Real Property								
Land								
Building								
Personal Property								
Machinery and Equipment								
One-time Fees								
A.								
B.								
C.								
On-going Fees								
A.								
B.								
C.								