



CAPE COD
COMMISSION

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JUNE 30, 2017

Ms. Linda Cruz-Carnall, Regional Director
Economic Development Administration
U.S. Department of Commerce
Philadelphia Regional Office
Robert N.C. Nix, Sr. Federal Building and U.S. Courthouse, Room 602
900 Market Street
Philadelphia, PA 19107

Dear Ms. Cruz-Carnall :

Please accept the enclosed Cape Cod Comprehensive Economic Development Strategy (CEDS) Annual Report for Year 3 of our 2014 CEDS 5-Year Plan. The Annual Report has been approved by the CEDS Strategy Committee (the Cape Cod Economic Development Council).

The CEDS continues to give focus to the region's economic development efforts and spur collaboration among stakeholders across the region. Our success is in part due to the support of EDA through three short-term planning grants, designation as a Economic Distress District (EDD), and a subsequent partnership planning grant. Past EDA funding has been pared with increased investment by Barnstable County for the implementation of the CEDS.

The enclosed Annual Report documents our progress over the past year towards strengthening our regional economy and implementing the CEDS strategy. The report tracks the health of the regional economy, the effectiveness of the CEDS planning process to develop regional partnerships, and the accomplishments over the past year in terms of the implementation plan and the regional priority projects.

We look forward to your review of the Annual Report and thank you for your support of our local process.

Sincerely,

Paul Niedzwiecki
Executive Director



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Cape Cod Comprehensive Economic Development Strategy (CEDS) 2017 Annual Report (Year 3)

June 30, 2017



Submitted To:
US Department of Commerce Economic Development Administration

Submitted By:
Leslie Richardson, Chief Economic Development Officer
Cape Cod Commission, Barnstable County, Massachusetts



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Annual Report – Year 3

The Comprehensive Economic Development Strategy (CEDS) for Cape Cod is the economic development blueprint for the region. It is consistent with the **Cape Cod Commission's** Regional Policy Plan that guides land use decisions across the region. The CEDS is a planning process as well as a plan. The process is led by the CEDS Strategy Committee and includes stakeholders from regional and local organizations with an interest in economic development. The CEDS document lays out a vision and set of goals for economic development on Cape Cod as well as an action plan for achieving those goals. Leadership and collaboration are essential to the implementation of this plan. The following annual report outlines the region's progress towards implementation of the most recent five-year plan completed in 2014.

CEDS STRUCTURE AND PROCESS

The Cape Cod Commission is the regional planning agency for Barnstable County. The Commission is charged, under the Cape Cod Commission Act (1989 state legislation), to **“ensure balanced economic development”** that will provide quality jobs today and preserve the natural resources, beauty, and heritage of Cape Cod for the generations of tomorrow.

The Cape Cod Commission Act calls for the development of a Regional Policy Plan (RPP) to outline a coherent set of land use policies and development standards to guide growth on Cape Cod and to protect its resources. The RPP establishes the basis for economic development planning on Cape Cod, envisioning synergy between economic development and the **protection and preservation of the Cape's resources and heritage**. The CEDS incorporates the regional growth policy and economic development goals of the RPP.

The CEDS is built on the Cape Cod Regional Policy Plan (RPP); it incorporates the regional growth policy and economic development goals of the RPP.



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Cape Cod Commission staff lead the development and implementation of the CEDS while the Cape Cod Economic Development Council (EDC) serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14-member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission members, represent the economic development constituencies called for in the EDA guidelines.

This annual report was prepared by the Commission's Chief Economic Development Officer, reviewed and endorsed by the EDC/CEDS Strategy Committee, and submitted by the Executive Director of the Cape Cod Commission.

CEDS VISION & GOALS

Economic development on Cape Cod begins with the protection of the natural, built, and cultural assets of the area that make it unique. The importance of being unique cannot be underestimated in our era of standardization; it is essential to maintaining our tourism based economy. Cape Cod has the enviable advantage of having near global name recognition and a reputation for being a special place of great beauty. The Cape Cod character has attracted tourists, retirees, and second homeowners, as well as scientists, entrepreneurs, artists, and professionals to live and work in this otherwise remote location.

The **region's economic strategy is based on** four core economic development principles:

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



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

Cape Cod's long-term economic Vision Statement is based on these principles and the principle of sustainability – the opportunities of today shall not undermine the opportunities of future generations:

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

There are five goals included in the CEDS. The first four are directly from the Cape Cod Regional Policy Plan that guides land use policy in the region. The fifth goal pertains to the CEDS process specifically. The goals are:

Goal - ED1: Low-impact and Compatible Development

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

Goal - ED2: A Balanced Economy

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

Goal - ED3: Regional Income Growth

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

Goal – ED4: Infrastructure Capacity

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



Goal – CEDS1: Regional Collaboration & Joint Commitment

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

The annual action plan and the priority projects included in the CEDS must be and are consistent with these goals and economic development vision. During the planning process, proposed actions and projects are evaluated based on these goals and included only if they are deemed consistent. Annually, in this document, the action plan and projects are evaluated based on these goals, as is the overall progress of the region.

CEDS EVALUATION

The impact of the CEDS is evaluated using a set of measures to gauge regional economic progress and track CEDS program and project implementation relative to the RPP/CEDS goals.

THE REGION

The first metric used in evaluating the state of the **region's economy is the** EDA distress measures of unemployment rates and per capita incomes relative to the United States. Using this methodology, the number of census tracts considered distressed on Cape Cod has steadily increased over time. The population within these tracts, currently at its peak, represents almost 24% of the region's total resident population.

Census Tracts Classified as Distressed Over Time					
Year	Higher than Average Unemployment	Lower than Average Per Capita Income	All Distressed Census Tracts		
	# Tracts	# Tracts	# Tracts	Population	% Total Population
2000	7	3	9	29,448	13.3%
2009	5	2	5	21,048	9.5%



Census Tracts Classified as Distressed Over Time					
Year	Higher than Average Unemployment	Lower than Average Per Capita Income	All Distressed Census Tracts		
	# Tracts	# Tracts	# Tracts	Population	% Total Population
2010	10	1	11	33,844	15.6%
2011	11	3	12	36,851	17.0%
2012	11	3	12	38,851	18.0%
2013	13	3	14	46,381	21.5%
2014	11	3	13	40,848	19.0%
2015	14	3	16	50,763	23.6%

Source: 2000 Decennial Census and then American Community Survey 5 Year Estimates – using STATSAmerica Distress tool

There are several statistically significant differences that may exist between social and demographic metrics in distressed census tracts and the region (probability difference greater than 5%). Residents living in census tracts that show up as distress are more likely to be non-white and live in non-family households or alone than Cape residents in aggregate. The housing units in these tracts are not as likely to be owner occupied and more likely to be seasonal than housing units in general on Cape Cod.

The second tool, developed locally, is a series of regional benchmarks to measure changes in the regional economy. The benchmarks were designed around the CEDS goals to increase economic and social diversity, expand opportunity for all, and improve productivity and social wellbeing. It is understood that local action and planning alone may not be able ensure the trends illustrated by these benchmarks will be positive, and that it may take a long time and in many cases, require structural changes within the region and outside, to improve trends that may be moving in the wrong direction.

Each benchmark is made up of numerous different individual measures. To understand the data in context, each measure is tracked over time and compared to state and national trends whenever possible. The

Benchmarks primarily use data collected by and for the federal Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics.

The following table provides a quick overview of trends by benchmark.

Economic Development Goal	Benchmark	Desired Trend	Actual Trend
Balanced, Diverse Economy	Population Diversity	↑	↓
	Housing Diversity	↑	↓
	Seasonality	↓	↑
	Employment Diversity	↑	↑
	Wage Diversity	↑	= / ↓
	Business Diversity	=	= / ↓
Regional Wealth	Productivity	↑	↑
	Value Added	↑	=
	Exports/New Money	↑	↑
	Wellbeing	↑	TBD*
Low Impact Compatible Development	Smart Growth Pattern	↑	TBD*
	Quality of Life	↑	TBD*
	Environmental Quality	↑	TBD*

* Benchmarks under development

The individual measures within each of these benchmarks are listed in the following tables by goal:

GOAL: BALANCED ECONOMY/DIVERSITY		
To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities.		
Benchmark	Measures	Trend Desired
Population Diversity	Resident Population Change	increase
	Net Population Migration	increase
	Working Age Out Migrants	decrease



GOAL: BALANCED ECONOMY/DIVERSITY		
To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities.		
Benchmark	Measures	Trend Desired
	Retirement Age of In Migrant	decrease
	Number & Share of Non-White Residents	increase
	Resident Median Age	decrease
	Number & Share of Residents Under 65	increase
	Labor Force as % of Total Population	increase
	Median Household Income	increase
	Share of HH in LOW income cohort (inflation adjusted)	decrease
	Share of HH in MIDDLE income cohort (inflation adjusted)	increase
	Share of HH in HIGH income cohort (inflation adjusted)	stable
Housing Diversity	Total Housing Units	increase
	Number & Share Rental Units	increase
	Number & Share Seasonal Units	stable
	Number & Share of Single Family Homes	decrease
	Number & Share of Multifamily Homes	increase
	Number & Share of Units 800 SF or less	increase
	Median Home Price	decrease
Seasonality	Gap between Jan and July Unemployment Rates	decrease
	Number & Share of Seasonal Jobs (estimate)	decrease
	Peak Season Population	stable
	Resident Population v. Peak Population	stable
Employment Diversity	Total Employment	increase
	Number & Share of Employment in non-tourism Clusters	increase
	Number & Share of Employment in High Wage Industries	increase
	Number & Share of Employment in Emerging Industries	increase
	Number & Share Arts & Culture Industry Employment	stable
	Number & Share Employment in High Wage Occupations	increase
	Number & Share Employment in STEM Occupations	increase
	Number & Share Self-Employed	stable
Wage Diversity	Number & Share of jobs in High Wage Industries	increase
	Number & Share of jobs at minimum wage	decrease
	Average Wages (Real\$)	increase
	Average Self-Employment Wage (Real \$)	increase
Business Diversity	Number & Share of Establishments in Core Industries	stable
	Number & Share of Establishments in Emerging Industries	increase



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GOAL: BALANCED ECONOMY/DIVERSITY		
To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities.		
Benchmark	Measures	Trend Desired
	Number & Share of Small Establishments	increase
	Number & Share of Large Retail Establishments	decrease

GOAL: REGIONAL INCOME GROWTH/WEALTH		
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.		
Benchmark	Measures	Trend Desired
Productivity	Gross Regional Product (Real \$)	increase
	Total Payroll (Real \$)	increase
	Total Resident Income (Real \$, in thousands)	increase
	Total & Share Income from Earnings (Real \$)	increase
	Total & Share Income from Transfers (Real \$)	stable
	Gross Regional Product (Real \$)	decrease
Value Added	Business Receipts	increase
New Money	Rooms Tax Receipts	increase
	Meals Tax Receipts	increase
	Income Earned Off-Cape (Real \$, in thousands)	increase
Wellbeing	Poverty Rate	decline
	Number of People in Poverty	decline
	Gap between Income & Median Housing Prices	decline
	% Resident Paying > 30% of Income	decline
	Annual Homelessness Count	decline

LOW-IMPACT AND COMPATIBLE DEVELOPMENT		
To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life		
Benchmark	Measures	Trend Desired
Smart Growth Pattern	Number & share of New Development in Activity Centers	increase
	Number & Share of total residential units in activity centers	increase
	Number & Share of total commercial SF in activity centers	increase
	Housing Density in Activity Centers (units/acre)	increase
	Un-development outside Activity Centers	increase



LOW-IMPACT AND COMPATIBLE DEVELOPMENT		
To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life		
Benchmark	Measures	Trend Desired
	New Development in Priority Protection Areas	decrease
Quality of Life	Alternative Transportation/Transit Use	increase
	Average Commute to Work Duration	decrease
	Acres of Recreational Open Space	increase
	Land Use Diversity in Activity Centers	increase
Environmental Quality / Resource Protection	Drinking Water Quality	improve
	Surface Water Quality	improve
	Impervious Surface	decrease
	Manicured Lawn	decrease
	Tree Coverage	increase
	Number of Historic Structures (Pre-1950)	stable

Key aspects of the regional economy illustrated by the individual measures are outlined in the following bullets:

- College age populations and young adults early in their career years are less represented on the Cape; the trend reverses in older working age and retirement age cohorts.
- **The significant population growth on Cape Cod from the 1960's through the 1990's 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.
- With population growth, the Cape has seen strong job growth, businesses growth, and workforce growth. The recession eroded some of this growth but trends are again moving upwards.
- **The Cape's economy is less seasonal than during the 1990's but** 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 or indeed in Massachusetts or the US.



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- Within the tourism cluster wages are comparable with the state and the US but overall, 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.
- Since 1990, the share of households with incomes above \$150,000 per year has grown by over 1,000% while the total number of households has only increased by 21.5%. Nevertheless, over half of the households on the Cape are still in the lowest two income brackets with incomes of less than \$75,000 per year.
- **Barnstable County's Gross Regional Product is \$9.7 billion in 2014**, a 5½% increase over 2001. Regional output began to decline sharply in 2005 hitting bottom in 2009. Declines in the number of working residents lagged declines in output but then took a significant drop in 2010. Growth in output of over 10% in the last three years should hopefully translate into labor force growth soon.

CEDS IMPLEMENTATION

Each year the EDC/CEDS Strategy Committee and the Cape Cod Commission agree to a CEDS implementation work plan. The activities in the work plan are funded jointly by the EDC, Cape Cod Commission, and EDA.

The EDA designated Cape Cod as an [Economic Development District](#) in 2013 and began providing an annual grant in 2016; previously EDA had awarded the Commission 3 short-term planning grants for CEDS implementation.

The annual CEDS work plan includes economic development planning, research, data dissemination and public outreach, implementation of regional priority projects and technical assistance to towns in economic development through the RESET program. Many of these activities are on-going while others are completed within the year.

In addition to our efforts at the Commission, other regional partners lead and fund some of the priority projects identified in the CEDS.

Since 2009 the region has made considerable progress, some of it highlighted throughout this report.



Planning, Research, Data Dissemination & Outreach

The goal of the CEDS planning process is to provide a forum where local and regional organizations impacting economic development can work together to form policies and execute projects. The CEDS process resulted in strong new partnerships between regional organizations that, in the past, were typically considered adversaries, and between regional organizations and towns that, in the past, were often at odds.

Key planning efforts have included:

- CEDS Stakeholder Workshops, Focus Groups, and Surveys to develop the CEDS 5-year plans and track progress.
- The Smarter Cape Partnership: the partnership was established after the 2009 CEDS 5-year planning process and included the Cape Cod Commission, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, the Cape Cod Economic Development Council, and OpenCape (middle-mile broadband entity); it has since been expanded to include the Cape Cod Community College, the Cape & Islands Home Builders Association, the Cape Cod Young Professionals, and the Cape Cod **Realtor's Association**.
- Smarter Cape Summits: The five Smarter Cape Summits were joint conferences sponsored by the Smarter Cape Partnership to **advance our understanding of the region's economy and identify** or share ways we could continue to strengthen economically.

A significant body of research, along with data collection and the development of educational/policy tools, have increased regional understanding of what economic development means on Cape Cod.

- Research:
 - Myth & Fact Series: [Chain Stores](#), [Kids and Taxes](#) and [Density and Cost of Sprawl](#)
 - [Three Bays Study](#): the impact of water quality on property values
 - [Regional Market Study](#): evaluated the demand and supply of retail and office commercial space on Cape Cod
 - [Housing Needs Assessment](#): evaluated the demand for housing at different price points and the availability of that housing on Cape Cod today and in the near future.



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- Primary Data Collection:
 - [2012 Business Climate Survey](#)
 - [2013 Regional Market Study](#)
 - 2017 Second Homeowners Survey (underway – an update to [2008 Second Homeowners Survey](#))
 - 2015 Homeowners Opinion Survey regarding development trends and land use regulation
- On-line Data Access & Analysis
 - [STATS Cape Cod](#) to disseminate economic data and track the performance of the regional economy
 - [BART](#) to provide contextual analysis of key economic drivers on Cape Cod
 - [Balanced Economy Benchmarks](#) where developed to track progress on the CEDS goals
- Planning tools have been developed to identify the economic development advantages and limitation of individual locations, estimate the cost to develop certain types of structures given local land use rules, and estimate the impact of different development scenarios on natural resources and infrastructure. These tools include:
 - [fRED](#): The fRED application was developed to inform the conversation between the development community and economic development stakeholders about where future growth in the region should occur. Numerous factors need to be considered in selecting a site for development. Some are economic, some natural resource-based, and some are based on the availability and quality of infrastructure. The fRED application shows the relative suitability of areas on Cape Cod for development based on these factors.
 - [Watershed MVP](#) is a planning tool that has been developed by the Commission to test different scenarios for treating wastewater using a wide variety of technologies. The model compares cost and effectiveness of different technology combinations over a user specified land area.
 - [208 Map Viewer](#) is another wastewater treatment planning tool developed by the Commission to advance public understanding of the issue.
 - Envision Tomorrow, Geo-Planner, City Engine and a TishlerBise fiscal impact model have been procured and



tailored to help with land use planning, development feasibility and impact assessments for development on Cape Cod.

Town Technical Assistance (RESET)

Targeted Technical Assistance Projects through the Commission's [RESET program](#) have helped Towns understand how their zoning and infrastructure decisions have and could impact economic development in their communities. Twelve projects have been successfully completed resulting in:

- [Regulatory streamlining](#), through the elimination of regional regulation for technology, research and development, and light manufacturing companies locating on the Upper-Cape in areas zoned for these uses.
- Zoning changes to allow for more concentrated housing and commercial development that can be more efficiently served by existing and new infrastructure
- Redevelopment of underutilized properties in activity centers for housing and commercial development
- Retention of two marine science manufacturing company employing over 325 skilled workers
- Transportation improvements and financial commitments to planned wastewater improvements

CEDS efforts have been successful in channeling and increasing public funds to implement the CEDS action plans and priority projects.

- Open Cape & other infrastructure investments of over \$44 million
- County investments 2.3 million over 7 years into CEDS implementation

Some limited private sector investments have been realized as well:

- Business expansions in CEDS target industry marine technology manufacturing (Hydroid, Teledyne Benthos)

Regional Priority Projects

The Commission and its partners have moved forward on most regional priority projects in the current five-year plan. The following table lists the regional priority projects, the long-term goals of each project and when these goals might be met, as well as the specific tasks identified in the CEDS to advance these goals and their status relative to completion.

Regional Priority Project	Long-term Project Goal & Goal Date		Short-term CEDS Task and % Complete	
Cape Cod Capital Trust Fund	New funding for long-overdue infrastructure	2020	<ul style="list-style-type: none"> • Feasibility Assessment • Legislative Action 	75%
Wastewater in Growth Centers	Improve water quality & enable econ. growth	2040	<ul style="list-style-type: none"> • 208 Plan Completion • Construction Grants 	50%
Integrated Infrastructure	Regional strategy to reduce long-term costs	2020	<ul style="list-style-type: none"> • Undergrounding Study • Regional Capital Plan 	75%
Commuter Rail Impact Analysis	Establish appropriate train service to Boston	2020	<ul style="list-style-type: none"> • Impact Assessment • Pilot Test Survey 	100%
SIO Regional Services	Reduce costs; increase consistency & efficiency	2025	<ul style="list-style-type: none"> • E-permitting • Regional database 	75%
Climate Change Impacts	Improve resiliency and reduce costs & impacts	2018	<ul style="list-style-type: none"> • Research Study • Focus Groups 	10%
Last Mile Broadband	Maximize use of Open-Cape fiber backbone	2025	<ul style="list-style-type: none"> • Regional Area Network • Last mile assessment 	10%
Business Dev. Revolving Loan	Entrepreneurship & small businesses capital pool	2016	<ul style="list-style-type: none"> • Assess Need & Feasibility of EDA fund 	100%
Expedited Permitting	Target growth to limit environmental impacts	2030	<ul style="list-style-type: none"> • Upper Cape Incentive areas for light industry 	100%
Harbor Planning	Preserve & strengthen maritime industries	2025	<ul style="list-style-type: none"> • Harbor Infrastructure Assessment 	10%



- Cape Cod Capital Trust Fund
 - Commission staff completed research on the use and structure of regional redevelopment authorities in Massachusetts and the US. Study concluding that a financing authority was a more appropriate structure for this region given its infrastructure needs
 - The Commission hired experts in municipal finance to complete a feasibility analysis for creating a regional infrastructure bank/trust to fund the building of needed infrastructure, particularly wastewater treatment infrastructure. The analysis recommended a bond bank structure and identified potential sources of funding.
 - Based on this work, Commission staff is working actively with regional and state policy makers to pass legislation that will meet the financing needs identified
- Wastewater in Economic Centers:
 - The Commission led intensive regional planning to identify, prioritize, and eventually fund wastewater infrastructure has been completed in the form of a [Regional 208 Watershed Management Plan](#) including treatment scenarios for all impaired watersheds
 - Currently, Commission staff is working with towns to prepare funding requests to the State and EDA to build wastewater treatment systems in Economic Centers
- Integrated Infrastructure Planning
 - Commission staff are in the process of developing a Regional Capital Infrastructure Plan that will set policies for infrastructure investments across the region
 - [Transportation Improvement Program Tool](#) was developed to guide the review of transportation investments based on certain goals and risks.
 - An [Undergrounding Utilities Feasibility Assessment](#) was completed for the Town of Orleans that applies to the entire region.
- Commuter Rail Impact Analysis:
 - Commission staff completed [an impact assessment](#) for the extension of commuter rail to Buzzards Bay
 - Commission staff designed a survey for potential users of commuter rail based on a potential train schedule under consideration



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- The Town of Bourne joined the MBTA rail service district
 - Planning is underway at the state level for extending commuter rail to Buzzards Bay; a pilot test of commuter service is under consideration
- Strategic Information Office (SIO)
 - This office was established as a result of the CEDS process and has been partially funded by the County. **It's purpose is** to develop a regional planning database including infrastructure
 - A Regional Fly-over was funded to generate a series of aerial images used to build a GIS planimetric dataset for the entire county to help map infrastructure
 - The Commission initially received a large grant from the state and has continued to support the [E-Permitting Initiative](#); Chatham, Yarmouth, Harwich, Provincetown currently under development
- Climate Change:
 - The Commission was awarded a \$750,000 [Coastal Resiliency Grant](#) by NOAA to identify and investigate the impacts of different resiliency strategies; educate decision makers & public; the project is currently underway
 - Commission staff developed the [Sea-level Rise Viewer](#) for climate change planning to identify at risk properties and infrastructure
 - Commission staff completed a [Regional Multi-Hazard Mitigation Plan](#) that has since been approved by FEMA
 - Commission staff completed a final report on [Critical Transportation Assets Vulnerability to Sea Level Rise](#)
 - Commission staff continue to obtain funding for and provide technical assistance to towns for the development of [Local Hazard Mitigation Plans](#). Commission staff provides necessary data and helps evaluate the economic ramifications of climate change
- Last Mile Broadband:
 - Commission staff led the effort to establish a 1Gbps [Regional Area Network](#) connecting town facilities to the Internet at no upfront cost to the 13 towns that opted to participate



- Business Development Revolving Loan Fund:
 - The task under this priority project to determine whether to apply for an EDA grant to set up a new revolving loan fund has been completed; the conclusion was not to apply at this time given concerns about meeting match and administrative requirements
- Expedited Permitting
 - The Cape Cod Commission increased the size of development permitted in industrial areas on the Upper Cape that could be developed without regional review. This permitted the expansion of several marine technology manufacturing companies.
 - Commission staff worked with the towns of Orleans, Mashpee and Falmouth evaluate local by-laws relative to **the town's economic development goals.**
 - This work has illustrated the need for changes in zoning density limits, dimensional standards, and parking requirements to allow developers to provide residential and commercial space that is affordable while still earning a return on their investment. Such changes would be focused in designated activity centers only where appropriate infrastructure exists or is planned.
 - The update of the Regional Policy Plan will designate these activity centers and change planning, regulatory, and funding practices to focus o
- Regional Harbor Planning:
 - Commission staff completed a set of [case studies on working harbors](#) on Cape Cod
 - Commission staff completed [concept plans for two harbors](#) in Harwich stimulating town actions to expand and improve the harbor facilities (currently underway).

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Appendices

CEDS Annual Report – Year 3 (2017)



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Appendix 1: CEDS Structure & Process

THE CAPE COD REGION

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

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

The CEDS is built on the Cape Cod Regional Policy Plan (RPP); it incorporates the economic development goals and regional growth policy from the RPP.

THE LEGAL AND PHILOSOPHICAL BASIS FOR THE CEDS

The Cape Cod Commission is charged, under the Cape Cod Commission Act (1989 state legislation), to **“ensure balanced economic development”** that will provide quality jobs today and preserve the natural resources, beauty, and heritage of Cape Cod for the next generation.

THE CAPE COD COMMISSION ACT

The Cape Cod Commission was established in 1990 through an Act of the Massachusetts State Legislature (1989) and a countywide referendum.

The Cape Cod Commission Act outlines the agency’s role as follows:

The purpose of the Cape Cod Commission shall be to further: the conservation and preservation of natural undeveloped areas, wildlife, flora and habitats for endangered species; the preservation of coastal resources including aquaculture; the protection of groundwater,



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surface water and ocean water quality; as well as the other natural resources of Cape Cod; balanced economic growth; the provision of adequate capital facilities, including transportation, water supply, and solid, sanitary and hazardous waste disposal facilities; the coordination of the provision of adequate capital facilities with the achievement of other goals; the development of adequate supply of fair affordable housing; and the preservation of historical, cultural, archeological, architectural, and recreational values.

In fulfilling this mission, the Cape Cod Commission is authorized (1) to regulate developments that are considered to have regional impact, (2) oversee land use planning on Cape Cod, and (3) recommend the designation of areas as Districts of Critical Planning Concern (DCPC), among other duties.

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

THE REGIONAL POLICY PLAN

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



CAPE COD ECONOMIC DEVELOPMENT DISTRICT (EDD)

Cape Cod was designated an Economic Development District (EDD) by the EDA on December 19th, 2013. The district is comprised of the 15 towns that make up Barnstable County. In conferring this designation, the EDA has committed to providing financial assistance to economic development in distressed communities on Cape Cod. EDA assistance was essential in obtaining the EDD designation as well as completing and implementing the CEDS. Potential future funding will be instrumental in reducing distress in this region.

THE CEDS PLANNING STRUCTURE

THE CEDS LEAD AGENCY

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

The Commission's 19- members represent each town on Cape Cod, the County of Barnstable, the Governor, and the Native American and minority communities on Cape Cod (see sidebar to right). The Commission is supported by a staff of full-time planners and technical specialists in the areas of water resources,

The Cape Cod Commission - Organizational Structure

Commission Members (19)

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

Economic Development Staff (3.5)

- Chief Economic Development Officer (CEDS Manager)
- Environmental Economist
- Special Projects Coordinator
- Economic Development Council Administrative Assistant (0.5 FTE)

Other Staff (~40 total)

- Executive Director
- Deputy Directors (2)
- Technical Services Director
- Chief Planner
- Chief Regulatory Officer
- Land Use, Community Design, and Natural Resource Planners
- Transportation Engineers & Planners
- Hydro-geologists & Hydrologists
- Regulatory Officers



transportation, housing, natural resources, community design, and economic development. The Chief Economic Development Officer is the CEDS Project Manager.

THE CEDS STRATEGY COMMITTEE

The Cape Cod Economic Development Council (EDC) serves as the CEDS Strategy Committee for Barnstable County. The EDC is a 14-member advisory council to Barnstable County. The EDC, together with the Cape Cod Commission members, represent the economic development constituencies called for in the federal EDA guidelines. The mission of the EDC is to improve the quality of life of the residents of Barnstable County by fostering a stronger year-round economy. To focus their efforts, the EDC has adopted a four-pronged strategy:

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

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

The Cape Cod Economic Development Council - Organizational Structure

Council Members (14)

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

The Strategy Committee reviewed and approved by unanimous vote this Annual Report.



Appendix 2: CEDS Vision

CHANGES OR UPDATES TO THE CEDS VISION

The foundation of the CEDS is the Regional Policy Plan (RPP) which the Cape Cod Commission updates on a five year cycle, most recently just prior to the 2009 Five-Year Update of the CEDS. No changes were made to the economic development section in the last update of the Regional Policy Plan so this section has not changed.

BACKGROUND

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

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

The Regional Policy Plan (RPP), upon which the CEDS is built, looks at economic development from a land use and resource protection perspective, recognizing that these issues determine the mix and size of economic activities on the Cape. Land use is seldom the first thing that comes to mind in discussions of economic development. The focus is usually on job creation or quality, workforce availability, or how to attract a certain kind of business without realizing that if land use policy and



zoning are not aligned with these goals, the goals are unlikely to be realized.

THE REGION'S GROWTH POLICY

The Cape Cod Commission lacks the authority to dictate local zoning or regulations, but, through the Regional Policy Plan does establish a growth policy for the region. Local and regional plans, including the CEDS, must be consistent with this policy and is herein adopted to guide the CEDS action plan and implementation.

THE GROWTH POLICY FOR CAPE COD

The growth policy for Barnstable County, expressed throughout the 2009 Regional Policy Plan, is to guide growth toward areas that are adequately supported by infrastructure and away from areas that must be protected for ecological, historical, or other reasons.

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

THE REGION'S ECONOMIC DEVELOPMENT VISION

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



The Regional Policy Plan defines the purpose of economic development as creating an environment in which individuals and businesses may prosper over the long term without depleting public resources or undermining the **region's competitive** advantage in the marketplace. Unlike business development, economic development focuses not on individual businesses, but on the business environment.

The RPP outlines four core economic development principles:

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

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

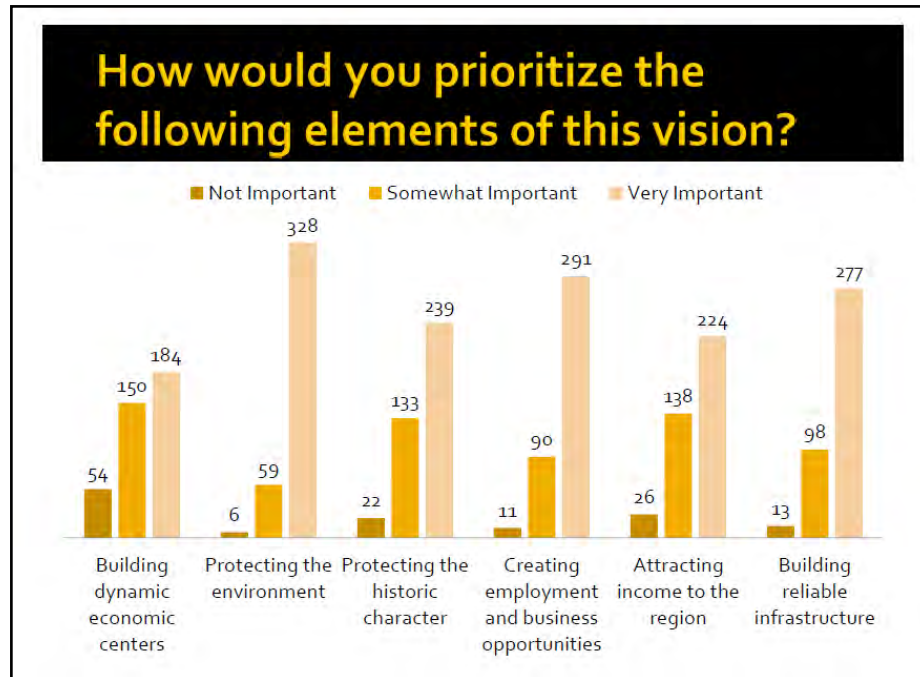
A VISION FOR CAPE COD

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

The CEDS Stakeholder Survey, conducted in February 2014, asked respondents to prioritize the different elements included in this vision.



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THE REGION'S ECONOMIC DEVELOPMENT GOALS

Four economic development goals are in the Regional Policy Plan and, by extension, in the CEDS. The first directly addresses the link between land use and economic development. The second focuses on the benefits of economic diversity, the third on regional income flows, and the fourth on the vital role of infrastructure in the development of an economy.

Goal - ED1: Low-impact and Compatible Development

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



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

Achieving the goal of compatible development for Cape Cod requires creativity and innovation. Economic development tactics with significant impact on the long-term prosperity of the Cape are (1) strategic investments in wastewater infrastructure, (2) elimination of large-lot strip and subdivision zoning in favor of mixed-use, village style zoning, and (3) a system of transferable development rights under which a shift in development patterns becomes economically viable. Combined with targeted regulation, these tools may reduce impacts of high land prices on small businesses, the workforce, and economic diversity on Cape Cod. The new Regional Policy Plan addresses these issues.

Specific objectives under this goal are:

- Historic areas, structures, and scenic vistas are not destroyed or degraded by tear downs, visual obstructions, or other inappropriate development.
- Development and redevelopment is located in accordance with the RPP Growth Policy and Regional Land Use Vision Map.
- Infrastructure investments primarily serve those areas designated for development and redevelopment.

Goal - ED2: A Balanced Economy

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

There is a fine balance in regional economics between capitalizing on an **area's competitive** advantage and having enough economic diversity to



withstand changes in the market. The Cape has seen industries come and go with changes in tastes, technology, and the emergence of competitors. Industries that today seem to define the Cape—for example, tourism—could persist or they could die out, as did leading regional industries of the past, such as salt production, whaling, and glass manufacturing. The Cape Cod Commission encourages flexible policies and development projects that can provide high-quality employment opportunities today and lend themselves to multiple uses over time.

Specific objectives under this goal are:

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

<i>Goal - ED3: Regional Income Growth</i>
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.

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



Specific objectives under this goal are:

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

Goal – ED4: Infrastructure Capacity

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

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

Specific objectives under this goal are:

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



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THE REGION'S GOAL FOR THE CEDS AND CEDS PROCESS

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

Goal – CEDS1: Regional Collaboration & Joint Commitment

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

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

Specific objectives under this goal are:

- Attract public and private investment to the region and for the CEDS priority projects
- Create year-round jobs with competitive wages consistent with the cost of living on Cape Cod
- Strengthen and create new partnerships between organizations traditionally involved in economic development and others
- Improve regional awareness of economic development concepts and challenges specific to the Cape
- Improve availability of information and data on different aspects of the region and towns therein



Appendix 3: CEDS Evaluation

Implementation is the greatest challenge in planning. A well-designed review process helps to move implementation forward and make necessary adjustments along the way. CEDS implementation is evaluated on an annual basis culminating in an Annual Report delivered to the US Economic Development Administration on June 30th of each year.

This appendix provides the detailed data and information used in preparing the shorter annual report. The appendix includes two parts:

1. An Evaluation **the Region's** Overall Economic Progress
2. An Evaluation of CEDS Planning and Implementation

The CEDS Strategy Committee and other stakeholders were involved in the interpretation of this information and in the development of the annual report using this information. Quantitative and qualitative measures are used to gauge progress towards the CEDS goals overall or towards the goals of specific projects.

EVALUATING THE REGION'S ECONOMIC PROGRESS

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

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

The Cape is a region of great wealth and real poverty. The economy depends heavily on the disposable income of retirees, second home-owners and visitor but provides relatively low wages to those making a living here. The cost of living far outstrips average wages, particularly when it comes to housing.



REGIONAL DISTRESS INDICATORS

The EDA uses unemployment and income metrics to determine distress within census tracts¹. The two criteria that the EDA uses to determine distress are

- (1) Unemployment rate that, averaged over the most recent 24 month period for which data are available, are at least 1% greater than the national unemployment rate (9.2%) for the same period; and
- (2) Per capita income² that, for the most recent period for which data are available, is 80% or less of the national average per capita income (\$28,555/year) for the same time period.

The number of census tracts considered distressed, using the EDA criteria, has steadily increased over time. The population within these tracts, currently at its peak, represents almost 24% of the regions total resident population.

Census Tracts Classified as Distressed Over Time					
Year	Higher than Average Un- employment	Lower than Average Per Capita Income	All Distressed Census Tracts		
	# Tracts	# Tracts	# Tracts	Population	% Total Population
2000	7	3	9	29,448	13.3%
2009	5	2	5	21,048	9.5%
2010	10	1	11	33,844	15.6%
2011	11	3	12	36,851	17.0%
2012	11	3	12	38,851	18.0%
2013	13	3	14	46,381	21.5%
2014	11	3	13	40,848	19.0%
2015	14	3	16	50,763	23.6%

Source: 2000 Decennial Census and then American Community Survey 5 Year Estimates – using STATSAmerica Distress tool

¹ Census tracts generally have a population size between 1,200 and 8,000 people, with an optimum size of 4,000 people. Source: US Census Bureau

² Per capita income is derived by dividing the total income of all people 15 years old and over in a geographic area by the total population in that area. Source: US Census Bureau



The following table containing the most recent data, was generated using the website developed by STATSAmerica.org with funding from the EDA. It shows the thirteen census tracts in Barnstable County that, according to these metrics, are distressed. There is a total of fifty-six census tracts in the county. Keep in mind that this data is based on year-round residents only; second home owners and seasonal workers are not included.

Census Tracts Qualifying as Distressed							
Census Tract	Village (Generally)	Town	2015 Unemp Rate	Threshold Calculation	2015 PCMI	Threshold Calculation	2015 Pop.
0116.00	Dennisport	Dennis	14.0	5.7	\$32,266	111.50	2377
0102.06	Wellfleet	Wellfleet	12.5	4.2	\$33,876	117.10	3109
0101.00	Provincetown	Provincetown	12.3	4	\$42,918	148.40	2962
0120.02	S. Yarmouth (S)	Yarmouth	12.0	3.7	\$31,469	108.80	2861
0103.06	N. Eastham	Eastham	10.8	2.5	\$35,971	124.30	2948
0146.00	E. Falmouth	Falmouth	10.6	2.3	\$34,174	118.10	4143
0128.00	Centerville (N)	Barnstable	10.4	2.1	\$36,476	126.10	3893
0115.00	S. Dennis	Dennis	10.3	2	\$30,728	106.20	3837
0150.02	Mashpee (NW)	Mashpee	10.2	1.9	\$31,844	110.10	3367
0126.02	Hyannis (Residential)	Barnstable	9.9	1.6	\$21,481	74.30	4546
0125.02	Hyannisport	Barnstable	9.8	1.5	\$33,651	116.30	3135
0110.02	NW. Harwich	Harwich	9.6	1.3	\$35,011	121.00	4258
0152.00	Mashpee (S)	Mashpee	9.6	1.3	\$54,931	189.90	2244
0148.00	Falmouth Heights	Falmouth	9.3	1	\$37,678	130.20	3353
0153.00	Hyannis (Commercial)	Barnstable	8.5	0.2	\$20,550	71.00	2861
0141.00	JBCC	JBCC	1.9	-6.4	\$14,432	49.90	869
TOTAL POPULATION LIVING WITHIN CENSUS TRACTS CLASSIFIED AS DISTRESSED							50,763

Source: 2015 American Community Survey 5 Year Estimates – using STATSAmerica Distress tool

The total population in these distressed tracts is estimated at 50,763, representing 23.6% of the total population of Cape Cod. A comparison of socio-economic data (table below) for the region as a whole with data for



distressed census tracts only indicate that residents living in distressed tracts are more likely to³:

- Be non-white
- To rent their home rather than own it
- Live in non-family households or live alone
- Live in poverty
- Work closer to home
- Work in a non-professional or management position

The housing found in distressed census tracts are more likely to be:

- Renter occupied or seasonal
- Multi-family housing

Social & Economic Context – Annual Metrics	ALL CENSUS TRACTS		DISTRESSED CENSUS TRACTS		Diff in Share
	#	% of Total	#	% of Total	
Population by Age, 2015					
Total	214,766	100.0%	47,902	100.0%	
Preschool (0 to 4)	8,451	3.9%	1,769	3.7%	0.2%
School Age (5 to 17)	26,384	12.3%	5,210	10.9%	1.4%
College Age (18 to 24)	15,473	7.2%	3,682	7.7%	-0.5%
Young Adult (25 to 44)	38,386	17.9%	9,380	19.6%	-1.7%
Adult (45 to 64)	67,957	31.6%	14,780	30.9%	0.7%
Older Adult (65 plus)	58,115	27.1%	13,081	27.3%	-0.2%
Median Age (average of tract averages)	52.1		50.4		
Population by Race and Hispanic Origin, 2015					
Total	214,766	100.0%	47,902	100.0%	
American Ind. or Alaskan Native Alone	1,036	0.5%	452	0.9%	-0.4%
Asian Alone	3,012	1.4%	1,003	2.1%	-0.7%
Black Alone	5,570	2.6%	2,672	5.6%	-3.0%
Native Hawaiian and Other Pac. Isl. Alone	4	0.0%	4	0.0%	0.0%
White Alone	199,244	92.8%	41,692	87.0%	5.8%
Two or More Race Groups	3,701	1.7%	1,207	2.5%	-0.8%
Total Hispanic or Latino	5,551	2.6%	1,942	4.1%	-1.5%
Mexican	1,051	0.5%	227	0.5%	0.0%
Cuban	169	0.1%	-	0.0%	0.1%
Puerto Rican	1,540	0.7%	539	1.1%	-0.4%
Other	2,791	1.3%	1,176	2.5%	-1.2%

³ The share of the population in distressed tracts with these characteristics had to vary from the total population by close to or greater than 5% to be considered different.



Social & Economic Context – Annual Metrics	ALL CENSUS TRACTS		DISTRESSED CENSUS TRACTS		Diff in Share
	#	% of Total	#	% of Total	
Educational Attainment, 2015					
Total Population 25 and Older	164,458	100.0%	37,241	100.0%	
Less Than 9th Grade	2,378	1.4%	752	2.0%	-0.6%
9th to 12th, No Diploma	5,689	3.5%	1,973	5.3%	-1.8%
High School Graduate (incl. equiv.)	40,970	24.9%	10,453	28.1%	-3.2%
Some College, No Degree	34,335	20.9%	7,420	19.9%	1.0%
Associate Degree	15,189	9.2%	3,005	8.1%	1.1%
Bachelor's Degree	37,906	23.0%	7,956	21.4%	1.6%
Graduate or Professional Degree	27,991	17.0%	5,682	15.3%	1.7%
Households, 2015					
Total Households	94,417	100.0%	22,804	100.0%	
Family Households	58,063	61.5%	11,888	52.1%	9.4%
Married with Children	12,227	12.9%	2,116	9.3%	3.6%
Married without Children	34,569	36.6%	6,710	29.4%	7.2%
Single Parents	5,538	5.9%	1,542	6.8%	-0.9%
Other	5,729	6.1%	1,520	6.7%	-0.6%
Non-family Households	36,354	38.5%	10,916	47.9%	-9.4%
Living Alone	31,082	32.9%	9,375	41.1%	-8.2%
Average Household Size	2.2		2.0		
Average Family Household Size	2.8		2.8		
Housing units, 2015					
Total Housing Units	161,311	100.0%	43,993	100.0%	
Owner Occupied	74,410	46.1%	15,680	35.6%	10.5%
Renter Occupied	20,007	12.4%	7,124	16.2%	-3.8%
Vacant For Seasonal or Recreational Use	60,531	37.5%	18,973	43.1%	-5.6%
1-Unit (Attached or Detached)	80,354	49.8%	16,924	38.5%	11.3%
2 - 9 Units	9,775	6.1%	4,117	9.4%	-3.3%
10 - 19 Units	1,076	0.7%	509	1.2%	-0.5%
20 or more Units	2,954	1.8%	1,168	2.7%	-0.9%
Built prior to 1940	20,151	12.5%	6,686	15.2%	-2.7%
Poverty, 2015					
Total Population (for whom poverty status determined)	214,766	100.0%	47,902	100.0%	
In Poverty	18,392	8.6%	5,930	12.4%	-3.8%
Age 65 and Over In Poverty	3,372	1.6%	1,122	2.3%	-0.7%
Family Households					
Total Family Households	58,063	100.0%	11,888	100.0%	
In Poverty	1,688	2.9%	362	3.0%	-0.1%
In Poverty with Female Head	1,570	2.7%	452	3.8%	-1.1%
In Poverty with Kids	1,418	2.4%	407	3.4%	-1.0%



Social & Economic Context – Annual Metrics	ALL CENSUS TRACTS		DISTRESSED CENSUS TRACTS		Diff in Share
	#	% of Total	#	% of Total	
Commuting to Work, 2015					
Workers 16 years and over	102,995	100.0%	22,088	100.0%	
Car, truck, or van -- drove alone	82,810	80.4%	17,103	77.4%	3.0%
Car, truck, or van -- carpooled	6,693	6.5%	1,783	8.1%	-1.6%
Public transportation (including taxicab)	1,537	1.5%	371	1.7%	-0.2%
Walked	2,387	2.3%	853	3.9%	-1.6%
Other means	1,289	1.3%	418	1.9%	-0.6%
Worked at home	5,908	5.7%	1,235	5.6%	0.1%
Mean travel time to work (minutes)	1,298		327		
Resident Occupations, 2015					
Employed civilian pop. 16 years and over	110,754	100.0%	24,670	100.0%	
Management, professional, and related	38,119	34.4%	7,301	29.6%	4.8%
Service	21,020	19.0%	5,253	21.3%	-2.3%
Sales and office	25,157	22.7%	5,480	22.2%	0.5%
Farming, fishing, and forestry	511	0.5%	104	0.4%	0.1%
Construction, extraction, and maintenance	10,980	9.9%	2,188	8.9%	1.0%
Production, transportation, and material moving	7,208	6.5%	1,762	7.1%	-0.6%

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates

REGIONAL BALANCED ECONOMY BENCHMARKS

The Commission has been working to develop a set of benchmarks to track **the progress of the region's economy and** the economic well-being of its residents. The measures are designed around the four principles of economic development:

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



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

Each benchmark is made up of numerous different individual measures; some are still under development. To understand the data in context, each measure is tracked over time and compared to state and national trends whenever possible. The Benchmarks primarily use data collected by and for the federal Census Bureau, Bureau of Economic Analysis, and Bureau of Labor Statistics.

It is understood that local action and planning alone may not be able ensure the trends illustrated by these benchmarks will be positive, and that it may take a long time and in many cases, require structural changes within the region and outside, to improve trends that may be moving in the wrong direction.

The following table provides a quick overview of trends by benchmark.

Economic Development Goal	Benchmark	Desired Trend	Actual Trend
Balanced, Diverse Economy	Population Diversity	↑	↓
	Housing Diversity	↑	↓
	Seasonality	↓	↑
	Employment Diversity	↑	↑
	Wage Diversity	↑	= / ↓
	Business Diversity	=	= / ↓
Regional Wealth	Productivity	↑	↑
	Value Added	↑	=
	Exports/New Money	↑	↑
	Wellbeing	↑	TBD*
Low Impact Compatible Development	Smart Growth Pattern	↑	TBD*
	Quality of Life	↑	TBD*
	Environmental Quality	↑	TBD*

* Benchmarks under development



The individual measures within each of these benchmarks are listed in the following tables by goal:

GOAL: BALANCED ECONOMY/DIVERSITY		
To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities.		
Benchmark	Measures	Trend Desired
Population Diversity	Resident Population Change	increase
	Net Population Migration	increase
	Working Age Out Migrants	decrease
	Retirement Age of In Migrant	decrease
	Number & Share of Non-White Residents	increase
	Resident Median Age	decrease
	Number & Share of Residents Under 65	increase
	Labor Force as % of Total Population	increase
	Median Household Income	increase
	Share of HH in LOW income cohort (inflation adjusted)	decrease
	Share of HH in MIDDLE income cohort (inflation adjusted)	increase
	Share of HH in HIGH income cohort (inflation adjusted)	stable
Housing Diversity	Total Housing Units	increase
	Number & Share Rental Units	increase
	Number & Share Seasonal Units	stable
	Number & Share of Single Family Homes	decrease
	Number & Share of Multifamily Homes	increase
	Number & Share of Units 800 SF or less	increase
	Median Home Price	decrease
Seasonality	Gap between Jan and July Unemployment Rates	decrease
	Number & Share of Seasonal Jobs (estimate)	decrease
	Peak Season Population	stable
	Resident Population v. Peak Population	stable
Employment Diversity	Total Employment	increase
	Number & Share of Employment in non-tourism Clusters	increase
	Number & Share of Employment in High Wage Industries	increase
	Number & Share of Employment in Emerging Industries	increase
	Number & Share Arts & Culture Industry Employment	stable
	Number & Share Employment in High Wage Occupations	increase
	Number & Share Employment in STEM Occupations	increase
	Number & Share Self-Employed	stable
	Number & Share of jobs in High Wage Industries	increase



GOAL: BALANCED ECONOMY/DIVERSITY		
To promote a balanced regional economy with a broad business, industry, employment, cultural, and demographic mix capable of supporting year-round and quality employment opportunities.		
Benchmark	Measures	Trend Desired
Wage Diversity	Number & Share of jobs at minimum wage	decrease
	Average Wages (Real\$)	increase
	Average Self-Employment Wage (Real \$)	increase
Business Diversity	Number & Share of Establishments in Core Industries	stable
	Number & Share of Establishments in Emerging Industries	increase
	Number & Share of Small Establishments	increase
	Number & Share of Large Retail Establishments	decrease

GOAL: REGIONAL INCOME GROWTH/WEALTH		
To promote economic activity that retains and attracts income to the region and benefits residents, thus increasing economic opportunity for all.		
Benchmark	Measures	Trend Desired
Productivity	Gross Regional Product (Real \$)	increase
	Total Payroll (Real \$)	increase
	Total Resident Income (Real \$, in thousands)	increase
	Total & Share Income from Earnings (Real \$)	increase
	Total & Share Income from Transfers (Real \$)	stable
	Gross Regional Product (Real \$)	decrease
Value Added	Business Receipts	increase
New Money	Rooms Tax Receipts	increase
	Meals Tax Receipts	increase
	Income Earned Off-Cape (Real \$, in thousands)	increase
Wellbeing	Poverty Rate	decline
	Number of People in Poverty	decline
	Gap between Income & Median Housing Prices	decline
	% Resident Paying > 30% of Income	decline
	Annual Homelessness Count	decline



LOW-IMPACT AND COMPATIBLE DEVELOPMENT		
To promote the design and location of development and redevelopment to preserve the Cape's environment and cultural heritage, use infrastructure efficiently, minimize adverse impacts, and enhance the quality of life		
Benchmark	Measures	Trend Desired
Smart Growth Pattern	Number & share of New Development in Activity Centers	increase
	Number & Share of total residential units in activity centers	increase
	Number & Share of total commercial SF in activity centers	increase
	Housing Density in Activity Centers (units/acre)	increase
	Un-development outside Activity Centers	increase
	New Development in Priority Protection Areas	decrease
Quality of Life	Alternative Transportation/Transit Use	increase
	Average Commute to Work Duration	decrease
	Acres of Recreational Open Space	increase
	Land Use Diversity in Activity Centers	increase
Environmental Quality / Resource Protection	Drinking Water Quality	improve
	Surface Water Quality	improve
	Impervious Surface	decrease
	Manicured Lawn	decrease
	Tree Coverage	increase
	Number of Historic Structures (Pre-1950)	stable

Key aspects of the regional economy illustrated by the individual measures are outlined in the following bullets:

- College age populations and young adults early in their career years are less represented on the Cape; the trend reverses in older working age and retirement age cohorts.
- **The significant population growth on Cape Cod from the 1960's through the 1990's 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.**
- With population growth, the Cape has seen strong job growth, businesses growth, and workforce growth. The recession eroded some of this growth but trends are again moving upwards.
- **The Cape's economy is less seasonal than during the 1990's but 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 or indeed in Massachusetts or the US.
- Within the tourism cluster, wages are comparable with the state and the US, but overall, 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.
- Since 1990, the share of households with incomes above \$150,000 per year has grown by over 1,000% while the total number of households has only increased by 21.5%. Nevertheless, over half of the households on the Cape are still in the lowest two income brackets with incomes of less than \$75,000 per year.
- **Barnstable County's Gross Regional Product is \$9.7 billion** in 2014, a 5½% increase over 2001. Regional output began to decline sharply in 2005 hitting bottom in 2009. Declines in the number of working residents lagged declines in output but then took a significant drop in 2010. Growth in output of over 10% in the last three years should hopefully translate into labor force growth soon.

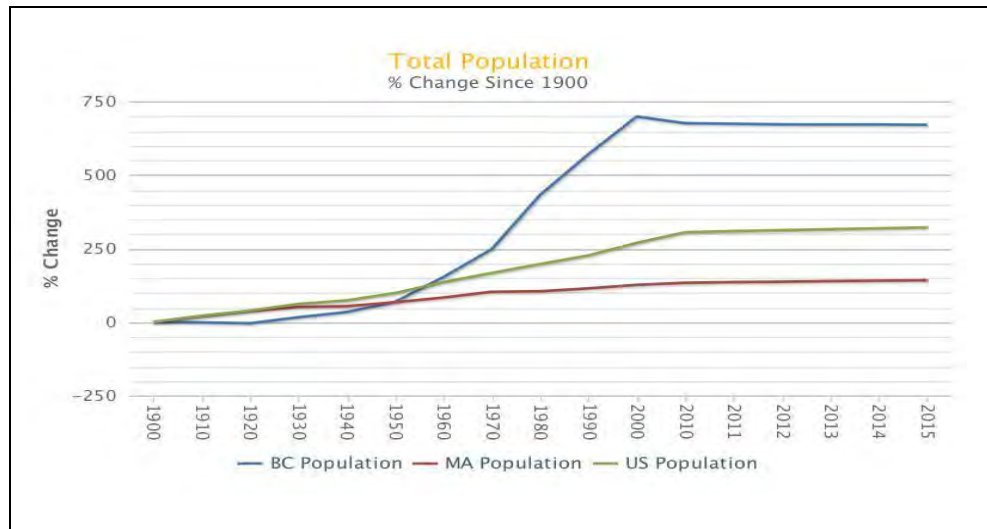
Many of measures **are available on the Cape Cod Commission's web site** STATSCapeCod.org; a sample of which are included here.

Population & Workforce Trends: Resident and Seasonal Population

The most telling graph for understanding the economy and development issues on Cape Cod is simply resident population change over time. Cape Cod was first discovered as destination for tourists and second homeowners around 1900. During this time the resident population stayed flat through the 1950s. Retirees began moving here permanently in the 1960s and 70s but the real population explosion happened between 1980 and 2000. In just a few decades, the resident population in some towns more than doubled and in Mashpee grew by over 1,000%. The region as a whole grew by almost 700% in just 40 years.

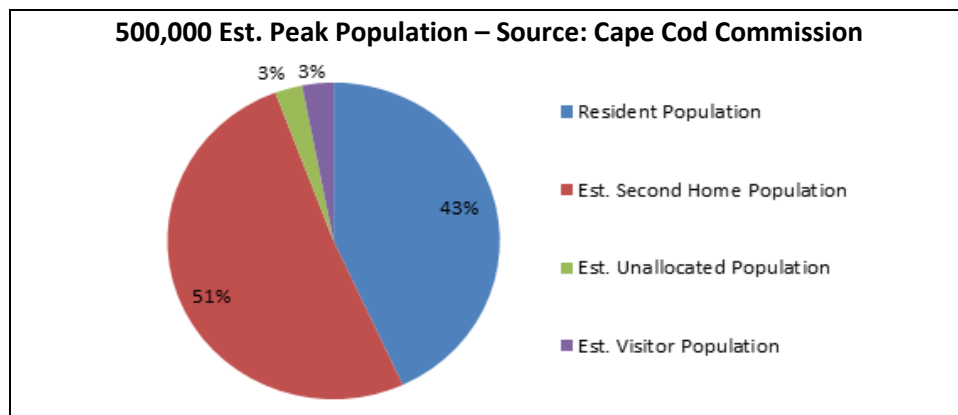


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* Non-decennial years are population estimates; Source: US Census Bureau

Typically, summer visitors and second homeowners roughly double population on the Cape between mid-June and the end of August. Both the rapid growth of year-round residents and the continued appeal of Cape Cod as a summer destination has impacted the health of the region's natural environment and the urgent need to waste management infrastructure, particularly to protect drinking water and manage waste and storm water.



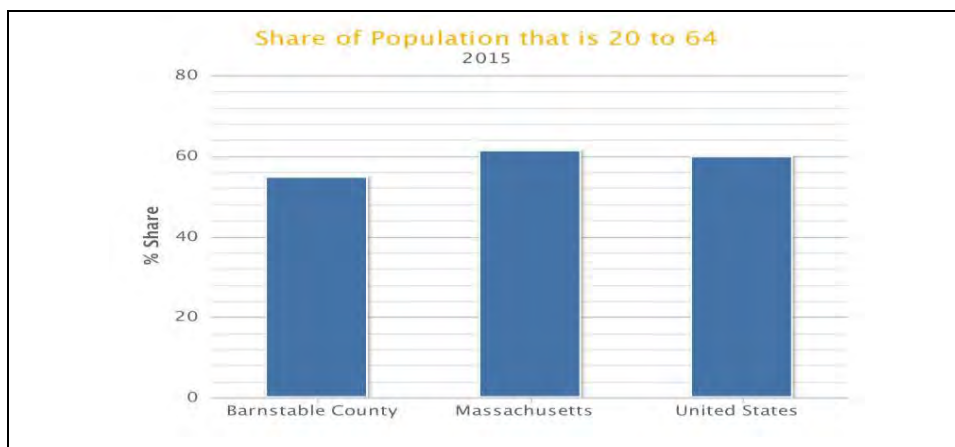
Source: Cape Cod Commission

Population & Workforce Trends: Age Diversity

A smaller share of the Cape's population falls into the working age cohort; 55% of Cape residents are between age 20-64 while in Massachusetts their share is 61% and the US, 60% of the total population. Furthermore, working

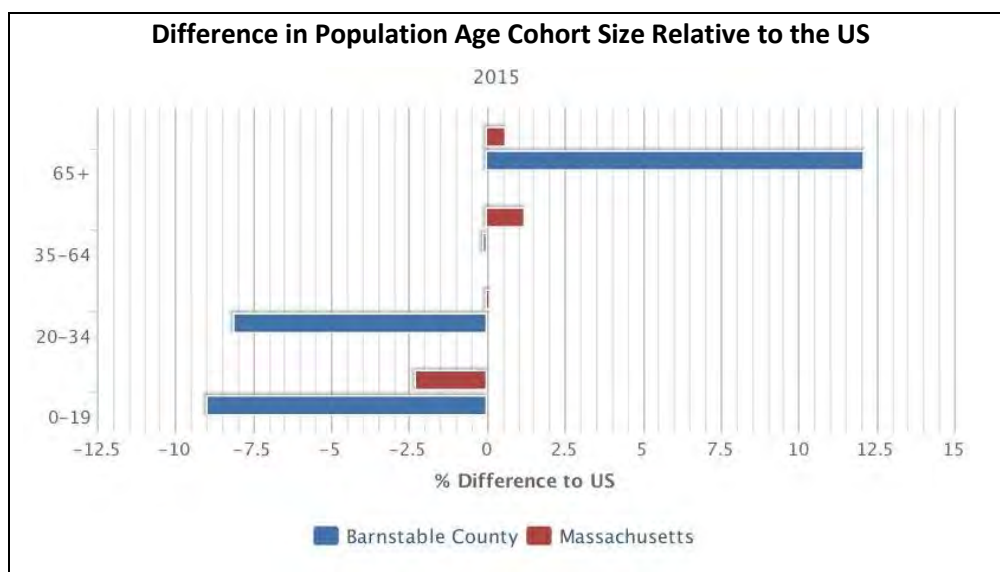


age residents are more likely in the older age bracket (35 years – 64 years) than in other areas. Part of the reason working age residents form a smaller share of the population is that retirement age residents (over 65) make up a relatively larger share than is typical in Massachusetts and US.



Source: LAUS, Bureau of Labor Statistics

At the same time, young children and young adults make up less of the resident population than is typically found in the US as a whole. It is somewhat typical for a non-urban area without a number of residential colleges to see a lower share of young adults in their population. Trends suggest that adults over thirty migrate to the Cape after they have completed school and started their careers.

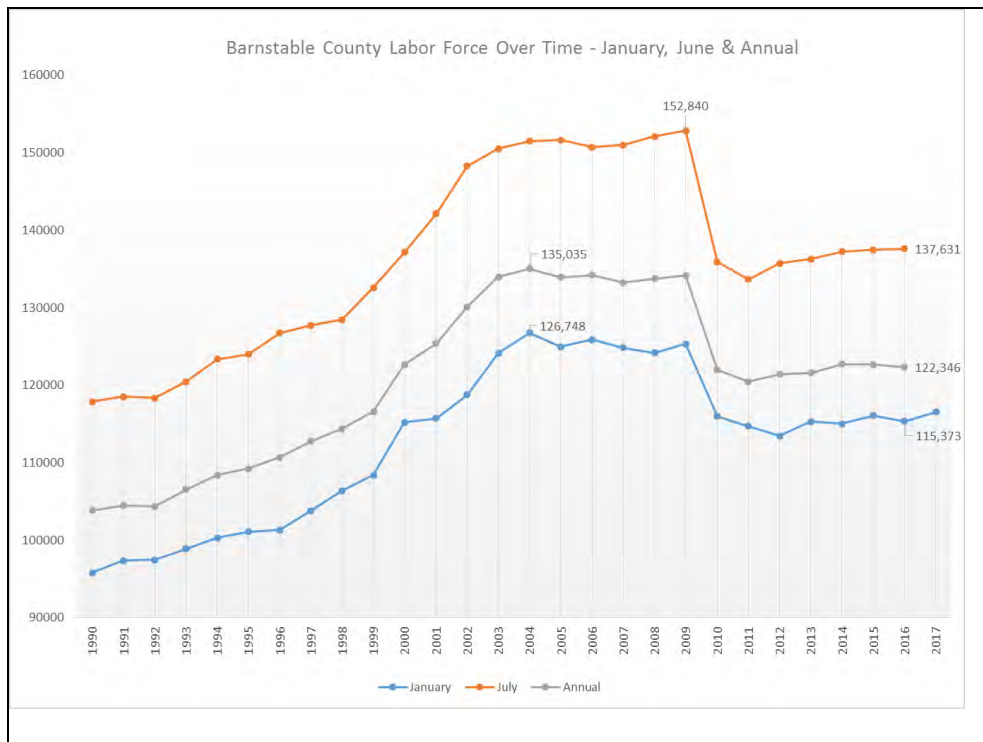


Source: Census Bureau, American Community Survey 5-year estimates ending in 2014



Population & Workforce Trends: Labor Force Size

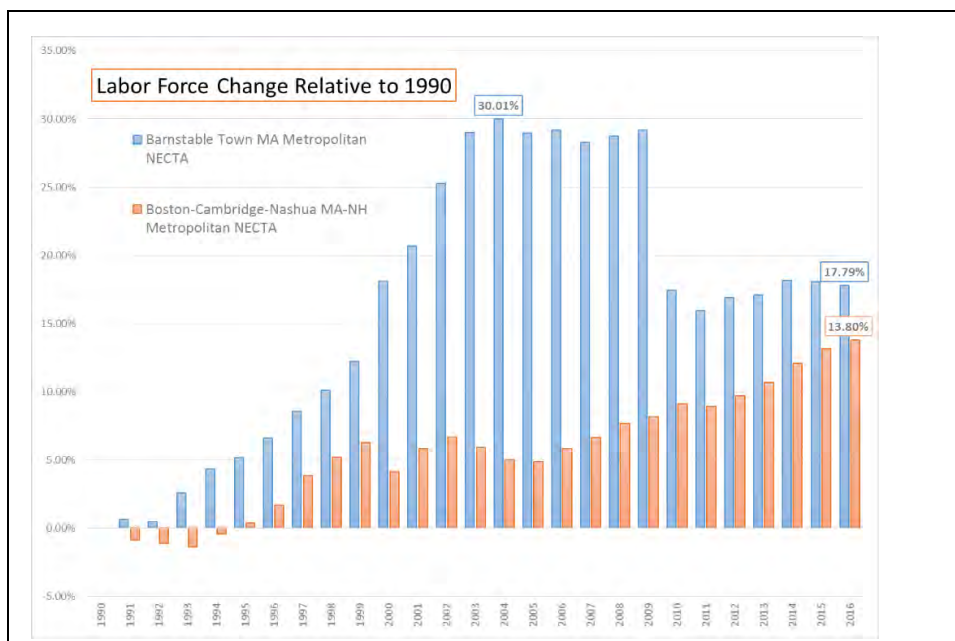
The Cape's labor force varies quite a bit based on the season with July being the annual peak. Interestingly, the annual average and January labor force size peaked in 2004, however, the summer labor force peaked in 2009. The very next year showed a significant drop in the labor force across the board **due to the impact of the recession on the region's economy**. The current labor force has recovered but only to the level of the year 2000. Interestingly, the pattern of labor force change relative to 1990 on Cape Cod was quite different than the Boston Metro Area labor force. The Boston area is currently at its **peak, while the Cape's labor force peaked** between 2000 and 2009. The Boston area also shows a much more steady state of growth while the Cape sees dramatic changes in labor force with changes in the larger economy.



Source: LAUS, Bureau of Labor Statistics

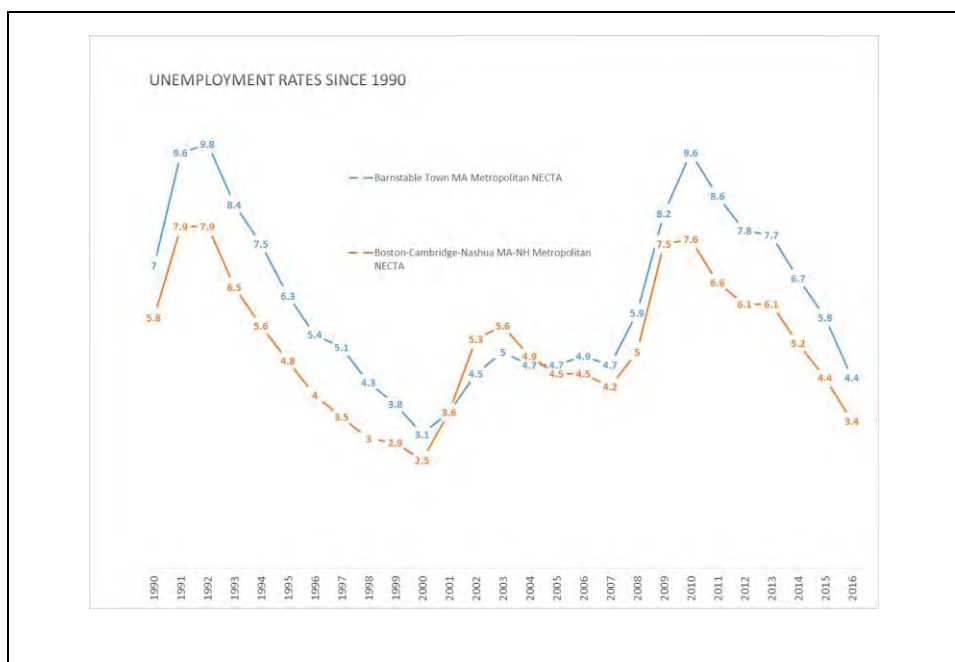


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Source: LAUS, Bureau of Labor Statistics

The unemployment rate is significantly lower than its peak at 9.6% in 2010; at 4.4% without a notable increase in the labor market indicates an increasingly tight labor market on the Cape.

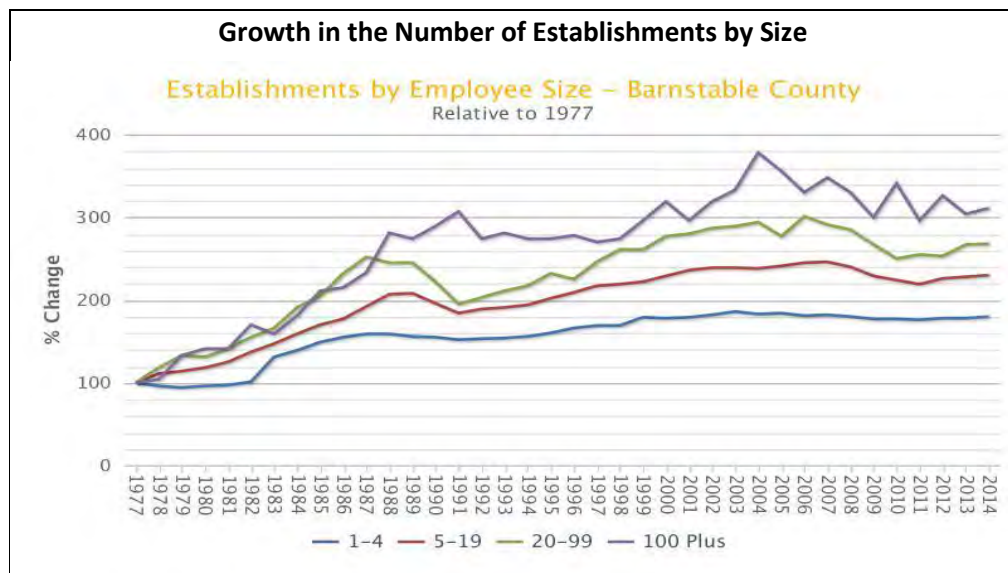


Source: LAUS, Bureau of Labor Statistics



Employment Trends: Employers

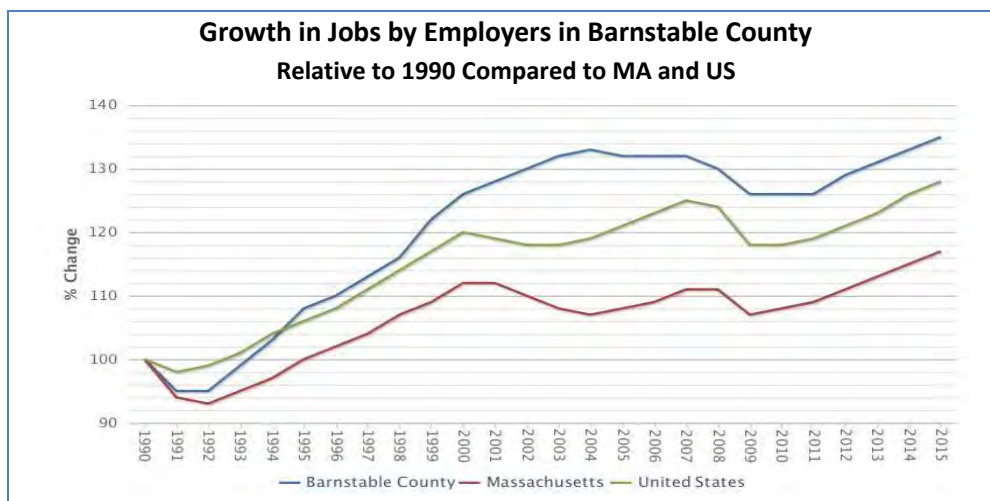
The number of business establishments on Cape Cod has more than doubled since 1977, mirroring the growth in year-round population and jobs. As of 2016, there were 9,377 establishments in Barnstable County, just above the 2003 peak. Businesses with fewer than five employees have consistently made up over 60% of all businesses since 1977. Businesses with between five and nineteen employees consistently hovered around 30% of the total. Growth rates since 1977 show the number of establishments with over 100 employees has grown the fastest but still only represent 1% of all the establishments in the region.



Source: U.S. Census Bureau, County Business Patterns

Employment trends: Job creation

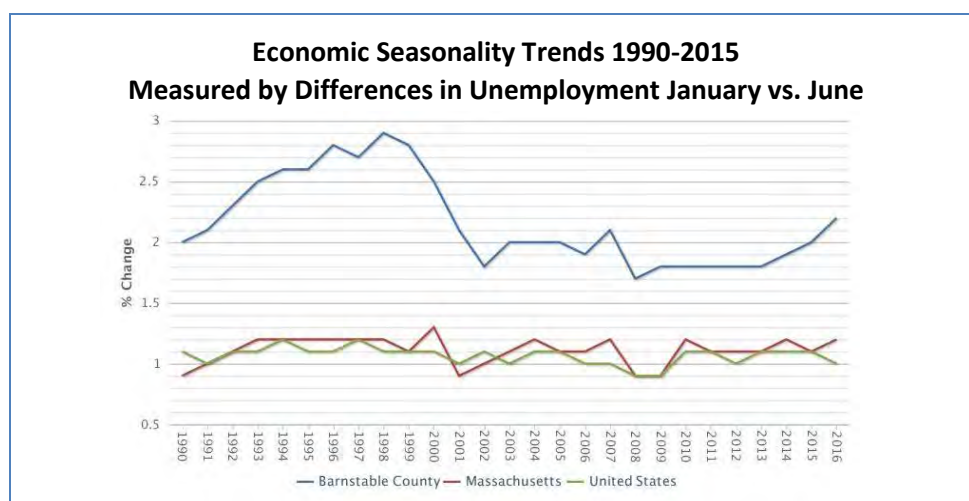
In 2014, the number of people employed by firms located in Barnstable County exceeded the 2004 peak. Local employers provided an annual average of 96,405 jobs. Relative to 1990, the number of jobs located on Cape Cod has increased by 133% while jobs in the US grew by 126% and in Massachusetts by 115%. **The Cape's** employment patterns have typically mirrored state and national trends except during the housing boom from 2000-2007.



Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages

Employment trends: Seasonality

The Cape economy is driven by tourism, second home owners, and retirees **that are on Cape only part of the year. Thus, the region's** economy is more seasonal than the state or the national economy. The data showing the difference between January and June unemployment rates indicate that the region has been less seasonal since 2001 than it was in the 1990s. The greatest difference, almost 3%, was between winter and summer unemployment in 1998. Recent years show a slight increase again in seasonality.

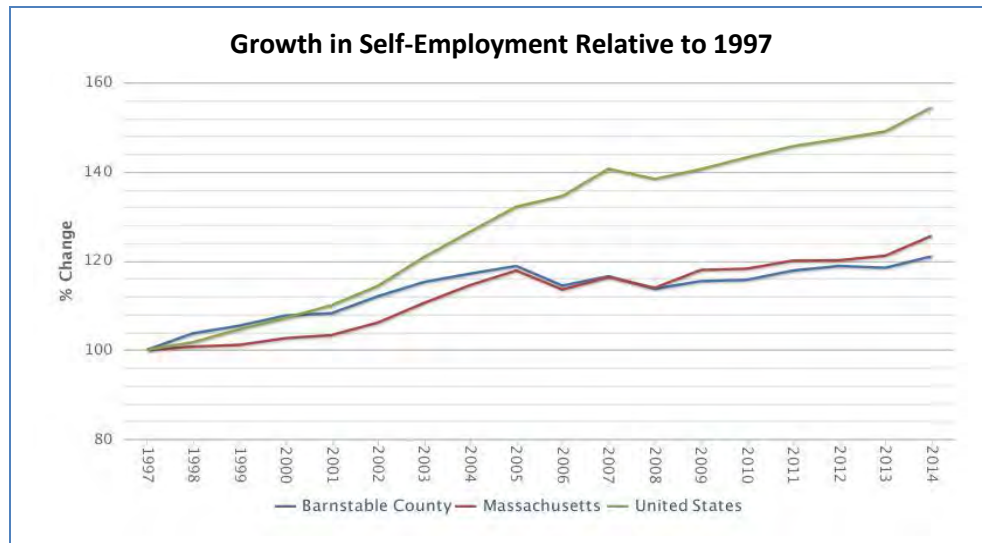


Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Survey (LAUS)



Employment trends: Self-employment

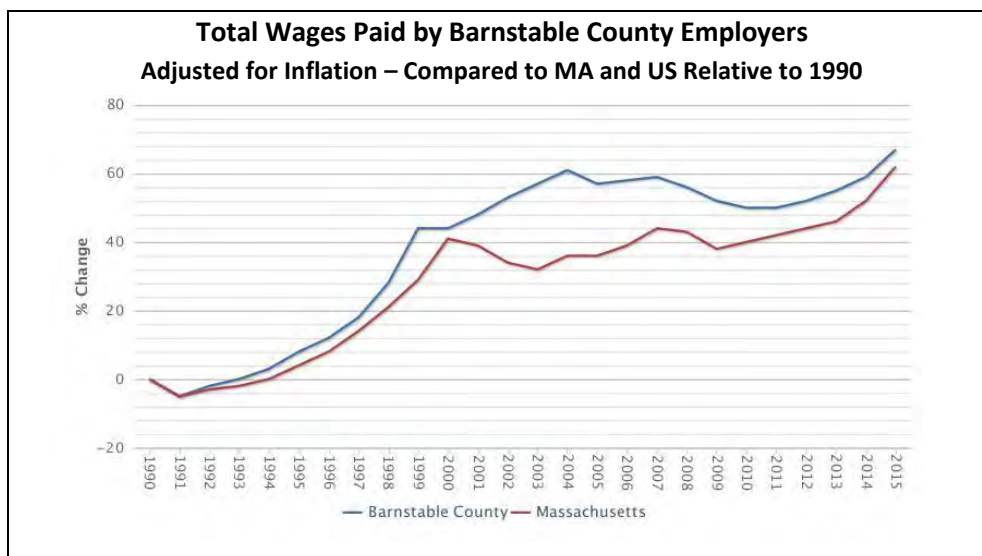
In 2014, almost 26,000 people on Cape Cod were self-employed, equal to **almost a quarter of the Cape's** employed labor force (24% versus 15% US; 14% MA). Self-employment has grown by almost 50% since 1997 in the US as a whole. The growth rate locally has been slower but nevertheless significant at 18% on Cape Cod and 21% in Massachusetts since 1997.



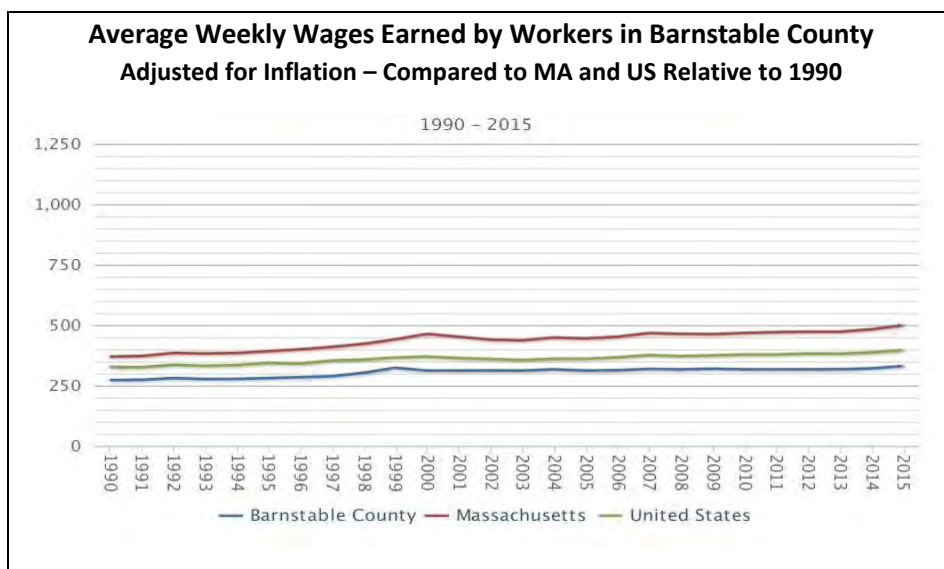
Source: Census Bureau, Non-employer Statistics

Wage & Income trends: Total Wages in Real Terms

Since 1990, the payroll of employers on Cape Cod has risen by about 60% after controlling for inflation. Unfortunately for workers, this increase has been mostly due to job growth rather than wage growth. Without accounting for inflation, average the weekly wage per worker appears to have increased, however, once adjusted for inflation, growth in average wages has been flat locally, in the state, and nationwide.



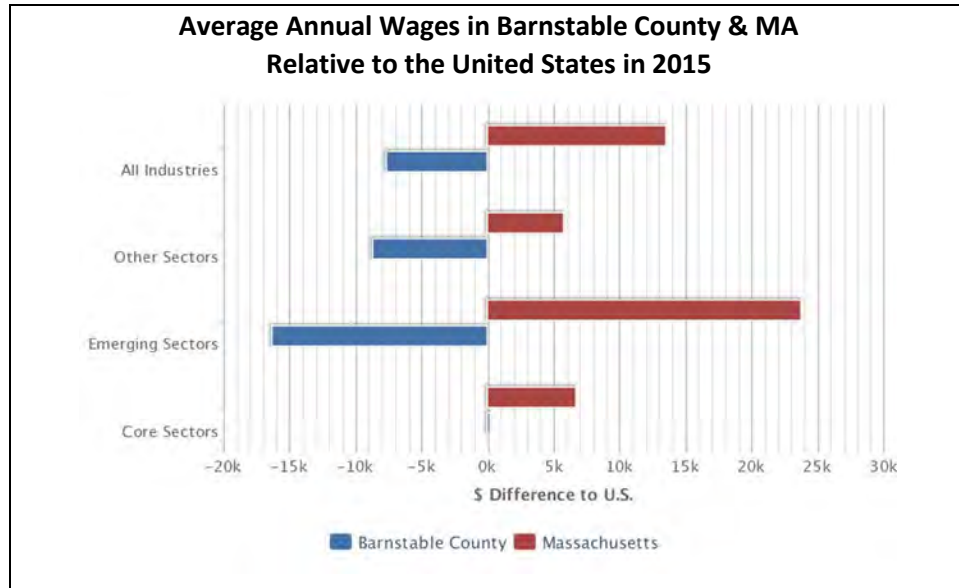
Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages



Source: U.S. Bureau of Labor Statistics, Covered Employment & Wages

Wage & Income Trends: Wages by Industry Cluster

In addition to not growing over time, the average annual wage on Cape Cod (\$41,000) is lower than the US average (\$48,000) and significantly lower than the Massachusetts average (\$61,000) for all industries combined. Breaking industries down into groups - Core, Emerging, and Other – gives a more nuanced picture.



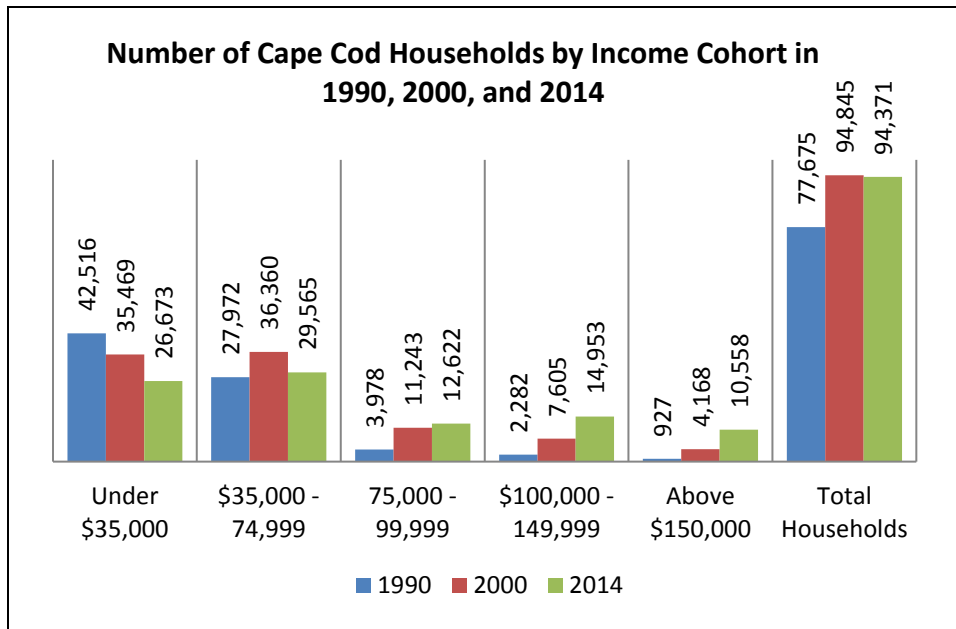
Source: US Department of Labor, ES202 Quarterly Wages & Employment

Together, local wages in core industries are comparable to the US. These industries include those related to tourism as well as health care, fishing, and construction. Sixty-one percent of those working on Cape Cod, work in these core industries versus 51% in Massachusetts and 52% in the US. With exceptions in construction and healthcare, core industry wages are lower than wages in the other two industry groupings.

Emerging industries include Art & Culture, Educational Services, Finance & Insurance, Information, and Professional, Scientific & Technical Services. The average annual wage in emerging industries on Cape Cod is about \$54,000; \$18,000 a year higher than in the Core sector group. Yet, emerging sectors on the Cape pay almost \$15,000 less than the US average and only 22% of the **Cape's workers** are in these industries versus 29% of the US workforce. Massachusetts has more workers and higher wages in emerging industries than both the US and Cape Cod.

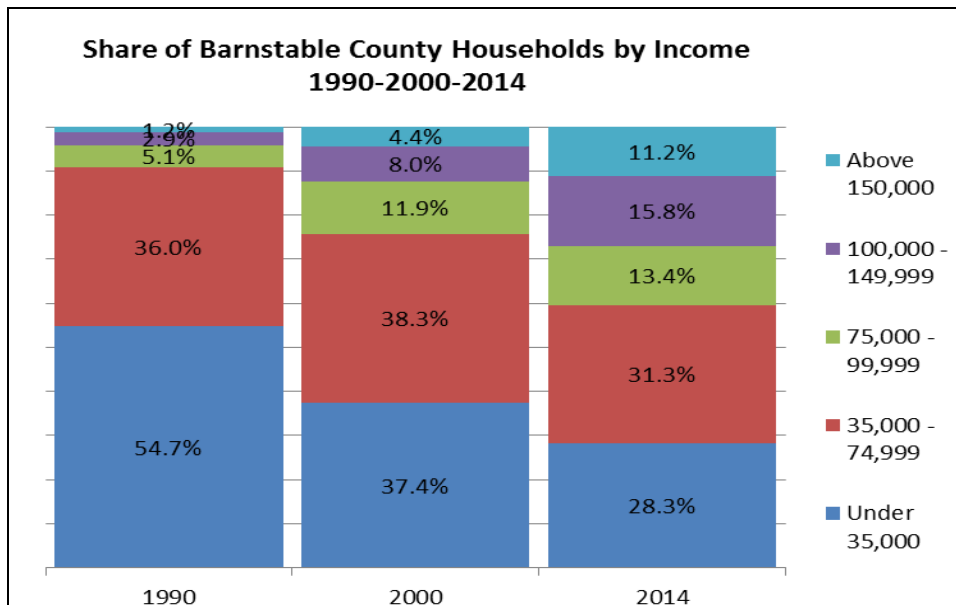
Wage & Income Trends: Household Income

Without controlling for inflation, there appears to be a shift towards higher income households on the Cape between 1990 and 2014. In 1990 only 1.2% of all households had incomes over \$150,000 per year; by 2014 this percentage was over 11% of all households; growing by over 1,000%.



Source: U.S. Census Bureau, Decennial Census & American Community Survey

The total number of households on Cape Cod only grew by 21½ % during that same period. The number of households in the lowest income bracket declined by almost 16,000 since 1990 and the top income cohort grew by over 9,000 households. It is difficult to determine the cause of this shift.



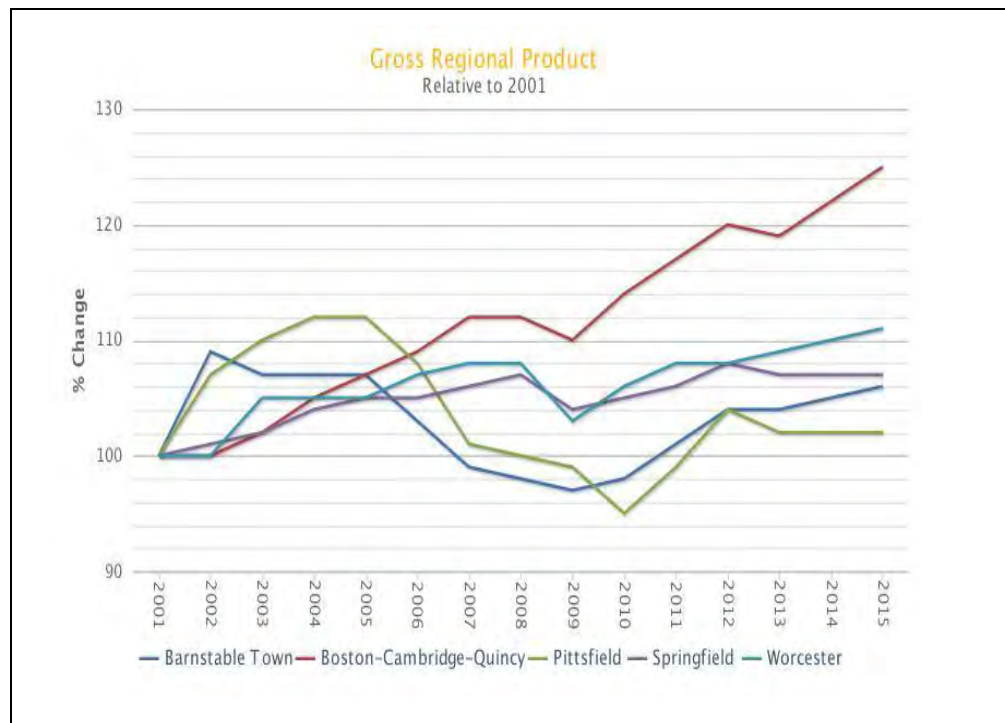
Source: U.S. Census Bureau, Decennial Census & American Community Survey



Are Cape residents doing better than they were in 1990 or have different people with higher incomes moved in while low income households have left? Either is possible but what is certain is that over half of all Cape households are still in the lowest two income brackets. Meanwhile, **the Cape's poverty** rate is almost 2% higher today than in 1990.

Wage & Income trends: Regional Income

Barnstable County's Gross Regional Product is \$9.8 billion in 2015, an over 5% increase over 2001. The Boston metro area has significantly outpaced the **other metro areas in Massachusetts**. **Cape Cod's** regional product was stronger in the first half of this decade, but dropped below 2001 levels in 2007. Some uplift is evident towards the end of the decade but the region has yet to recover to the levels prior to the recession.



Gross Regional Product (millions of chained 2005 dollars) By Metro Areas					
Year	Barnstable Town	Boston-Cambridge-Quincy	Pittsfield	Springfield	Worcester
2001	9,155	285,254	5,474	21,123	31,830
2002	9,935	285,143	5,830	21,230	31,937



Gross Regional Product (millions of chained 2005 dollars) By Metro Areas					
Year	Barnstable Town	Boston- Cambridge- Quincy	Pittsfield	Springfield	Worcester
2003	9,792	291,120	6,022	21,645	33,267
2004	9,808	298,297	6,140	21,951	33,445
2005	9,783	304,487	6,120	22,129	33,564
2006	9,435	310,406	5,891	22,190	33,990
2007	9,078	320,435	5,554	22,439	34,242
2008	8,967	320,598	5,477	22,585	34,268
2009	8,841	313,322	5,433	22,021	32,811
2010	8,979	326,445	5,218	22,237	33,885
2011	9,229	334,070	5,401	22,394	34,252
2012	9,546	340,791	5,648	22,490	33,977
2013	9,649	344,756	5,642	22,656	34,618
2014	9,663	353,710	5,655	22,913	35,160
2015	9,709	355,904	5,605	22,587	35,326

Source: Bureau of Economic Analysis

EVALUATING CEDS PLANNING & IMPLEMENTATION

CEDS PLANNING

Evaluating the CEDS process focuses specifically on how well we have achieved the CEDS Process goal:

Goal – CEDS1: Regional Collaboration & Joint Commitment

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

The measures of success in implementing this goal are both process measures and outcome measures. They track the work put into the process and wherever possible the results of that work. Often, the outcome measures are the hardest to quantify and to track but every effort is made to do so.



Cumulative Highlights

Partnerships & Investments/ Information & Understanding

- CEDS Stakeholder Workshops, Focus Groups, and Surveys to develop the CEDS 5-year plans and track progress.
- The Smarter Cape Partnership: the partnership was established after the 2009 CEDS 5-year planning process and included the Cape Cod Commission, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, the Cape Cod Economic Development Council, and OpenCape (middle-mile broadband entity); it has since been expanded to include the Cape Cod Community College, the Cape & Islands Home Builders Association, the Cape Cod Young **Professionals, and the Cape Cod Realtor's Association.**
- Smarter Cape Summits: The five Smarter Cape Summits were joint conferences sponsored by the Smarter Cape Partnership to advance **our understanding of the region's economy and identify or share ways** we could continue to strengthen economically.

Consensus – balanced economy, environmental health, social diversity

- Primary Research to better understand population dynamics, the seasonal economy, and business development challenges
- On-line Data Access & Analysis

Partnerships & Investments

- Open Cape & Other Infrastructure Investments
- Private Business Expansions – Hydroid, Teledyne Benthos
- County Investments into Planning

Current Year

The following table outlines some of the successes in reaching the goal of regional collaboration and joint commitment.



CEDS Process – Measures of Success – Accomplishments for Year 3				
Objective	Process/In-put Measures		Outcome Measures	
	Measure	Results	Measure	Results
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	1 EDA grant proposal prepared for Bourne	\$\$ of Private Investment Leveraged	No direct investments related to CEDS actions
Understanding of ED	# of Presentations given # of Reports published # of Articles written	5 presentations 2 RESET Reports	Town Actions on Wastewater and Zoning needed for Economic Development	Wastewater Infrastructure Built: 0 Funded: 0 Smart Growth Zoning Adopted: 1
Strong Partnerships	# of Partnerships # of new Partnerships	Continued existing	Formal Partnerships	Continued existing
Easy Access to Information	Progress made on STATSCapeCod	Maintained with up to date data	STATSCapeCod user statistics	Increase by 10%

The CEDS process goals for Year 4 are listed in the following table.

CEDS Process – Measures of Success – Goals for Year 4				
Objective	Process/In-put Measures	Goal	Outcome Measures	Goal
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	2 grants 2 funded	\$\$ of Private Investment Leveraged	
Understanding of ED	# of Presentations given # of Reports published # of Articles written	10 presentations 5 reports 2 articles	Town Actions on Wastewater and Zoning Necessary for Economic Development	One town



CEDS Process – Measures of Success – Goals for Year 4				
Objective	Process/In-put Measures	Goal	Outcome Measures	Goal
Strong Partnerships	# of Partnerships # of new Partnerships	5 maintained 2 new	Formal Partnerships	Continue existing
Easy Access to Information	Progress made on STATSCapeCod	New benchmarks	STATSCapeCod user statistics	Up 20%

CEDS IMPLEMENTATION

This section evaluates progress on CEDS implementation relative to the **Commission’s annual CEDS workplan and then reviews progress on each of the Regional Priority Projects.**

Annual Work-plan

Each year the implementation plan is fully vetted by the Strategy Committee both in terms of what is included for a given year and how much progress was **made on the previous year’s workplan.** The implementation plan included the following areas:

- Economic Development Planning
- Research & Public Outreach
- Data Dissemination
- Regional Priority Projects led by the Cape Cod Commission
- RESET: Direct Technical Assistance to Towns

The following table outlines the activities slotted for Year 2 and the progress made towards completing those actions within the year. This represents the complete scope of work in the area of economic development undertaken by the Cape Cod Commission.



Cape Cod Commission Economic Development Work Plan – Year 3 Accomplishments					
Activity	Projects	Done	On-going	Post-poned	Comments
Economic Development Planning	Update & Implement the Regional Policy Plan Economic Development Section		x		Ongoing
	Coordinate EDC/CEDS Strategy Committee		x		Monthly Meetings; Grant Administration
	Complete CEDS Annual Report	x			
	Mashpee Wampanoag Tribal CEDS			x	The Tribe has not resumed economic development planning
	Integrate housing affordability into economic development planning		x		Currently participating in a comprehensive housing needs assessment
Research & Data Dissemination	Second Home-owner Survey		x		Underway; to be completed in June
	Environmental Economics Applied Research		x		Studying the factors impacting property values
	STATSCapeCod		x		Fully Updated
Outreach	Annual Conference			x	Commission Cape-wide Conference in June included economic dev. & housing sessions
	Reporting on CEDS activities		x		On-going reporting to strategy committee; Updates to partners and Barnstable County leadership
CEDS Regional Priority Projects	Wastewater in Economic Centers		x		Watershed reports completed for wastewater planning
	Climate Change Economic Impact Assessment		x		Assistance with Local Planning Underway
	Expedited Permitting		x		Developed Regional Land Use Vision Map identifying locations for



Cape Cod Commission Economic Development Work Plan – Year 3 Accomplishments					
Activity	Projects	Done	On-going	Post-poned	Comments
					growth and expedited permitting
	Cape Cod Capital Trust Fund		x		Legislative discussions underway
	Strategic Information Office		x		Continued roll-out of e-permitting in towns;
RESET	Intensive Multi-disciplinary Town Technical Assistance		x		RESET projects completed in Falmouth, and follow-up in Orleans

The following table outlines the work to be undertaken in Year 4 of the current CEDS. The table provides a description of each project under the five activity areas. This work plan was approved by the Economic Development Council/CEDS Strategy Committee in December 2016. The EDC committed to support is approximately 26% of the total effort with the rest covered by the EDA Partnership Planning Grant (6%) and the Cape Cod Commission (68%). The EDC funding has yet to be approved by the Barnstable County Commissioners; should they fail to approve it the Commission will provide the funding for this coming fiscal year.

Cape Cod Commission Economic Development Work Plan FY18 (Year 4)		
Activity	Projects	Description
Economic Development Planning	Regional Policy Plan Update	Developing economic development goals, planning actions, and development standards
	Regional Policy Plan Implementation	LCP certification reviews; DRI reviews, GIZ and Chapter H designations, DCPCs, and Capital Planning
	CEDS Strategy Committee/EDD Governing Body Administration	Monthly meeting coordination, agenda, minutes, public postings; coordinate ad hoc meetings or sub-committee meetings



Cape Cod Commission Economic Development Work Plan FY18 (Year 4)		
Activity	Projects	Description
	CEDS Development & Reporting	Design and coordinate comprehensive planning process; draft CEDS 5-yr plan, coordinate public review and approval; coordinate annual evaluation process; draft annual reports; coordinate approvals; coordinate annual conferences, local presentations, national conference session, and other TV, radio and print outreach and reporting
	EDC Administration	Coordination of the small grants program - meeting scheduling, agendas, minutes, public posting; application development, advertising, posting; application review meeting coordination; communications with applicants and awardees; coordination of grant reporting process; and fiscal management assistance
Research & Data Dissemination	Primary Data Collection Program	Annual survey program - surveying different stakeholder groups regarding who they are, what their needs are relative to land use related planning and regulation; their plans and aspirations, and their opinions and ideas relative to development issues
	Environmental Economics Applied Research Program	Track, analyze, research and communicate trends in the regional economy and associated environmental issues on the Cape with the goal to inform the economic development strategy for Cape Cod
	STATSCapeCod & BART Data Dissemination Program	Development and maintenance of town and county data profiles, regional economic development benchmarks, town comparison data, detailed evaluations of specific aspects of the regional economy, and continued development of new content
CEDS Regional Priority Projects	Integrated Infrastructure Plan	The Commission is in the process of developing a regional capital infrastructure plan that will guide localities as they develop town level capital plans and will help infrastructure managers coordinate their expansion, repair, and maintenance as much as possible.



CAPE COD
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Cape Cod Commission Economic Development Work Plan FY18 (Year 4)		
Activity	Projects	Description
	Wastewater in Economic Centers	The Commission continues to work with towns to develop policies and plans for addressing nutrient loading in coastal and inland waterbodies; the Commission assists towns with grant proposals (particularly to EDA); the Commission will integrate this work with other related regional priority projects.
	Cape Cod Capital Trust Fund	The Commission staff, with the assistance of a consultant with expertise in public finance, has outlined a possible structure for a regional infrastructure bank; staff will continue to refine this structure and investigate funding options and work with policy makers. When established this fund would be allocated in accordance with the regional capital plan.
	Climate Change Economic Impact Assessment	The Commission staff has been working with towns to plan for natural disasters and sea level rise to reduce their impact and cost. This work will be used to develop a greater understanding of the economic impacts of climate change and the public willingness to address these impacts by different mitigation methods.
	Harbor Planning	The Commission staff, working with stakeholders, will integrate harbor infrastructure concerns into the regional capital planning effort.
	Commuter Rail Impacts & Feasibility	The Commission staff will be available to the towns and the state as they continue planning for rail and for transportation and transit over the canal
	Expedited Permitting	Commission staff will work with towns interested in expediting local and regional permitting in key growth areas; this effort is often directly related to the RESET projects undertaken as part of CEDS Implementation
	Strategic Information Office	Commission staff will continue to work with towns to adopt electronic permitting and develop data sharing agreements; staff will continue to develop a comprehensive regional database and regional GIS licensing.
RESET	RESET Program Administration	Commission staff will work with towns to identify obstacles to economic development, particularly in



Cape Cod Commission Economic Development Work Plan FY18 (Year 4)		
Activity	Projects	Description
		areas well served by existing or planned infrastructure; staff will develop specific scopes of work with the towns, provide regular reporting, and develop recommendations and reports designed for implementation.
	RESET Projects	RESET projects are interdisciplinary in nature and involve Commission staff assistance. Different staff members serve as project managers on the various projects. Generally, the Commission completes three RESET projects per year. The RESET projects are often partially supported by the State's DLTA program.

Evaluating the Regional Priority Projects

The Commission and its partners have moved forward on most regional priority projects in the current five-year plan. The following table lists the regional priority projects, the long-term goals of each project and when these goals might be met, as well as the specific tasks identified in the CEDS to advance these goals and their status relative to completion.

Regional Priority Project	Long-term Project Goal & Goal Date		Short-term CEDS Task and % Complete	
Cape Cod Capital Trust Fund	New funding for long-overdue infrastructure	2020	<ul style="list-style-type: none"> • Feasibility Assessment • Legislative Action 	75%
Wastewater in Growth Centers	Improve water quality & enable econ. growth	2040	<ul style="list-style-type: none"> • 208 Plan Completion • Construction Grants 	50%
Integrated Infrastructure	Regional strategy to reduce long-term costs	2020	<ul style="list-style-type: none"> • Undergrounding Study • Regional Capital Plan 	75%
Commuter Rail Impact Analysis	Establish appropriate train service to Boston	2020	<ul style="list-style-type: none"> • Impact Assessment • Pilot Test Survey 	100%
SIO Regional Services	Reduce costs; increase consistency & efficiency	2025	<ul style="list-style-type: none"> • E-permitting • Regional database 	75%



Regional Priority Project	Long-term Project Goal & Goal Date		Short-term CEDS Task and % Complete	
Climate Change Impacts	Improve resiliency and reduce costs & impacts	2018	<ul style="list-style-type: none"> • Research Study • Focus Groups 	10%
Last Mile Broadband	Maximize use of Open-Cape fiber backbone	2025	<ul style="list-style-type: none"> • Regional Area Network • Last mile assessment 	10%
Business Dev. Revolving Loan	Entrepreneurship & small businesses capital pool	2016	<ul style="list-style-type: none"> • Assess Need & Feasibility of EDA fund 	100%
Expedited Permitting	Target growth to limit environmental impacts	2030	<ul style="list-style-type: none"> • Upper Cape Incentive areas for light industry 	100%
Harbor Planning	Preserve & strengthen maritime industries	2025	<ul style="list-style-type: none"> • Harbor Infrastructure Assessment 	10%

- Cape Cod Capital Trust Fund for infrastructure financing

The goal of this project is to expand funding and financing options for capital infrastructure development particularly in the areas of wastewater, telecommunications, and renewable energy.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none"> • Trust Fund Balance • Number of Loans Issued • Interest Rate/Credit Rating • Infrastructure designed and constructed • Nitrogen reductions in sensitive embayments • Amount of energy from renewable resources • Last-mile OpenCape connections
	Qualitative: <ul style="list-style-type: none"> • Stronger partnership between the county and the towns

Project Tasks:

1. Feasibility Analysis
2. Legislative Action

Project Status: The Cape Cod Commission and the Barnstable County Wastewater Collaborative are the lead agencies on this project. They



hired the Sycamore Group, experts in public finance, to complete a feasibility analysis. The analysis sought to answer the following research questions:

1. What staff expertise would be needed to administer the Fund?
2. What sort of governance board would be needed to guide the Funds priorities and operations?
3. Would state legislation be needed to establish the Fund or could **this be done under the County's existing authority?**
4. What would be an optimal fund balance needed to provide meaningful loans to communities or districts for the purposes outlined above?
5. What financing tools would be the most appropriate → revolving loan fund, loan guarantees, other?
6. Are there case studies of similar entities being established at such a small regional scale?

The feasibility analysis was completed in April 2016 and recommended the creation of a Cape Cod Infrastructure Bank (like a typical state or city bond bank). Commission staff has outlined the statutory elements needed for bond council to draft legislation, as the entity must be enabled by state law. Commission staff has also researched and outlined several potential funding sources with which to secure and pay off bonds issued by this entity.

During the current legislative session, a bill was introduced to establish a financing entity on Cape Cod. The Commission has reviewed and is preparing comments on the bill in accordance with the research outlined above. The Commission has also begun discussions with the State on alternative methods for meeting the needs identified in the feasibility analysis and previous infrastructure planning.

- Wastewater infrastructure and planning for identified growth areas

The goal of this project is to plan for and fund the design and construction of capital infrastructure for wastewater treatment specifically serving regionally identified growth areas.



Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Number of interventions built to reduce nitrogen in sensitive watersheds• Nitrogen concentrations in sensitive embayments• Number of businesses served by nitrogen reducing wastewater treatment systems
	Qualitative: <ul style="list-style-type: none">• Increased partnerships between the county and towns• Increased town to town partnerships

Project Tasks

1. Complete the Section 208 Regional Wastewater Management Plan
2. Apply to EDA for wastewater construction grants

Project Status: The Cape Cod Commission is the lead agency on this project working closely with the 15 towns that make up Barnstable County, the State Department of Environmental Protection (DEP), and the US Environmental Protection Agency (EPA). The focus is now on implementation of the Section 208 Water Quality Plan recently approved by DEP and EPA. The Commission has completed its work with towns to develop scenarios for reducing nitrogen in embayments that have total maximum daily load limits. The Commission continues to work with stakeholders to establish a water quality monitoring program that will track the effectiveness of different approaches to reducing nitrogen. The 208 Plan can be found at: <http://cape20.org/>.

Currently, Commission staff is working with the Town of Bourne to prepare a funding requests EDA to help build wastewater treatment systems in Economic Centers. As more towns near the construction phase, the Commission will assist them in finding funding as well.

- Integrated infrastructure planning

The goal of this project is to coordinate local and regional capital planning and construction and ensure infrastructure decisions are consistent with land use goals and are resilient to climate change.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Miles of Utility lines buried• Number of road openings and services addressed by road openings• Cost of infrastructure maintenance over time



	Qualitative: <ul style="list-style-type: none">• Improve partnerships between towns and various utilities• Advance asset management efforts by towns• Improve county-town partnerships
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Project Tasks:

1. Underground Utilities Feasibility Assessment
2. Adoption of a Regional Capital Plan

Project Status: The Cape Cod Commission has completed an [Undergrounding Utilities Feasibility Assessment](#) for the Town of Orleans that applies to the entire region.

The Cape Cod Commission staff are in the process of developing a Regional Capital Infrastructure Plan that will set policies for infrastructure investments across the region. As part of this process a regional infrastructure planning tool will be developed along with a complete database recording the location, condition, management, and capacity of infrastructure of all types. A similar tool was developed to inform transportation investments - [Transportation Improvement Program Tool](#) - based on certain goals and risks.

- Commuter rail impact analysis

The goal of this project is to investigate the viability of commuter rail between Cape Cod and Boston to reduce road congestion and associated pollution.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Report for distribution to towns, rail providers, chambers and public decision makers• Availability of Commuter Rail and frequency
	Qualitative: <ul style="list-style-type: none">• Partnerships between towns, county, and chambers• Information to developers about opportunities afforded by potential rail services• Information for Public policy makers on the pros and cons of developing commuter rail to the Cape

Project Tasks:

1. Economic Impact Assessment of Commuter Rail to Buzzards Bay
2. Pilot Test Survey of Potential Users



CAPE COD COMMISSION

Project Status: The Massachusetts Department of Transportation and the MBTA ultimately control the outcome of this project; the Cape Cod Commission is the lead agency locally.

Commission staff completed [an impact assessment](#) for the extension of commuter rail to Buzzards Bay and designed a survey for potential users of commuter rail based on a potential train schedule under consideration. The Town of Bourne joined the MBTA rail service district and planning is underway at the state level for extending commuter rail to Buzzards Bay; a pilot test of commuter service is under consideration

- Strategic Information Office regional services

The goal of the Strategic Information Office is to identify and establish regional services to increase efficiency and decrease costs to municipalities on Cape Cod.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Number of services provided• Number of towns participating• Reduction in total costs for services
	Qualitative: <ul style="list-style-type: none">• Partnerships between the county and the towns• Town to town collaboration

Project Tasks:

1. E-permitting
2. Regional GIS Database

Project Status: The Commission established the SIO as a result of the CEDS process; the office has been partially funded by the County. The SIO led the effort to fund a Regional Fly-over to generate a series of aerial images used to build a GIS planimetric dataset for the entire county to help map infrastructure at a reduced cost to towns and the county.

The SIO has also led the effort to establish e-permitting systems across the region. The Commission initially received a large grant from the state and has continued to support the [E-Permitting Initiative](#). The participating towns include Chatham, Yarmouth, Harwich, and Provincetown.



- Climate change economic impacts assessment

The goal of this project is to effectively plan for climate change and understand the economic impacts of no action.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Towns participating in the planning process• Economic Assets identified and mitigation efforts undertaken to protect the asset
	Qualitative: <ul style="list-style-type: none">• Improved coordination among governmental units• Faster response time in a disaster event

Project Tasks:

1. Economic Impact Study
2. Resiliency Focus Groups

Project Status: The Cape Cod Commission provides on-going technical assistance to towns to develop local Multi-Hazard Mitigation Plans to FEMA.

The National Oceanographic and Atmospheric Administration (NOAA) awarded a three-year, \$780,000 grant to the Cape Cod Commission and partners to develop a tool and public outreach program to investigate the environmental and socio-economic effects of local and regional coastal resiliency strategies.

As lead agency for the grant, the Commission will develop a tool to translate technical data into understandable and actionable language, estimate loss of individual and government assets, communicate adaptation strategies and their costs and benefits, communicate the need for action and engage the public in selecting and implementing site-specific strategies.

- The Commission was awarded a \$750,000 [Coastal Resiliency Grant](#) by NOAA to identify and investigate the impacts of different resiliency strategies; educate decision makers & public; the project is currently underway
- Commission staff developed the [Sea-level Rise Viewer](#) for climate change planning to identify at risk properties and infrastructure
- Commission staff completed a [Regional Multi-Hazard Mitigation Plan](#) that has since been approved by FEMA



- Commission staff completed a final report on [Critical Transportation Assets Vulnerability to Sea Level Rise](#)
- Commission staff continue to obtain funding for and provide technical assistance to towns for the development of [Local Hazard Mitigation Plans](#). Commission staff provides necessary data and helps evaluate the economic ramifications of climate change
- Last mile broadband build-out

The OpenCape middle-mile network, funded through federal and state grants, has been completed. The goal of this project is to facilitate the completion of the last-mile to government, businesses, and homes.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Number of last-mile connections achieved• Cost of connections
	Qualitative: <ul style="list-style-type: none">• Collaboration between County and towns• Competition with Comcast and Verizon

Project Tasks:

1. Establish a Regional Area Network for Municipal Buildings
2. Last-mile strategy

Project Status: The Commission and the County provided technical and financial support to towns to establish a Regional Area Network. All but two town is participating in this project.

Open Cape is in the process of developing a new approach to providing last mile connections to its broadband network.

- Business development revolving loan fund

The goal of this project is to provide additional low-interest capital to small business and entrepreneurs throughout the region.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Increase in income for loan recipients• Jobs created by loan recipients
	Qualitative: <ul style="list-style-type: none">• Sense of empowerment and increased creativity• Increased consumer choice



Project Tasks:

1. Funding request to the Economic Development Administration
2. Determine target population and management standards for fund

Project Status: NO CHANGE.

Commission staff reached out to Coastal Community Capital and Community Development Partnership last year about the EDA revolving loan program. Unfortunately, neither of these entities or the County can provide the 50% match at this time and they also have concerns about reporting and administrative costs.

- Expedited permitting in identified growth areas

The goal is to make it easier for developers and businesses to invest in the areas designated for growth in the region due to the availability of necessary infrastructure and services.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• New business development in strategic industries• Business development in growth centers• Reduction in commercial sprawl• Job creation
	Qualitative: <ul style="list-style-type: none">• Collaborations between county and towns• Public participation/understanding of development challenges & opportunities on Cape Cod

Project Tasks:

1. Light Manufacturing Incentive by Limiting Regional Regulation
2. Change local zoning to incentivize targeted development

Project Status: The Cape Cod Commission increased the size of development permitted in industrial areas on the Upper Cape that could be developed without regional review. This permitted the expansion of several marine technology manufacturing companies.

Commission staff worked with the towns of Orleans, Mashpee and Falmouth evaluate local by-laws **relative to the town's economic** development goals. This work has illustrated the need for changes in zoning density limits, dimensional standards, and parking requirements to allow developers to provide residential and commercial space that is



affordable while still earning a return on their investment. Such changes would be focused in designated activity centers only where appropriate infrastructure exists or is planned. The update of the Regional Policy Plan will designate these activity centers and change planning, regulatory, and funding practices to focus on these areas as the recipients of future growth.

- Regional Harbor Planning and Infrastructure Evaluation

The purpose of this project is to maintain active fishing harbors and fishing assets for both commercial and recreational fishing.

Long-term Measures of Success	Quantitative: <ul style="list-style-type: none">• Size of the Commercial Fishing Fleet• Size of the Commercial Catch by species• Jobs created and retained• Number of water access points serving fishing fleet and recreational fishing
	Qualitative: <ul style="list-style-type: none">• Maintain traditional industry the defines the Cape as a special place• Increase awareness of the importance of the fishing industry to Cape Cod

Project Tasks:

1. Inventory Harbor and Fishing Assets
2. Complete a Harbors Action Plan

Project Status: NO CHANGE

-END-



CAPE COD
COMMISSION

Appendix4: Supporting Material



UNITED STATES DEPARTMENT OF COMMERCE
Economic Development Administration
Washington, D.C. 20230

December 19, 2013

Mr. Paul Niedzwiecki
Executive Director
Cape Cod Commission
3225 Main Street
Post Office Box 226
Barnstable, MA 02630

Dear Mr. Niedzwiecki:

I am pleased to inform you that the U.S. Economic Development Administration (EDA) has approved the Cape Cod Economic Development District's request for designation as an Economic Development District (EDD). The EDD is comprised of the 15 towns located within Barnstable County.

President Obama is committed to ensuring that no community or demographic group is excluded from the opportunity to achieve the American Dream. To that end, this EDA designation will serve as a foundation for future economic successes that will benefit both families and businesses in your region. EDA is committed to providing financial assistance to meet the economic development needs of distressed communities throughout the United States. Our mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

I trust that this designation will strengthen the economies of the Cape Cod region, and wish you every success in carrying out your economic development activities. Bill Good, of EDA's Philadelphia regional office, will remain your primary point of contact regarding this designation and may be contacted by telephone at (215) 597-0505, or email at www.wgood@eda.gov.

Your ongoing efforts to stimulate growth and business expansion through local economic development programs are greatly appreciated.

Sincerely,

Matthew S. Erskine
Deputy Assistant Secretary of Commerce
for Economic Development
and Chief Operating Officer

Enclosure



UNITED STATES DEPARTMENT OF COMMERCE
Economic Development Administration
Washington, D.C. 20230

MEMORANDUM OF DESIGNATION OF
AN ECONOMIC DEVELOPMENT DISTRICT

In accordance with Section 401 of the Public Works and Economic Development Act of 1965, as amended (42 U.S.C. 3171 et seq.), I hereby designate the region identified below as an Economic Development District:

Name of District Organization Cape Cod Economic Development District

State Massachusetts

Regional Definition Barnstable County, consisting of the towns of Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet, and Yarmouth.

Matthew S. Erskine
Deputy Assistant Secretary of Commerce
for Economic Development
and Chief Operating Officer

Date: December 19, 2013



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: June 1, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Discussion and potential vote to approve April 6 and May 4, 2017 draft minutes
2. **Council Chair's Report**
 - Presentation by Brian Braginton Smith on the FY16 Lewis Bay Research aquaculture project supported by CCEDC grant funds
 - Update on meeting with Barnstable County Commissioners, May 17, 2017 *Felicia Penn and Ken Cirillo*
3. Resource/Grants Committees
 - Discussion on CCEDC strategies including current funds, FY18 budget, Cape Cod Commission grant and future grant rounds – *Felicia Penn*
4. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Review and potential vote to endorse the FY17 CEDS Annual Report – *Leslie Richardson*
5. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, June 1, 2017

Present:

Ron Beaty (alternate/Ms. Flynn), Ken Cirillo, Ed McManus, Susan Moran, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard

Absent:

Ryan Castle, Mary Pat Flynn, John Kilroy, Brian Mannal, Harold Mitchell, Dan Wolf

Also Attending:

Lewis Bay Research Center: Brian Braginton-Smith, Executive Director
CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:01 pm in the conference room of the Cape Cod Commission. Upon a motion by Ken Cirillo, second by Susan Moran, the minutes of the April 6 and May 4, 2017 meetings were approved unanimously.

Brian Braginton-Smith, Lewis Bay Research Center, presented a PowerPoint (attached) outlining their use of CCEDC grant funds to advance technology in wastewater treatment through algae based nutrient removal. This new technology has garnered global interest with the potential for increased funding sources. Lewis Bay's laboratory is being moved from Parker River to Swan Pond where their systems will be expanded to create the infrastructure for a sustainable village center in the Town of Yarmouth.

Ms. Penn stated that the meeting with the County Commissioners did not have good results for the CCEDC. The Commissioners voted to fund the maintenance of the Route 6 rest area with \$40,000 of License Plate Revenue negating any chance of starting a grant round early in FY2018. Ms. Penn pointed out that the Cape Cod Chamber and CCEDC receive equal amounts of License Plate revenue and the understood agreement is that the Chamber funds promote tourism and the CCEDC funds promote economic development through the creation of infrastructure. It was noted that there is friction between the local Chambers and the Cape Cod Chamber.

Leslie Richardson presented a final draft of the Cape Cod Comprehensive Economic Development Strategy (CEDS) FY2017 annual report. The annual report must be submitted to the Economic Development Administration by June 30, 2017 for the Cape Cod Commission to receive funding assistance for FY2018. The report focuses on the CEDS planning process, vision and goals, and the progress evaluation for the FY2017 workplan and regional priority projects. After a brief discussion, David Willard motioned to endorse the annual report as presented, second by Rick Presbrey, and approved by all. The report will be presented to the Cape Cod Commission Board for final approval.

The meeting was adjourned at 6:38 pm.

Barnstable County Economic Development Council



Lewis Bay Research Center, Inc.
Update
June 1st Meeting

The Barnstable EDC research grants to LBRC brought forth the science for a major breakthrough in wastewater treatment and sustainable communities.



Aquagen Infrastructure Systems, Inc.

Following natural models our technology is focused
organically rather than mechanically, which is why we are –
Cheaper, Greener, Better

In 2010 the EDC awarded LBRC a grant for a research center lab.



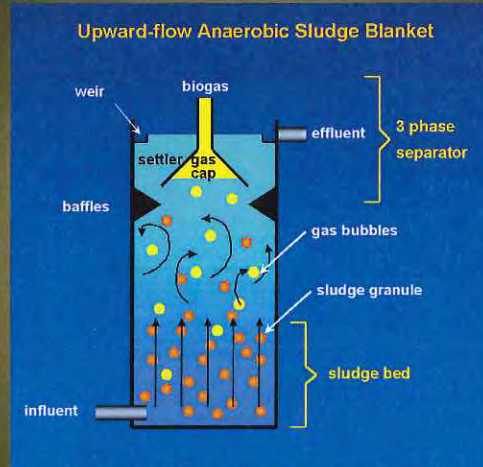
This grant was followed by a second grant in 2015 for further research into algae. We are here today to report on progress on this effort.

Wastewater enters our process from the collection system

Typical strength of this wastewater is 300PPM BOD, BOD is a measurement of the amount of oxygen required to reduce the organic pollutants to acceptable levels.

Oxygen is essential for wastewater treatment and nutrient removal

We remove the organics up front




Converting it to biogas.

This reduces our oxygen demand and the cost of treatment
And fuels renewable energy

The UASB removes 75% of the BOD

Converting it directly into biogas organically, there are no moving parts to a UASB. The process also reduces residual sludge generation by 90%.

We then treat the 65PPM BOD flow which requires 75% less oxygen.



Aerobic conditions are an important part of almost all conventional treatment systems. The method for providing oxygen for this process is typically mechanical aeration that requires expensive machinery that consumes vast amounts of energy blowing bubbles of air through the wastewater. Only 21% of this is oxygen. Our atmosphere is composed mostly of nitrogen.

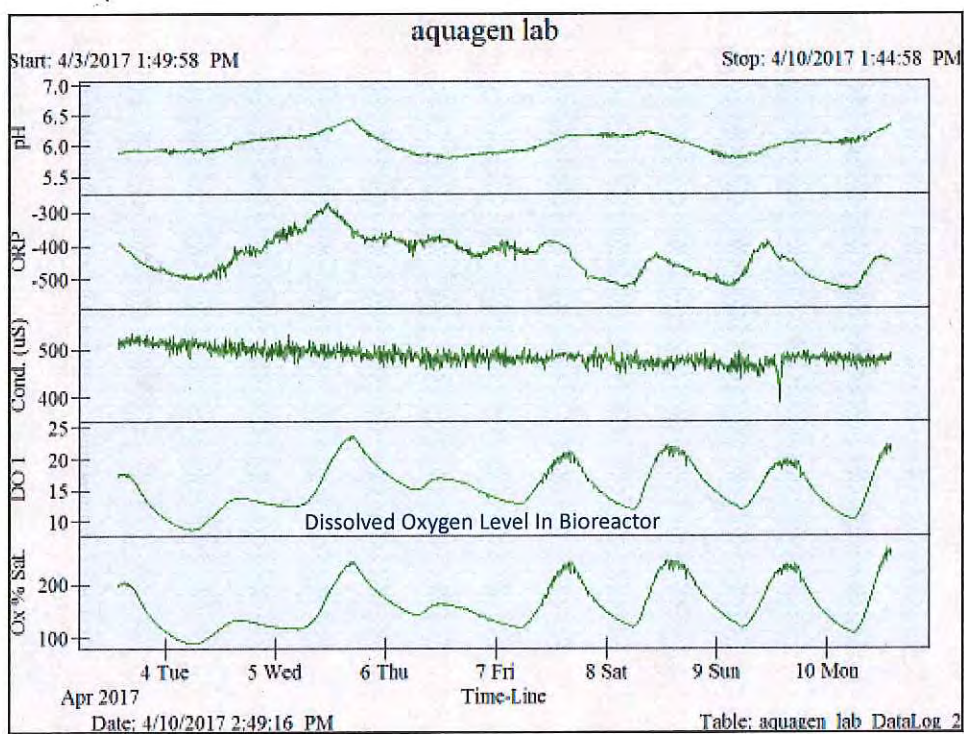
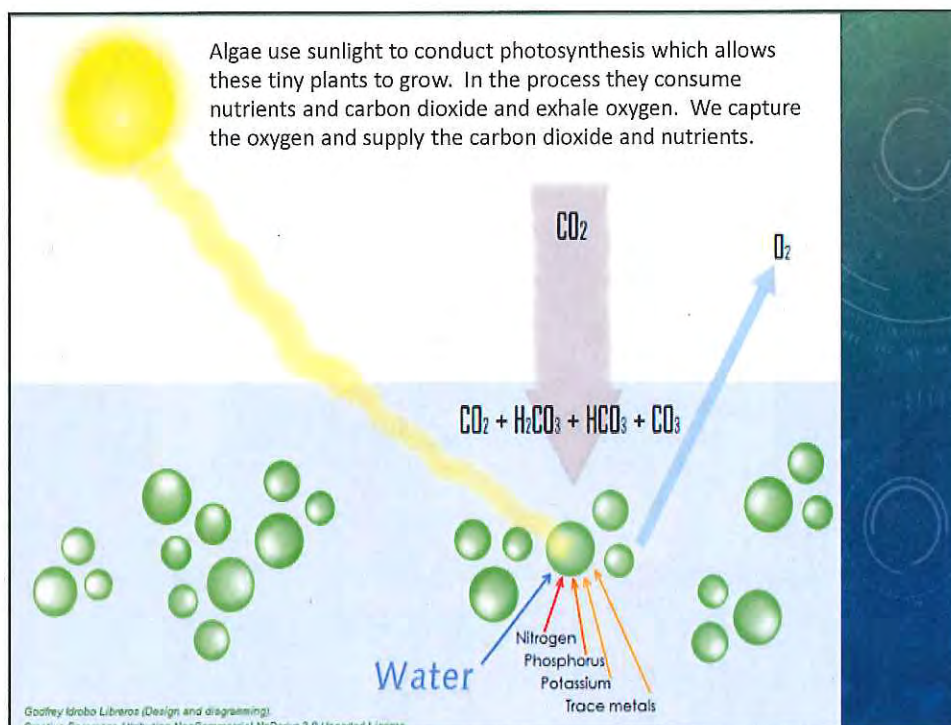
We utilize algae photosynthesis which consumes carbon dioxide and generates pure oxygen in solution in the water for our biological oxygen needs.

We use Algae Photosynthesis



There are no bubbles the algae generate the
Oxygen from Carbon Dioxide
We don't have to pay for it
They also eliminate the nutrients
Again they just do it, consuming the nutrients
allows us to achieve almost complete removal of
the nitrogen and phosphorous organically.

.3 PPM TKN .02 PPM P



We utilize an algae aerated



Moving Bed BioReactor (MBBR)
to remove the remaining BOD to achieve
permitted discharge limits

\$\$

Our approach is organically based vs
mechanically based.

Utilizing natural planetary systems
proven over billions of years

This saves 20 %
on construction costs

And it reduces the energy use by over
70 %

\$\$\$\$\$\$

Vertical wall photobioreactors



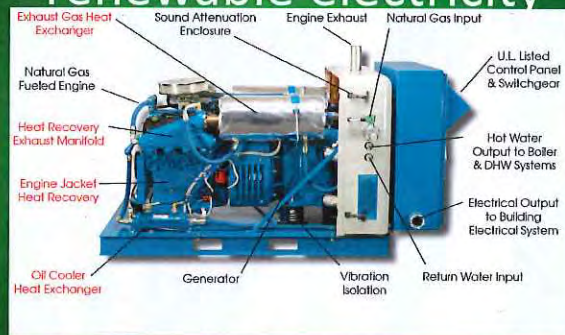
Our Algae consume the nutrients, resulting in the ability to remove nearly all nutrients.
Achieving .3 PPM TKN in local pilot application



We then harvest the algae

And convert it into biogas
Or biodiesel
Or fish food
Or fertilizer
All valuable biotech products

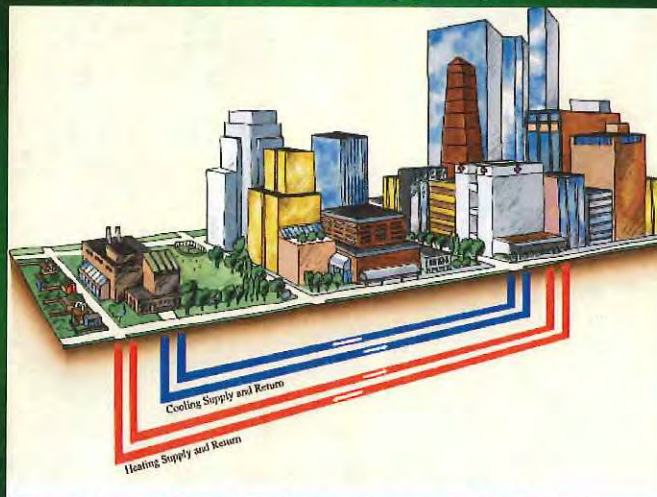
\$\$ This generates renewable electricity



As it generates heat for district energy, creating revenue from what was a costly problematic waste stream.

\$\$\$\$\$\$

District Energy System



Installing district heating with the sewer reduces the cost of both for sustainable economic development.



We turn your wastewater into a renewable resource supply

A clean reusable water supply, renewable energy and valuable biotech products.

For a more sustainable community

Making us cheaper, greener and better

Next Step

The Research Laboratory at Parker's River is being moved. The new location will be on Swan Pond where the existing equipment will be used to demonstrate the Aquagen capabilities in treating wastewater. The system will then be expanded to over 350,000 gallons per day to treat the wastewater from the surrounding community and creating the infrastructure for a sustainable village center development for the Town of Yarmouth.

We will be seeking your help to make this important move. This success story has just begun and it was the EDC investments that made it all possible.

The Market

The global market for wastewater treatment is \$500 Billion.

The US Municipal Market is \$58 Billion

We will utilize an international network of manufacturers representatives, managed by an internal sales force of regional managers, led by a Vice President of Sales. We will market through regional trade publications and national conferences and meetings. Our strategic plan is to begin in the Northeast and grow our market. Our local Cape Cod market represents a 3 to 6 billion dollar market where we have a distinct strategic and technological advantage.

Advisory Board



The Team

- Brian S. Braginton-Smith
- Cris Luttazi
- Dan Lonergan
- Dan Rosenthal
- Don Quenneville
- James Hobbs
- Marsha A. Ostrer
- Michael J. Wissner
- Monika Kapuchinski

Areas of Interest for FY2017 For Discussion:

1. **Create Aquaculture Central on CCEDC Web Site of denitrification, propagation and nutrient assimilation projects?** : *Put out an RFP for an individual to collect any and all past funded aquaculture projects by the CCECC and others on the Cape so that all information from these projects and studies are in one place. Purpose is to become the central knowledge base for aquaculture projects on Cape Cod.*
2. **Implementation or Update of Cape Cod Workforce Housing Task Force's Call to Action?:** *Work in conjunction with the SmarterCape Partnership on this effort. This action plan is almost 10 years old, and first sponsored by the CCEDC in 2007. The action plan includes several short- and long-term steps that will lead to the creation of or access to housing that our workforce can afford. This grant will support the recreation of partnerships among employers, assist towns in the creation of public policies, identify revenue streams and educate voters, employers and policymakers on the need for and benefits of workforce housing in our communities.*
3. **Continue last mile network buildout?** *Projects that jumpstart Near Net and Last Mile Buildout of the OpenCape middle mile network. Projects that are focused on speeding expansion and deployment to commercial and residential areas in order that Cape Cod join the Gigabyte nation are sought.*
4. **Continue "Smart" education projects that unite school classrooms across districts via OpenCape?:** *Educational projects that make use of the OpenCape platform to offer interactive classes for children of all school districts on Cape Cod, so that students who participate may remain in their school while participating with others in other school districts. Collaboration with WHOI, MBL, CCCC, and other local higher educational institutions offering community programming in marine and environmental sciences and STEM-centric courses are preferred.*
5. **Connecting "Mobil Maker Labs" with Makers?:** *Projects that connect local populations who will benefit from acquiring "maker's skills" and regular visits by a Mobil Maker Lab which help develop advanced manufacturing skills and create "talent" for a better skilled workforce.. Projects that connect to populations requiring re-training are preferred (such as fishing, veteran's, etc).*

Others:



Cape Cod Economic Development Council (ccEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: April 6, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Potential vote to approve February 2, 2017 draft minutes
2. **Council Chair's Report**
 - Dan Ward, Ward Aquafarm, presenting the results of his Bay Scallop Farming Demonstration Project
3. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Discussion on Zoning and Economic Development - Case Studies in Orleans and Falmouth – *Leslie Richardson*
4. Grants Committee
 - Discussion on FY17 Grant Round including areas of interest, timeline, and budget – *Felicia Penn*
5. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, April 6, 2017

Present:

Ken Cirillo, John Kilroy, Brian Mannal, Ed McManus, Susan Moran, David Willard, Dan Wolf

Absent:

Ryan Castle, Mary Pat Flynn, Harold Mitchell, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White

Also Attending:

Dan Ward, Ward Aquafarm

CCC Staff: Leslie Richardson, Taree McIntyre

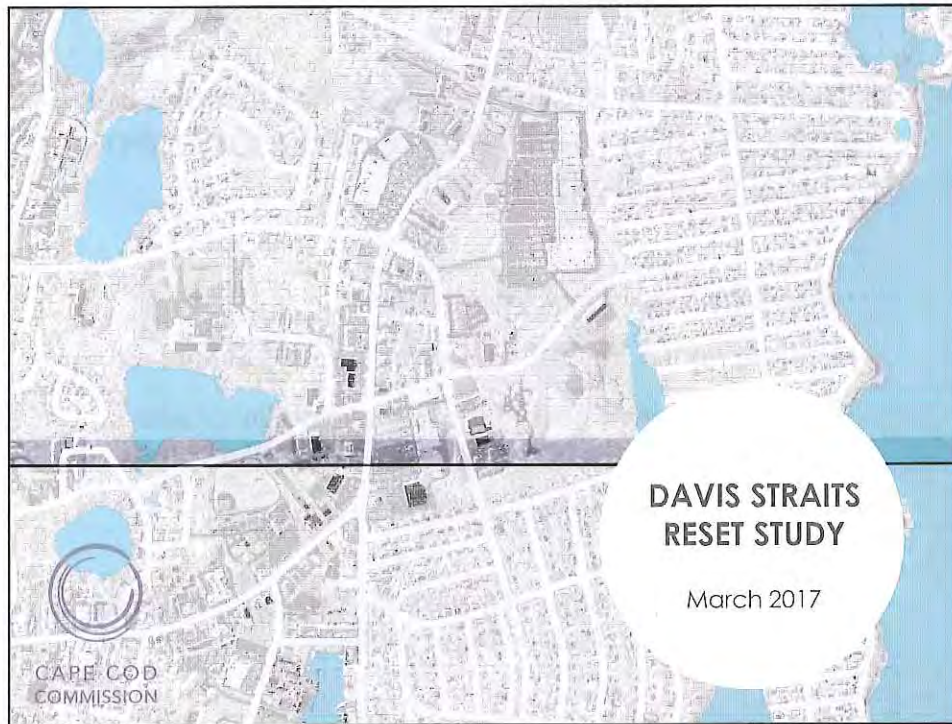
Ken Cirillo called the meeting to order at 5:07 pm in the conference room of the Cape Cod Commission. Upon a motion by David Willard, second by John Kilroy, the minutes of the February 2, 2017 meeting were approved unanimously.

Leslie Richardson reported on the RESET project of the Davis Straits area of Falmouth. The Falmouth Planning Board requested technical assistance from the Cape Cod Commission in assessing redevelopment options and developing a conceptual vision for the study area. The attached PowerPoint reviews the existing conditions, defines the next steps for improvements, and illustrates the final vision. This project was supported, in part, by the license plate funds allocated by the EDC to CEDS implementation via the Cape Cod Commission.

Dan Ward presented the results of his Bay Scallop Farming Demonstration Project which was funded by license plate revenue from the CCEDC and matched by Ward Aquafarm. The attached PowerPoint addresses the incentives and complications of bay scallop farming, development of the scallops through the nursery phase, survival and growth in various coastal environments, and conclusions from the first year of the project. The next phase will examine overwintering and growing scallops to market size. All results and information will be shared with stakeholders throughout the Cape with the help of the Barnstable County Cooperative Extension.

Ken Cirillo reviewed the status of the line item accounts in the CCEDC budget and the license plate revenue to date for FY2017. Members discussed the continuing decline in the license plate revenue and related it to the release of several new license plates.

The meeting was adjourned at 6:42.



STUDY AREA & PROJECT TASKS

Ask stakeholder groups what they would like to see the study area become in the future.

Identify unique assets and issues in the study area.

Recommend next steps, such as zoning changes, to facilitate development and redevelopment consistent with stakeholder feedback & the Town LCP.

Develop a conceptual vision, redevelopment plan and greenway corridor plan.



Participating stakeholders expressed a desire to see in-fill and redevelopment in Davis Straits that will:

- Add living wage employment options,
- Provide retail & services needed by year-round residents,
- Provide residential options that are affordable for year-round residents of all incomes, ages and backgrounds,
- Limit further demand on existing road and sewer infrastructure, and
- Improve the character of the area to be more reminiscent of a pedestrian oriented village center.

How do land use policies limit a Town's ability to realize their economic development goals?

Zoning – Use limits and permit requirements

Zoning – Coverage and density limits

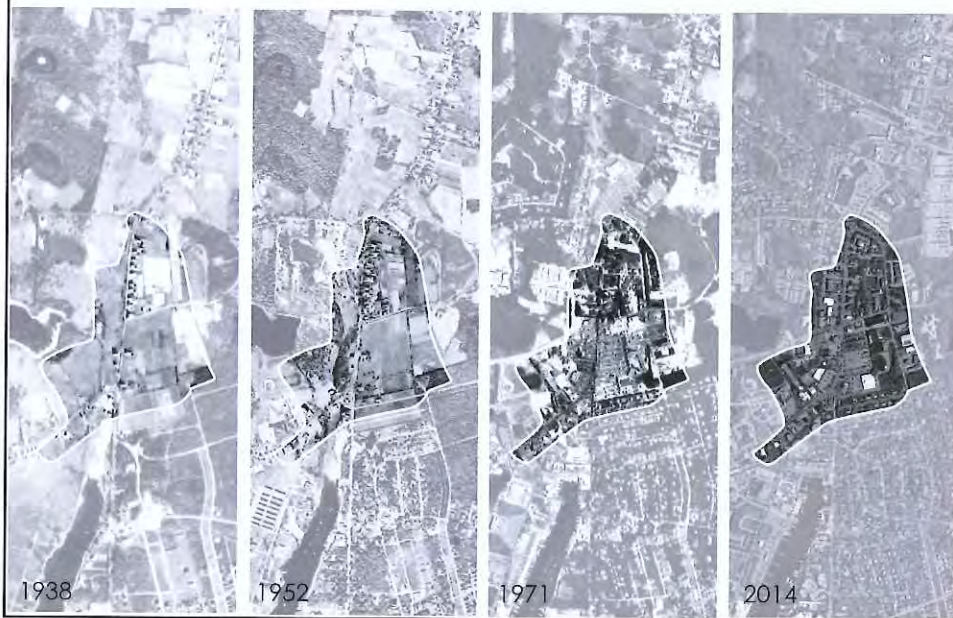
Parking – On-site parking minimum and location

How are public investment
decisions impact a Town's ability
to realize their economic
development goals?

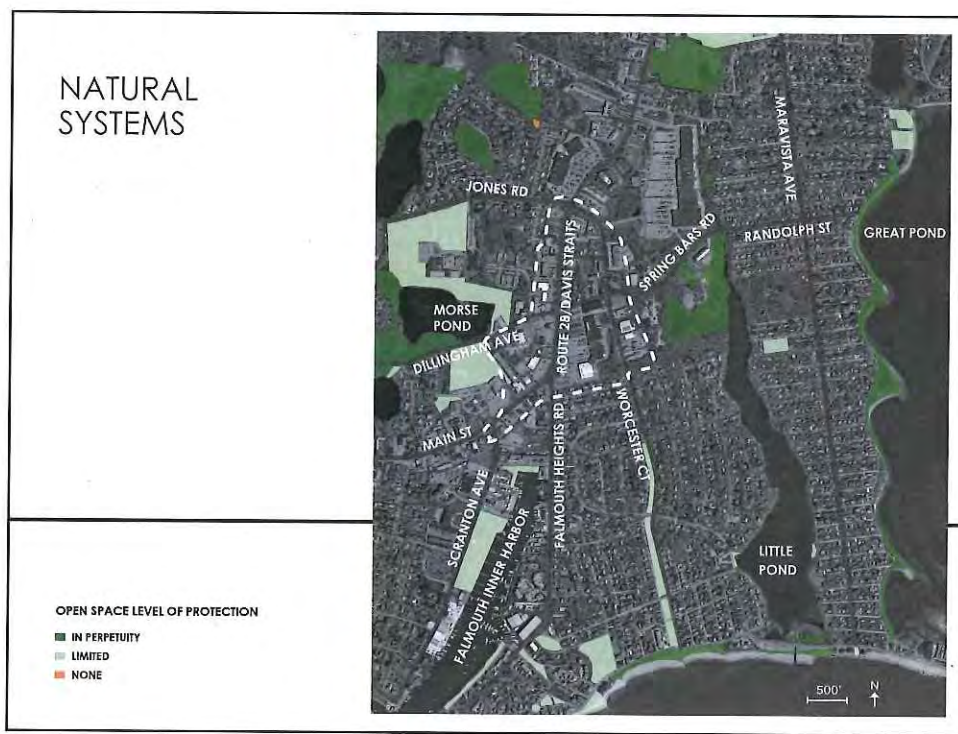
Water & Wastewater Infrastructure
Transportation & Transit Infrastructure
Streetscape Investments
Open Space/Recreation Investments

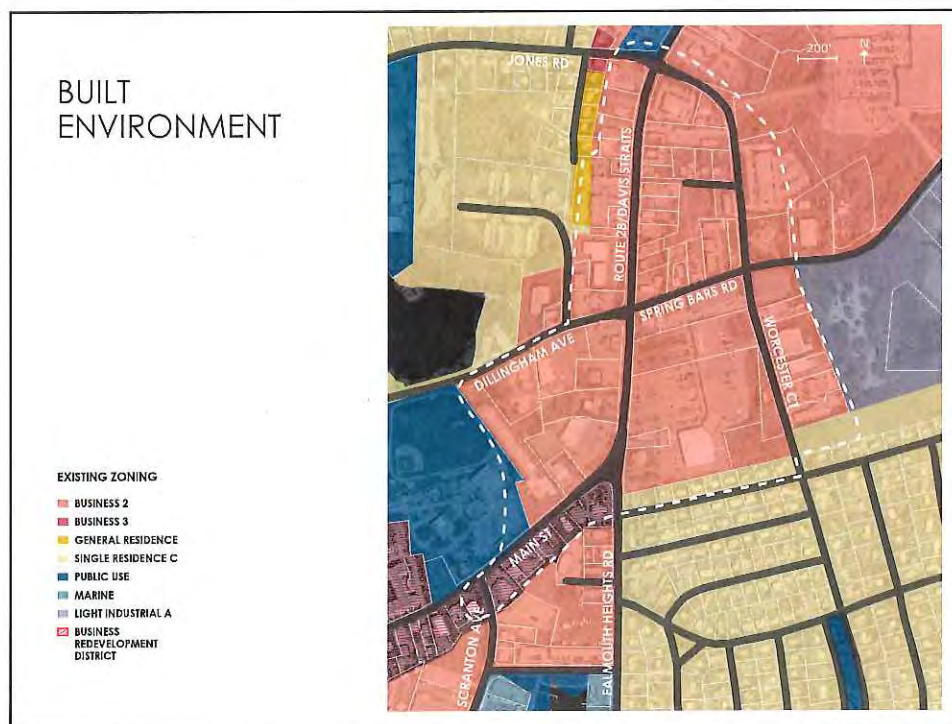
Existing Conditions

DAVIS STRAITS OVER TIME



NATURAL SYSTEMS

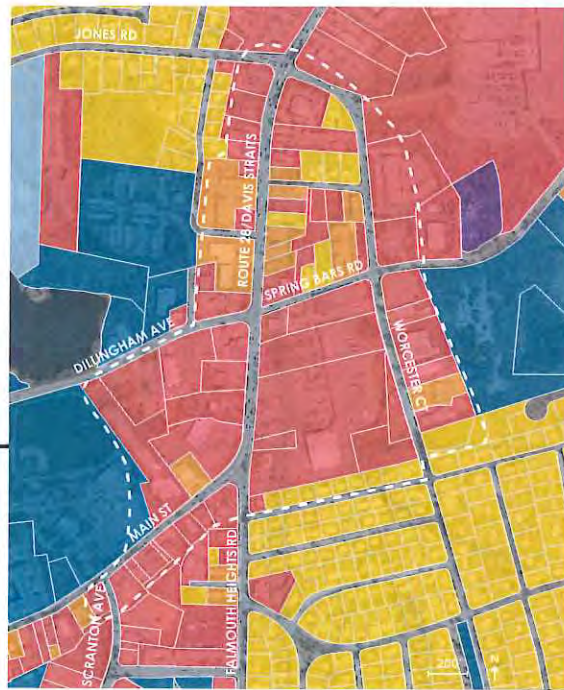




BUILT ENVIRONMENT

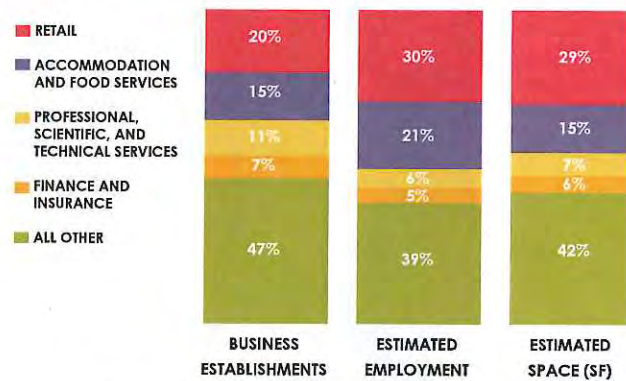
EXISTING LAND USE

- COMMERCIAL
- RESIDENTIAL
- MULTIPLE USES
- INDUSTRIAL
- GOVERNMENT
- EDUCATION



ECONOMIC DEVELOPMENT

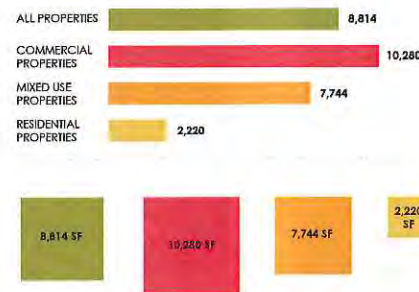
Shares Of Establishments, Employment, And Space In Davis Straits By Major Industry Groupings



Source: ESRI Business Analyst

ECONOMIC DEVELOPMENT

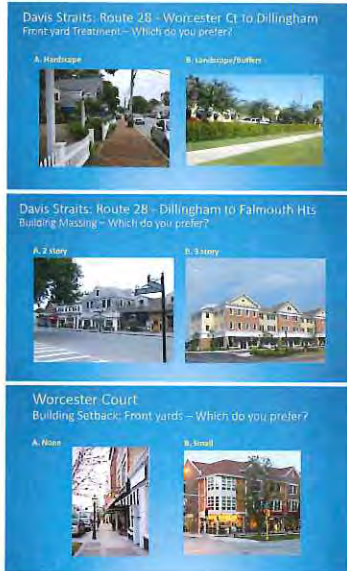
AVERAGE BUILDING SIZE (SF) BY TYPE IN THE DAVIS STRAITS STUDY AREA



Source: Falmouth Assessor Data

ISSUES & OPPORTUNITIES

VISUAL PREFERENCES SURVEY



Natural Systems

Issues

- Hidden or inaccessible assets in Falmouth Harbor, Teaticket Park, & Spring Bars Rd. Parcel
- Nitrogen impacted embayment
- Flood zones significantly overlap with development

Opportunities

- Flood zone wetland restoration to link assets and mitigate flood impacts
- Sewer infrastructure exists



NATURAL SYSTEMS

FEMA FLOOD ZONES

- ZONE AE
- 0.2% ANNUAL CHANCE FLOOD HAZARD

WETLANDS

- SHRUB SWAMP
- WOODED SWAMP (DECIDUOUS)
- WOODED SWAMP (MIXED TREES)
- 100' WETLAND BUFFER



Built Environment

Issues

- Large parking fields fronting roadways with many curb cuts
- Uncomfortable area for pedestrian

Opportunities

- Historic residential scale buildings model for future development
- In-fill opportunities in parking areas fronting the street
- Room for pedestrian amenities and safety improvements
- Sewer service



BUILT ENVIRONMENT



Economic Development

Issues

- Gap between wages and cost of living
- Obsolete model of development
- Foregone revenue potential due to low density

Opportunities

- Most existing businesses do not depend on strip style development
- Residential in-fill will stimulate growth in commercial



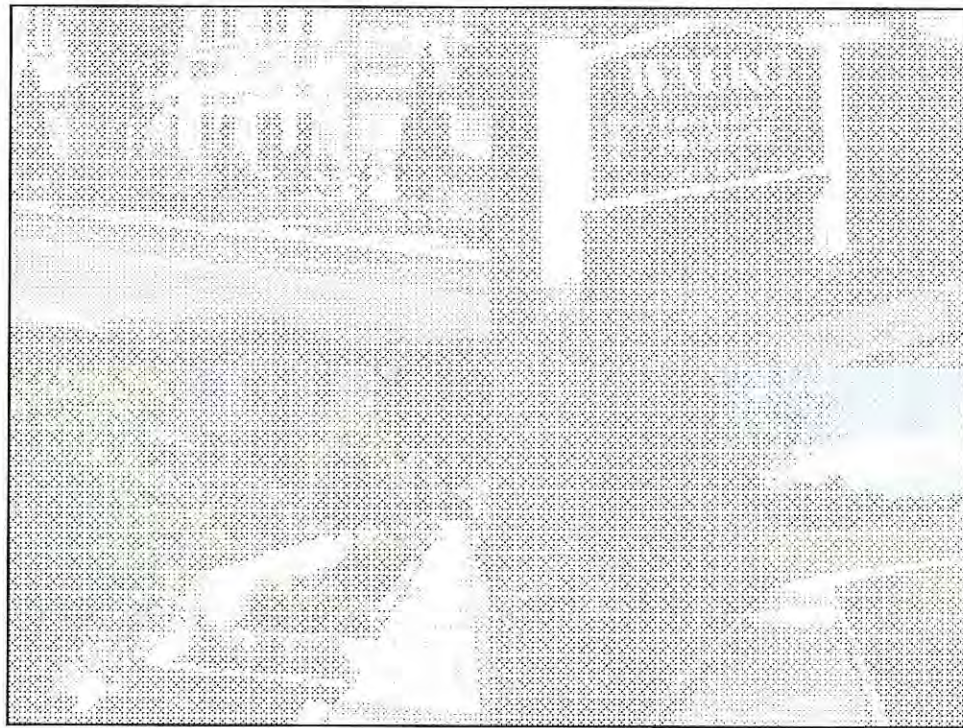
ECONOMIC DEVELOPMENT

RELATIVE VALUE OF DIFFERENT LAND USES IN THE DAVIS STRAITS STUDY AREA



Source: Tidmouth Assessment Data

NEXT STEPS



BUILDING FORM

Consider-

- Dimensional changes
- Pedestrian-oriented façade
- Parking to side or rear
- Form-based Code
- In-fill along street edge



LAND USE

Consider –

- Adopting a consensus vision for study area & sub-areas
- Allowing mixed use by right; revising special permit criteria
- Adopting flood zone building requirements and buy land in zone
- Replace density limits with form regulations and incentives

STREETSCAPE/ROADWAY

Consider –

- Advance round-about at Falmouth Heights Road
- Advance process for funding other roadway improvements
- Require on-site amenities (landscaping, seating)
- Add street trees and pedestrian and bike amenities
- Initiate planning for long-term streetscape and transportation improvements, including internal roadways





GREENWAY

Consider –

- Adoption of conceptual greenway plan(s)
- Developing a detailed greenway plan to address restoration and flood-control goals
- Acquire properties as they become available
- Evaluate use of a DIF – District Increment Financing – to fund greenway improvements

A VISION FOR THE FUTURE

OVERALL VISION

The Davis Straits area will be a comfortable place for residents to live, work, and shop, characterized by:

- Pedestrian scale development
- A variety of commercial and housing types and sizes
- An affordable mix of commercial space, residential options, and goods and services
- Safe roadways with pedestrian and bike amenities, reduced visual clutter and curb cuts, and increased tree cover and landscaping.

A VISION FOR THE FUTURE

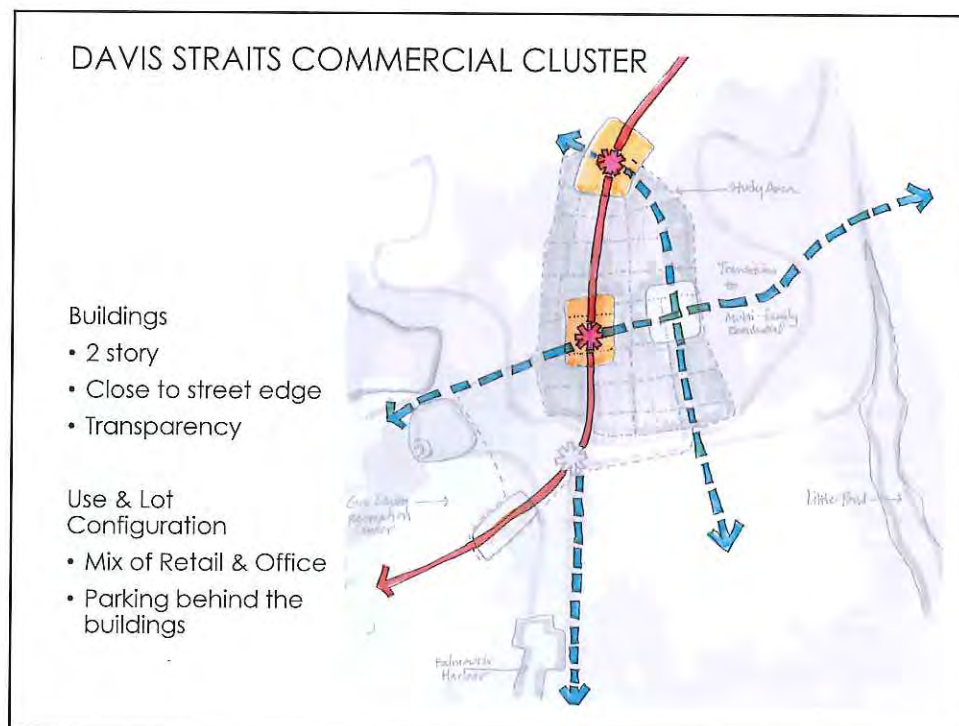
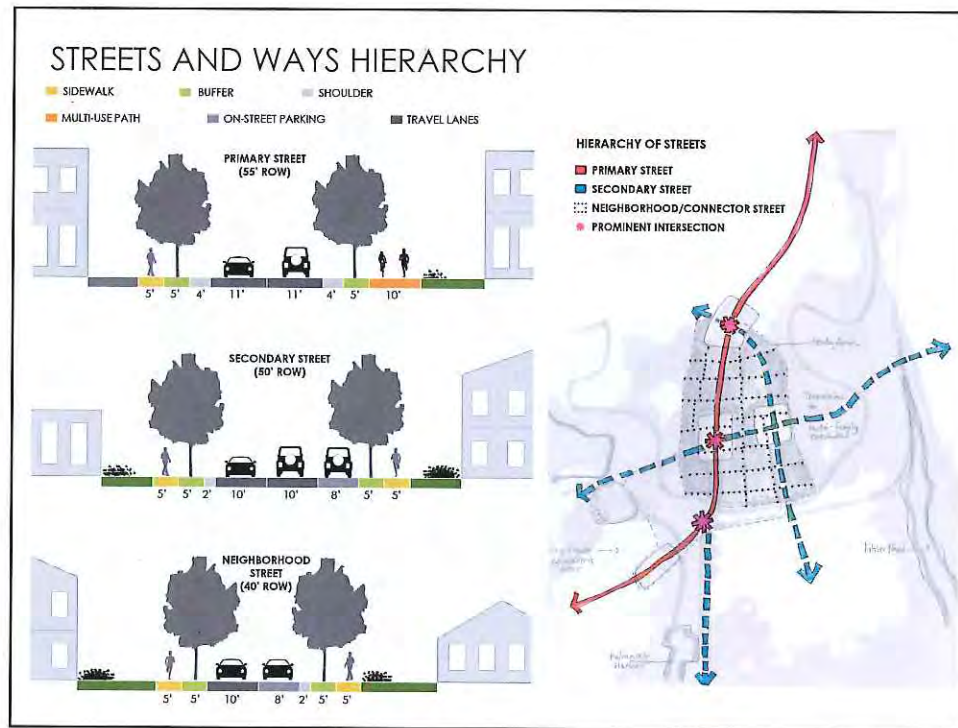
CHARACTER AREAS

- DAVIS STRAITS COMMERCIAL CLUSTER
- VILLAGE MIXED USE
- RESIDENTIAL MIXED USE
- NEIGHBORHOOD COMMERCIAL CLUSTER
- GREENWAY

HIERARCHY OF STREETS

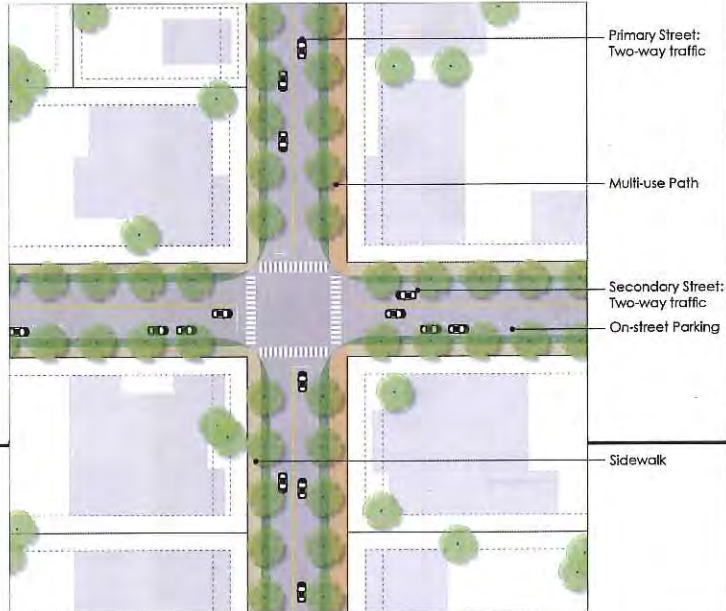
- PRIMARY STREET
- SECONDARY STREET
- NEIGHBORHOOD/CONNECTOR STREET
- PROMINENT INTERSECTION
- 500 YEAR FLOOD PLAIN





DAVIS STRAITS COMMERCIAL CLUSTER

Base Residential Density	--
Front Setbacks	10' to 20'
Side and Rear Setbacks	10'
Maximum Building Height	2 stories or 30'
Maximum Building Coverage	40%
Minimum Lot Size (sf)	20,000
Maximum Building Footprint (sf)	10,000
Building Enclosure of Frontage on Principal Street	70% minimum at setback
Building Transparency for Street Facing Facades	40% of ground floor transparent
Parking Setback	50'
Parking Placement	Rear



VILLAGE MIXED USE

Buildings

- 1-2 story
- Small footprint
- Narrow face to road; larger buildings behind

Use & Lot Configuration

- retail with residential and office above
- Parking to rear



VILLAGE MIXED USE

Base Residential Density	5 dwelling units per acre
Front Setbacks	5' to 15'
Side and Rear Setbacks	5'
Maximum Building Height	2 stories or 25'
Maximum Building Coverage	20%
Minimum Lot Size (sf)	5,000
Maximum Building Footprint (sf)	2,000
Building Enclosure of Frontage on Principal Street	--
Building Transparency for Street Facing Facades	--
Parking Setback	20'
Parking Placement	Side or rear



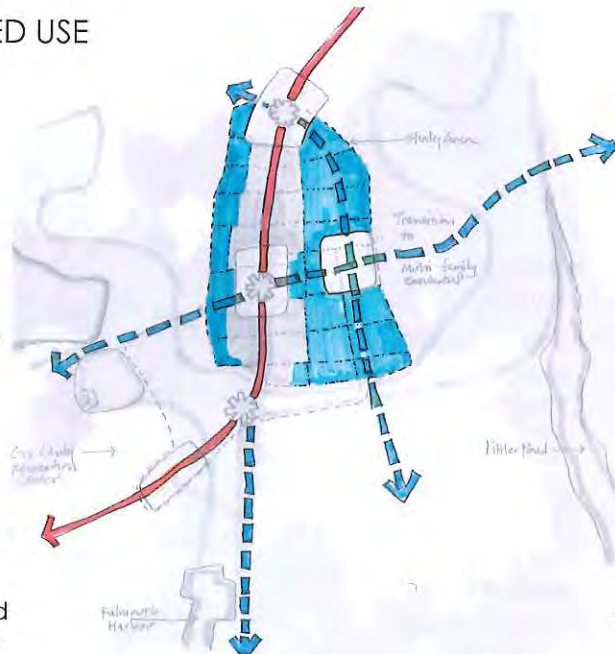
RESIDENTIAL MIXED USE

Buildings

- 2 story
- Close to street edge
- Small front yards

Use & Lot Configuration

- Residential with some retail & office
- Pocket parks
- Parking on street and behind the buildings



RESIDENTIAL MIXED USE

Base Residential Density	12 dwelling units per acre
Front Setbacks	15'
Side and Rear Setbacks	10'
Maximum Building Height	2.5 stories or 30'
Maximum Building Coverage	30%
Minimum Lot Size (sf)	10,000
Maximum Building Footprint (sf)	15,000
Building Enclosure of Frontage on Principal Street	—
Building Transparency for Street Facing Facades	—
Parking Setback	20'
Parking Placement	Rear and street



NEIGHBORHOOD COMMERCIAL CLUSTER

Buildings

- Smaller 2 story
- Close to street edge
- Pedestrian focused

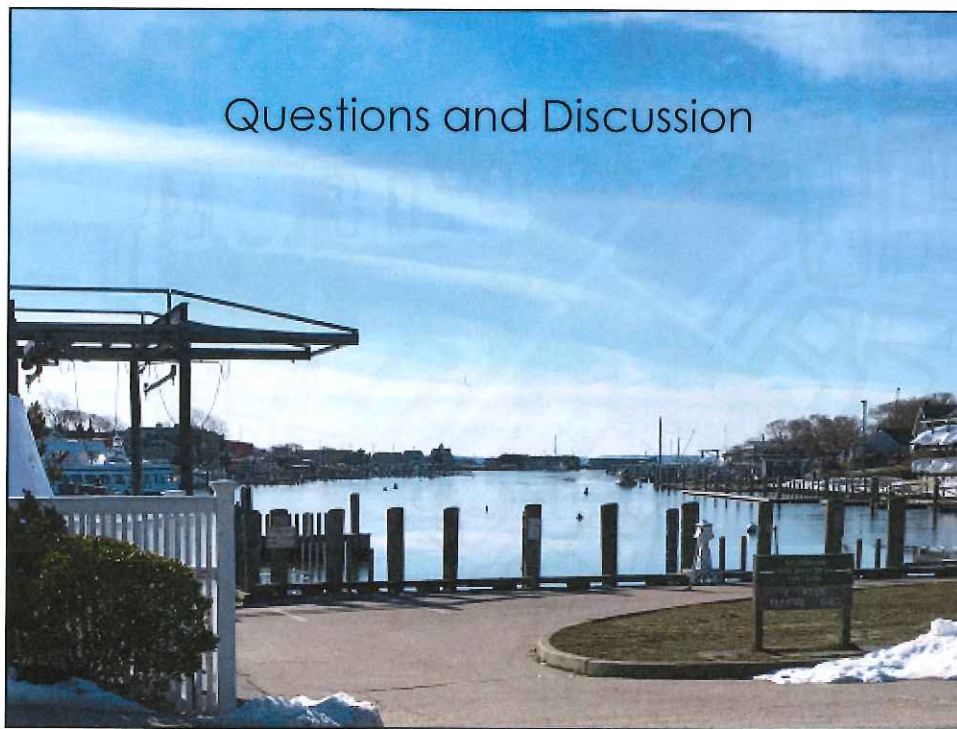
Use & Lot Configuration

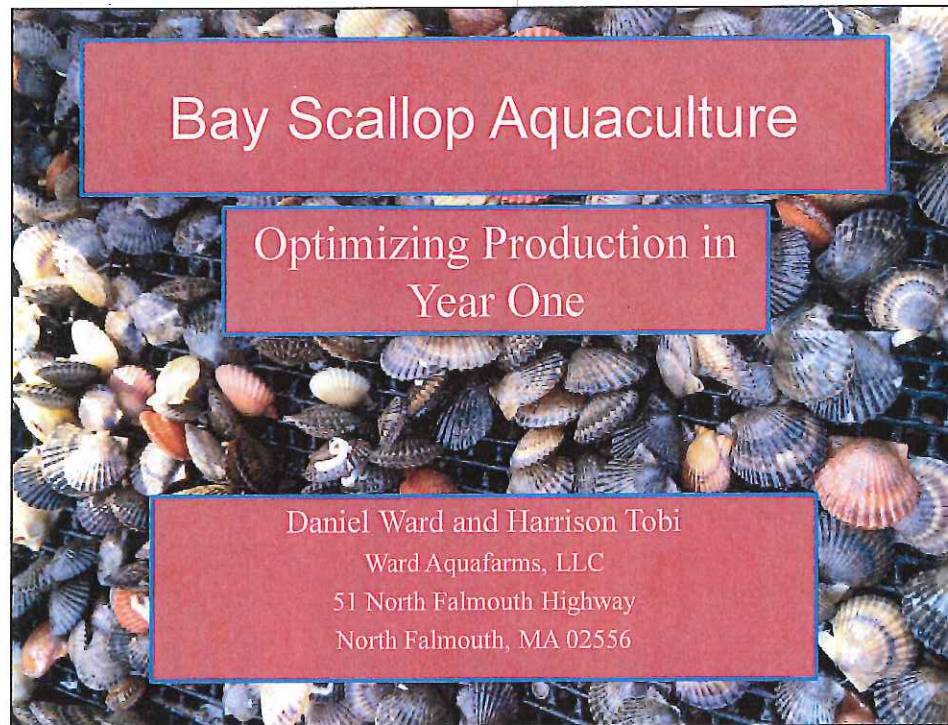
- Neighborhood Retail & Services
- Parking on street or behind the buildings











The Decline of the Wild Bay Scallop Fishery

- Commercial fishery
 - Rapid decline since 1980's
 - Why?
 - Overfishing
 - Loss of eelgrass beds
 - Coastal pollution



NOAA Habitat Conservation

Bay Scallop Aquaculture

- Incentives
 - High market value
 - Expand farmed species
 - Mitigate risk
 - Similar gear/Low startup cost
 - Job creation
- Complications
 - Physical demands
 - Limited knowledge on proper culturing methods

Bay Scallop Investigations: 2016

1. Maximize Nursery Growth and Survival



2. Maximize Growout Phase Growth and Survival



Floating Downweller Nursery System

- First used successfully by Ward Aquafarms in 2015
- Seed (0.75mm) to growout size (>20mm)
- Similar to Floating Upweller System (FLUPSY)
 - Floating dock
 - Six silos
 - Up to five trays per silo
 - Increased surface area
 - Flow (Reversed)

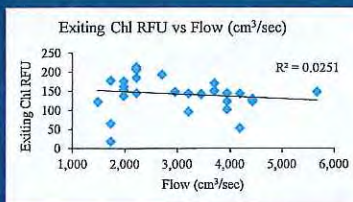
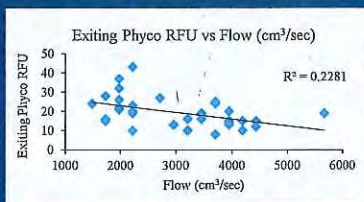


1. Maximize Nursery Growth and Survival

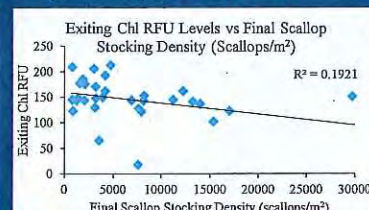
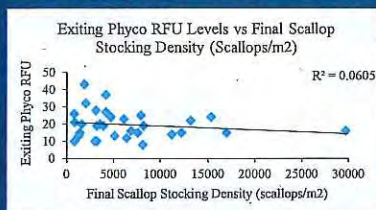
- Two Floating Downweller Systems
 - Twelve silos
 - Up to four stocked trays per silo
- 500,000 bay scallops
 - Four different densities (1X, 2X, 4X, and 8X)
 - 900-36,636 scallops/m²
 - Every 14 days, for 2 months
 - Measured flow rate and food availability
 - Sorted, measured, and restocked scallops
 - Measurements: Shell heights, counts per 100ml, total volume

Food Depletion

- Food measurements (Chlorophyll a and Phycocyanin RFUs)
 - Food depletion based on flow (cm^3/sec)

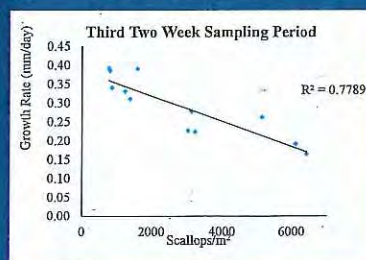
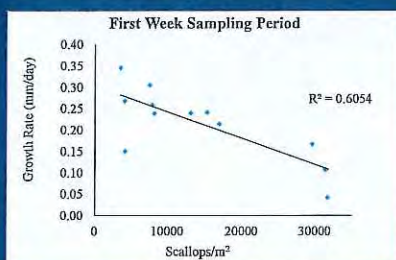
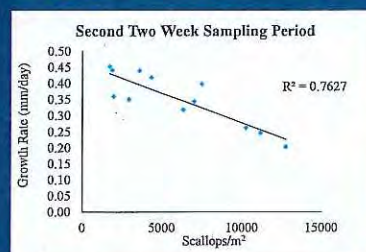


- Food depletion based on final stocking density (scallop/ m^2)



Bay scallop growth rates (mm/day) based on initial stocking density (scallop/ m^2)

- Dependent on stocking density
 - Stocking density: 900-36,636 scallop/ m^2
 - Growth rates: 0.05-0.70mm/day
- Increasing dependence as scallops increase in size
 - Avg stocking size: 9.8 – 18.6mm



Nursery Phase Conclusions

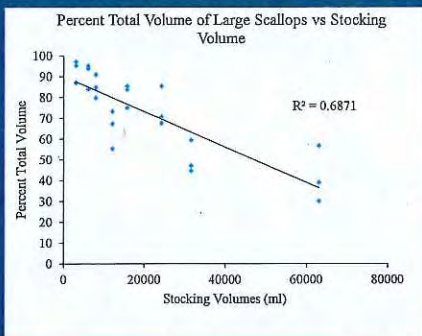
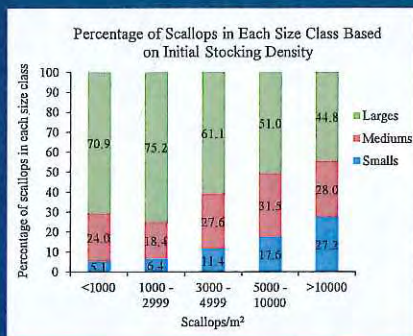
- Food availability
 - No significant effect by stocking density or flow
- Survival
 - No significant effect by stocking density
- Growth
 - Decreases as stocking density increases
 - Reducing stocking density results in larger scallops

2. Maximize Year One Growout Survival and Growth

- Three different locations/Three different environments
 - Megansett Harbor
 - Woods Hole
 - West Falmouth

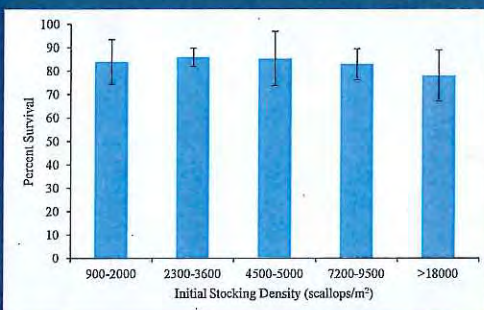


Size Class Yield based on Initial Stocking Densities and Volumes



Survival Based on Initial Stocking Density

Starting number of scallops/m²	Percent Survival
900 - 2000	83.9 ± 9.5
2300 - 3600	85.9 ± 3.9
4500 - 5000	85.3 ± 11.6
7200 - 9500	82.9 ± 6.6
>18000	77.9 ± 11.0



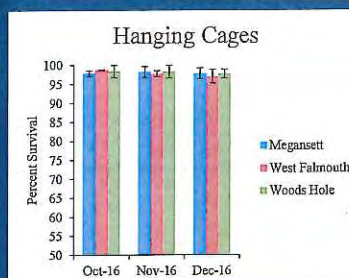
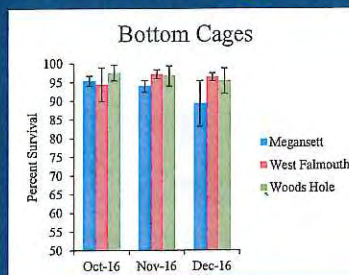
Deployment and Sampling for Each Location

- Scallops
 - From Floating Downweller System
 - Average starting size 23.9 ± 1.8 mm
 - Stocked at 20 scallops/ft²
- Gear
 - Five ½" bottom cages
 - Five ½" floating trays
 - Five Oyster Gros with 9 mm and 6 mm bags
- Sampling
 - Every 30 days
 - Shell heights, survival, total volume



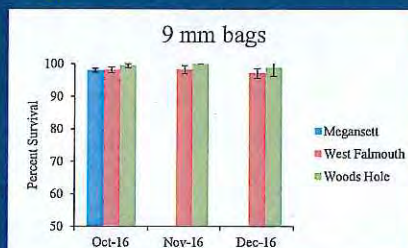
Survival: Hanging and Bottom Cages

- Bottom Cages
 - High Survival at all sites:
89.3 \pm 6.1% in Megansett to
96.4 \pm 1.1% in West Falmouth
- Hanging Cages
 - High Survival at all sites:
97.0 \pm 1.8% in West Falmouth to
98.3 \pm 1.6% in Woods Hole

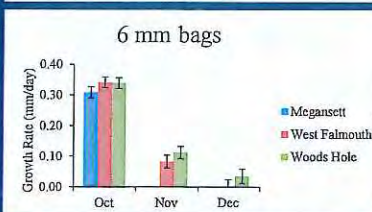
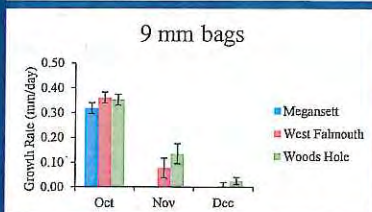
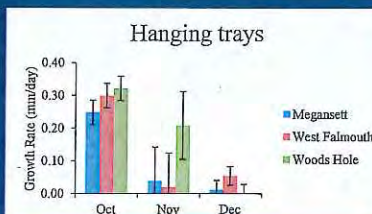
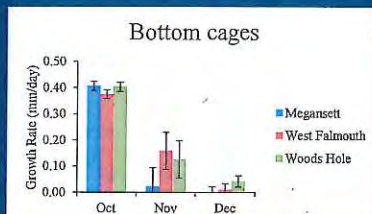


Survival: 9mm and 6mm Oyster Gro bags

- 9 mm and 6 mm bags
 - High Survival at all sites: $96.8 \pm 0.1\%$ in West Falmouth and $99.4 \pm 0.7\%$ in Woods Hole
 - No significant difference between 6mm or 9mm
 - Oyster Gros in Megansett washed up on shore



Growth Rates and Shell Heights



	Bottom cages	Hanging trays	9 mm bags	6 mm bags
Megansett	35.8±3.4	32.9±3.5	38.5±3.1	37.7±3.4
West Fal.	41.6±3.9	36.5±3.5	41.4±5.2	40.7±3.8
Woods Hole	43.2±3.8	41.4±5.2	41.4±5.2	40.7±3.8

	Salinity	Dissolved oxygen	Temperature		
			Oct	Nov	Dec
Megansett	32.0±0.4	7.7±1.0	18.6±0.2	12.6±0.7	8.5±0.3
West Falmouth	31.7±0.4	12.2±0.4	18.6±0.2	12.8±0.7	9.0±0.5
Woods Hole	30.0±0.1	10.6±0.1	18.9±0.2	13.5±0.2	9.1±0.2

First Year Growout Conclusions

- Survival
 - High among all sites and all treatments
 - Except for floating gear in Megansett
- Growth rates
 - Highest in bottom cages and lowest in 6 mm bags
 - Biofouling
 - Influence of water temperature
 - Growth decreased rapidly when temperatures dropped below 15°C



Bay Scallop Aquaculture: First Year in Review

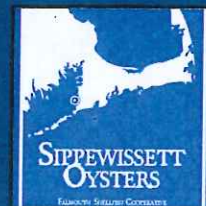
- Nursery Phase
 - Downweller systems allow for the successful rearing of scallops from nursery to growout
 - Increased stocking density decreases growth and number of large size class scallops
- Growout Phase
 - Surface gear is not successful in open ocean conditions
 - Growth halts once water temperatures drop below 15°C
- Next Steps
 - Investigate overwintering and year two techniques to grow scallops to market size
 - Parasite presence (year two limitations?)

Bay Scallop Aquaculture: Outreach and Leveraged Funds

- Town of Falmouth
- Town of Bourne
- Town of Oak Bluffs
- Town of Barnstable
- NOAA Saltonstall-Kennedy
Woods Hole, North Falmouth, Wellfleet, Truro
- The Nature Conservancy
Bourne, Falmouth

Acknowledgements

- USDA NE SARE (Sustainable Agriculture Research and Education)
 - Nursery investigations funding
- Cape Cod Economic Development Council (CCEDC)
 - Growout investigations funding
- Mary Murphy (Owner of Rolling Stone Fisheries)
 - Allowing gear deployment at her farm, and providing assistance and transportation



Questions

Cape Cod and Islands License Plate Fund
4-Apr-17

CCLPF Cash Balance as of June 30, 2016 **83,383.21**

Plus:	License Plate Revenue	249,817.55
Less:	License Plate Fund Expenditures	261,554.56
	Revenue Transfers to General Fund	-
	CCLPF Cash Balance as of April 4, 2017	71,646.20

fy17 projections

Notes

Plus:	Projected additional revenue	137,389.45	<i>based on projection of \$387,207</i>
Less:	Projected additional expenditures		
	Marketing Expense	10,715.53	<i>based on proposal \$32,344</i>
	CCC Grant	72,500.00	
	Support for Smarter Cape	2,500.00	
	Strategic Planning Retreat/Other Consulting	2,000.00	
	Support for Rest Area	26,397.32	<i>based on fy17 budget \$43,260</i>
	Arts Foundation of Cape Cod	-	
	Oyster Symposium	-	
	Grants Program	80,000.00	<i>Estimate for FY17 grants</i>
	Other anticipated expenses	-	
	Sub-total estimated expenses	194,112.85	
	Estimated CCLP Fund Balance June 30, 2017	14,922.80	

License Plate Fund Revenue	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
June pmt	46,035.16	44,411.32	48,672.71	46,607.54	41,365.60	48,295.55	40,535.06	38,408.08	38,130.28	47,547.52
July	33,795.98	49,580.64	24,132.19	49,393.62	34,692.71	40,746.10	31,066.10	37,448.31	34,348.43	39,569.06
August	37,126.78	41,415.48	44,957.98	41,933.49	34,084.60	39,238.59	39,896.54	35,048.92	34,205.72	26,819.61
September	33,833.46	44,467.38	34,636.18	39,216.08	44,143.82	39,164.86	32,232.94	37,564.18	38,497.26	37,639.08
October	39,142.80	31,968.08	33,988.70	24,167.44	24,606.96	25,821.86	32,926.57	28,567.65	27,846.96	28,087.74
November	7,508.06	6,876.00	6,698.27	7,443.98	5,733.84	6,463.46	6,451.60	5,959.68	6,657.05	6,348.71
December	12,240.88	16,024.42	13,250.10	14,844.44	17,605.49	6,015.92	11,622.63	13,248.35	12,392.82	14,291.81
January	37,677.34	36,321.98	32,821.02	33,546.04	32,852.90	40,454.78	34,817.75	31,635.38	32,224.69	28,837.94
February	41,037.04	34,559.37	36,158.84	27,003.37	32,272.66	28,431.06	31,490.19	24,062.48	30,399.38	20,676.08
March	42,284.84	36,828.28	52,241.15	45,557.44	45,277.99	42,128.64	42,932.45	37,896.09	44,304.73	
April	43,881.86	42,942.86	45,501.26	43,264.28	45,676.96	36,685.88	37,902.61	40,364.35	42,940.94	
May	55,451.66	41,009.32	47,157.13	42,348.92	44,059.81	43,107.06	48,104.85	38,442.92	36,268.74	
Totals	430,015.86	426,405.13	420,215.53	415,326.64	402,373.34	396,553.76	389,979.29	368,646.39	378,217.00	249,817.55
Change in Revenue from LP sales	-3.22%	-0.84%	-1.45%	-1.16%	-3.12%	-1.45%	-1.66%	-5.47%	2.60%	
average change					-1.96%	-1.87%	-1.84%	-2.30%	-1.75%	
Year End Fund Balance		637,139.35	497,394.10	292,766.90	183,141.29	165,009.87	187,876.33	132,620.64	83,383.21	
Change in Fund Balance			-21.93%	-41.14%	-37.44%	-9.90%	13.86%	-29.41%	-37.13%	



Cape Cod Economic Development Council

Monthly Meeting Agenda

Cape Cod Economic Development Council Meeting

Scheduled
Thursday, March 2, 2017, 5:00 pm

at the
Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Is Cancelled

If you are deaf or hard of hearing or are a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY at 711. Notice of at least 24 hours prior to the meeting is helpful.

Para serviços de retransmissão de telecomunicações, disque 711.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: February 2, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Discussion and potential vote to approve January 5, 2017 draft minutes
2. **Council Chair's Report**
 - Steve Johnston, OpenCape, reporting on the *Last Mile Buildout* of their high speed, fiber optic network
3. Resource Committee
 - Continued discussion on the future of the Rte. 6 East rest area, operation and maintenance, with stakeholders
4. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, February 2, 2017

Present:

Ron Beaty (alternate/Ms. Flynn), Ryan Castle, Ken Cirillo, John Kilroy, Ed McManus, Harold Mitchell, Susan Moran, Felicia Penn (remotely), Rick Presbrey, Sheryl Walsh, David Willard, Dan Wolf

Absent:

Mary Pat Flynn, Brian Mannal, Allen White,

Also Attending:

Cape Cod Chamber: Wendy Northcross, Chief Executive Officer

Open Cape: Steve Johnston, Executive Director

Provincetown: Steve Wisbauer, Shellfish Constable

CCC Staff: Leslie Richardson, Taree McIntyre

Ken Cirillo called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. Ms. McIntyre introduced Ed McManus, new representative from the Assembly of Delegates, and new member, Ryan Castle, CEO of the Cape and Islands Association of Realtors. Upon a motion by David Willard, second by Rick Presbrey, the minutes of the January 5, 2017 meeting were approved. Ryan Castle abstained from the vote.

Felicia Penn gave a brief summary on the history of license plate funds being used by the county for the maintenance of the Route 6 East rest area. Wendy Northcross stated that both of the rest areas leading on to Cape Cod, one located on Route 25 and the other near the Sagamore Bridge, are maintained by the state. Ms. Northcross is working to take the burden of maintaining the property away from the county and for Massachusetts Department of Transportation (MassDOT) to assume that responsibility as they do with the other two rest areas. If unsuccessful, Ms. Northcross believes that the local chambers will be able to cover the expense and hire a private company for maintenance at a much lower cost than what is currently being charged by the county's Facilities Department. Ms. Northcross stated that she expects to have a new plan in place by July 1, 2017, the start of Fiscal Year 2018. Ms. Northcross also stated that the property could not be leased to a private business because a revenue sourced business would be just-cause for the state to lose federal funding.

Steve Johnston, Executive Director of OpenCape, reported on the progress of the last-mile buildout of the fiber optic network on Cape Cod which was facilitated by a grant from the CCEDC (report attached). Currently, OpenCape is focused on establishing connection in Provincetown which has a high population density in an area less than 3 square miles, thus keeping the cost at a minimum compared to the less dense areas of the Cape. Mr. Johnston is hoping that the results of this connectivity will spur increased interest in other areas of the Cape.

Under unanticipated items, Steve Wisbauer, Provincetown Shellfish Constable, presented the Board with documentation on a current project to promote a community based shellfish nursery on Bennett Memorial Pier.

The meeting was adjourned at 6:30 pm.



December 1, 2016

Ms. Felicia Penn, Chair
Cape Cod Economic Development Council
3225 Main Street
PO Box 226
Barnstable, MA 02630

Dear Ms. Penn,

We would like to thank the Cape Cod Economic Development Council for funding in the amount of \$12,000 towards OpenCape's last mile FTTH Crowdfiber project.

Here is the Timeline of the project to date:

April 15, 2016	OpenCape receives year 1 funding check from CCEDC
July 12, 2016	OpenCape's Crowdfiber website launches
Week of July 28 th , 2016	Marketing materials were created specifically to promote participation in our Crowdfiber campaign and mailed to 600+ town officials and businesses during the week of July 28 th . We have been using Facebook and Twitter campaigns regularly to direct people to the site to join the campaign as well.
September 25, 2016	OpenCape slowed down promotion of CrowdFiber Site to coincide with changes in OpenCape structure.
September 30, 2016	OpenCape terminates relationship with CapeNet.
November 1, 2016	OpenCape assumes complete control of the Network including sales and maintenance.
December 1, 2016	OpenCape shares EPK (electronic Press Kit) with towns to suggest best avenues to promote CrowdFiber website within their community
March 1, 2017	Social Media Campaign slated to relaunch to promote CrowdFiber tool
April 1, 2017	Targeted Radio promotion of CrowdFiber tool to begin.

As of today we are excited to say we have over 1184 campaign backers each of whom we have captured an email address and are sending out regular email updates on the campaign and other OpenCape initiatives.

We have been able to gather great information from the Crowdfiber site, including a speed test which has shown us that the average backer's internet speed is only 44mbps. This is great information which shows the need for faster, more reliable internet service in our region. We can then engage town officials, legislators and investors to raise funds which can offset the costs to build out the last mile. Additionally, the breakdown of backers is interesting with 1032 of them being residents, 62 being commercial entities and 14 visitors who have joined the campaign.

Our Crowdfiber campaign has served as a collaborative effort between towns. One town's residents have shown significant interest in getting high speed internet through the Crowdfiber campaign. We are speaking to town officials there who are ready to make a plan to build out the last mile to every resident and business there.

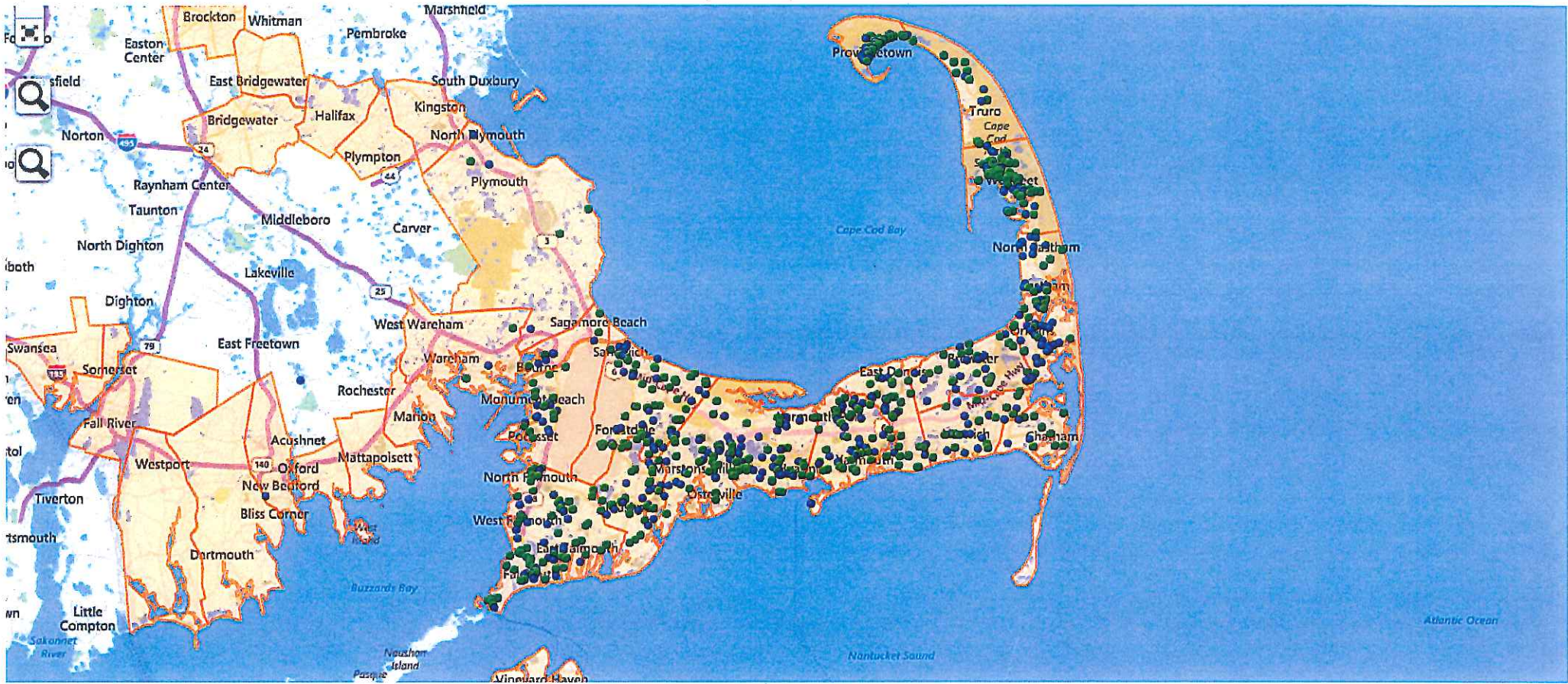
Once again, OpenCape would like to thank the Cape Cod Economic Development Council for helping to fund our Crowdfiber campaign. We feel that this is an important first step in bringing the last mile FTTH to Cape Cod, Southeastern Massachusetts and The Islands.

Sincerely,

A handwritten signature in blue ink, appearing to be 'SJ' with a stylized flourish.

Steven Johnston

Chief Executive & Executive Director



Initial Results and Usage of OpenCape CrowdFiber Tool
made possible in part by a grant from Cape Cod
Economic Development Council



[OPENCAPE.ORG](#) [MY DASHBOARD](#)

[ADMIN](#) [SIGN OUT](#)

Main	Services ²	Towns ²⁴	Updates ⁵	Backers ^{1,184}
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Great Internet Starts Here

We all want better Internet Service! This site is a critical first step in helping OpenCape decide which communities and neighborhoods make the most sense to connect first. We can't do this alone, we need your help!

By sharing your interest in getting fiber connectivity for your Business or Home, we can continue our work with town and regional leaders on your behalf to explore extending the Network and offering you service. The information you provide will allow us to develop a plan to bring superfast, 100% fiber, ultra-reliable connectivity to you! **Sign up today and be sure to share with your friends and neighbors via eMail, Facebook, Twitter and LinkedIn! Help us get the word out!**

Enter Your Address To Start

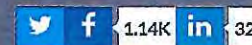
☐ Residential ☐ Commercial

Search for my Address

Visiting the area? [Click here.](#)

23 Towns In Pre-Registration!

1184 Backers Registered



Barnstable County

CCEDC

Economic Development Council

OpenCape CrowdFiber initiative made possible
by a grant from Cape Cod Economic
Development Council

[? Help](#)



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OpenCape Get Connected Campaign

Awesome!!

Your address is in one of our possible construction areas and qualifies you for Fiber Optic services. Be sure you share your email with us, take a speed test and answer a few questions. This will help us extend the network to reach you.

Most importantly.....share with your friends and neighbors via Facebook, Twitter or LinkedIn!

The more people that participate....the sooner you will have amazing Internet service.

▼ Your contact info

Enter Your Email Address

First Name *

Last Name *

Phone Number

[Previous](#)

[Next](#)

- ▶ [Your Current Speed](#)
- ▶ [Select your product](#)
- ▶ [Questions](#)
- ▶ [Submit](#)

Check your address

Is this the correct location of your address? If not, please scroll the map below to your zone and click on your actual location to reset the map marker. If the location where you place the marker is within the boundaries of one of our zones, you will then be given the option to register using the form on the left!



SUMMARY

Zone: Barnstable

Product:

Monthly Fee:

Installation Fee:

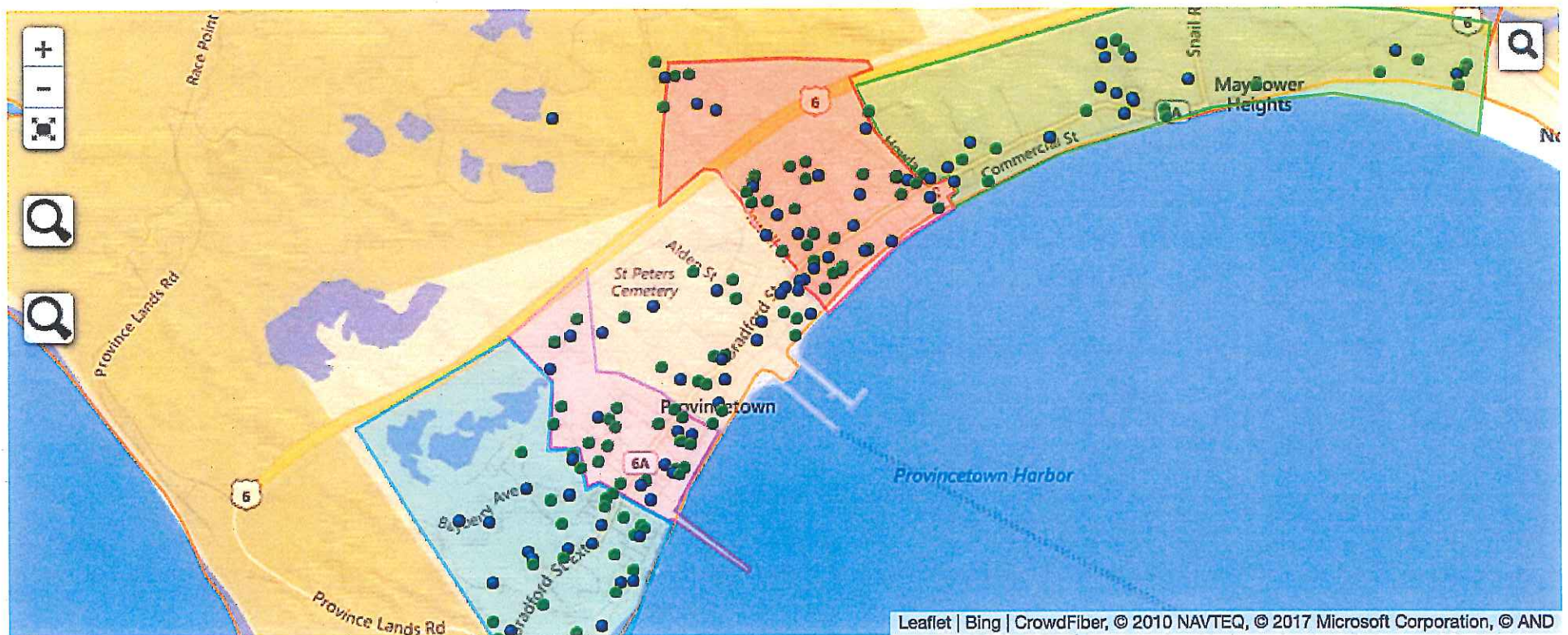
* Plus applicable fees and taxes

** Waived with two year agreement

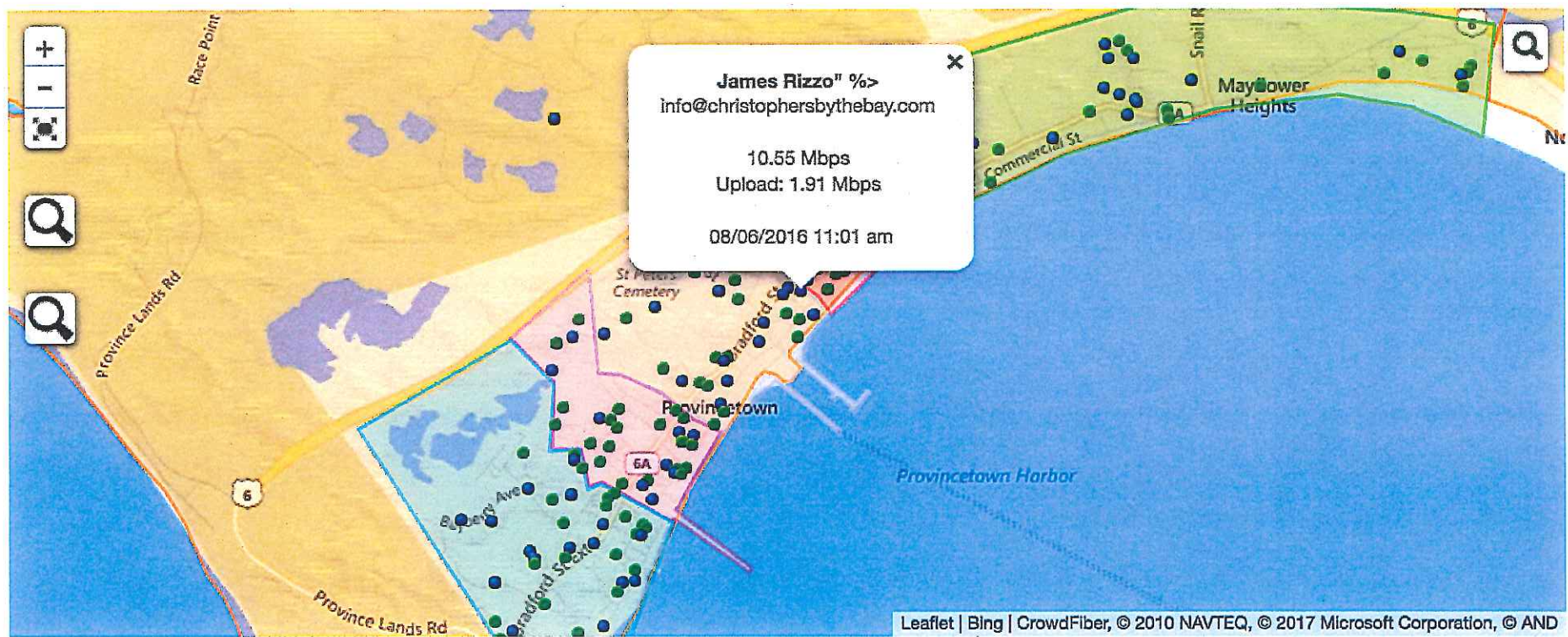
[? Help](#)



Notes represent people taking OC survey.
 Blue dots - w/ speed test
 Green dots - no speed test



Data represents people in town who did survey.
 Blue dots - w/ speed test
 Green dots - no speed test

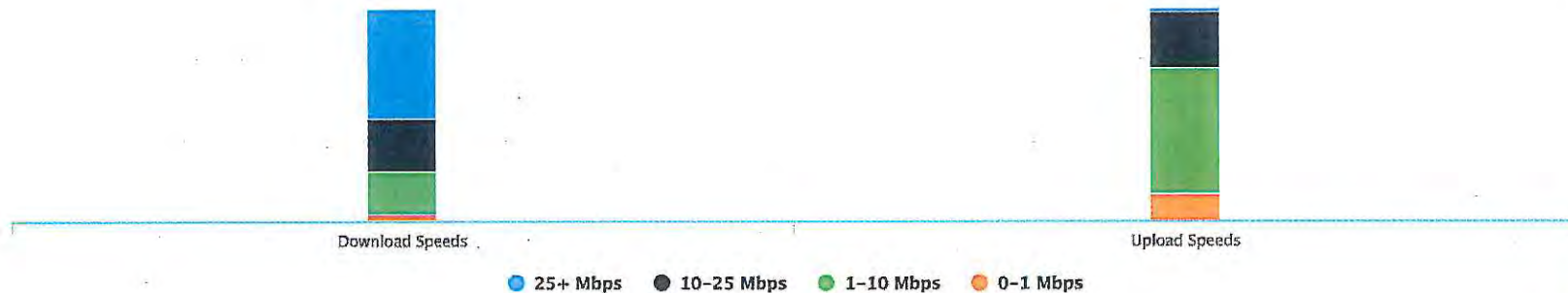


Speedtest Summary

Backers Performing Speedtests (non-remote, at service location)	685
Percent of Backers Performing Speedtest	57%
Average Download Speed	N/A
Average Upload Speed	N/A



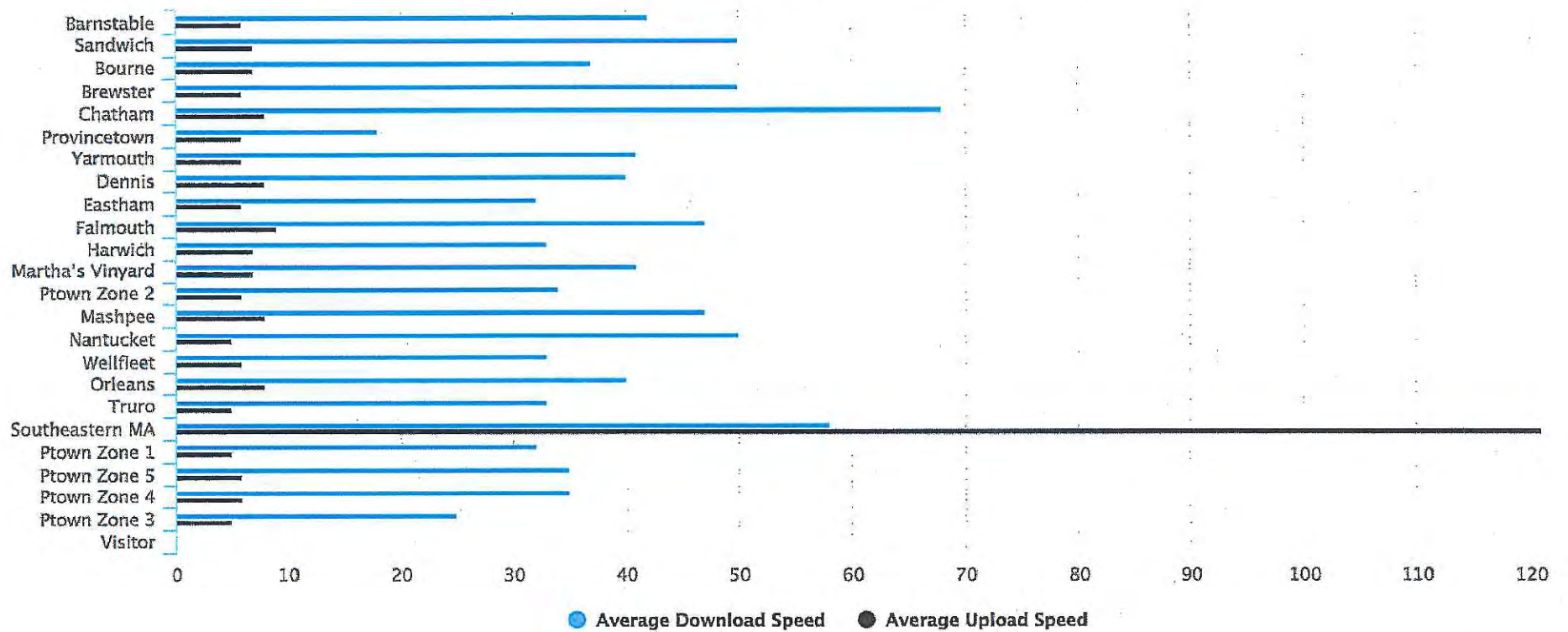
Overall Speedtest Results



 Help

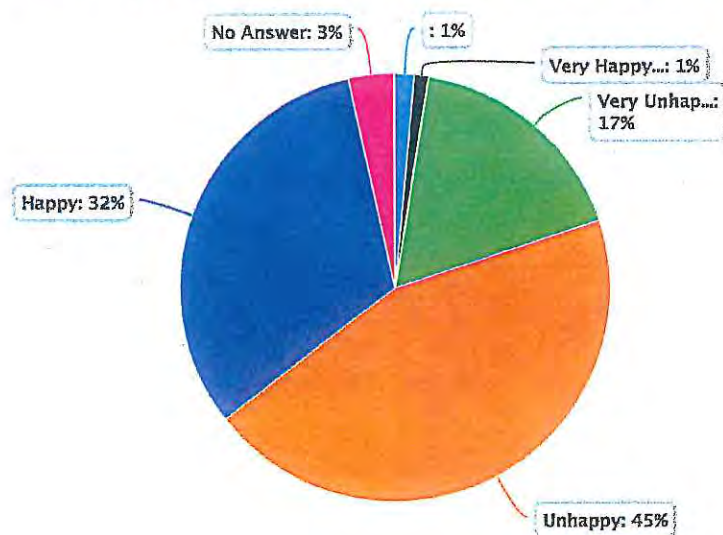
Average Download Speed of 44 Mbps Average Upload 7 Mbps
Average Town Speed Low 18 Mbps High 68

Average Download/Upload Speed by Zone

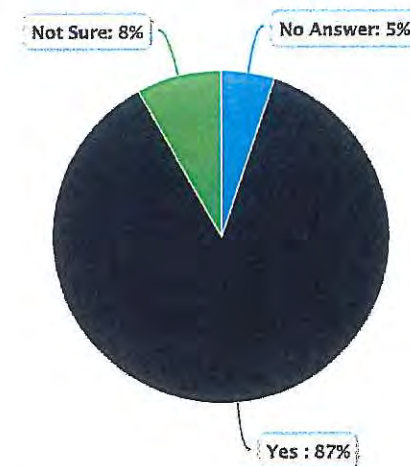


Backer Form

How happy are you with your current Internet Service? ≡



OpenCape offers world class Internet connectivity, but we will not offer television service. Would you still be interested in just Internet? ≡



62% of respondents are either Very Unhappy or Unhappy with their current service

87% only really care about getting great Internet Access

How are we using this Data?

- Sharing With Towns
- Sharing with Legislators and State Administration
- Sharing with Federal Govt.
- Share with outside Investors and 3rd Party Investors

Plan For 2017

- Promote CrowdFiber Tool Widely Digital, Radio
- Expand on 1 on 1 work with Towns
- Towns Promote Tool to Residents
- Utilize Data to increase attention and flow of \$\$ to Cape Islands





Town of Provincetown

260 Commercial Street
Provincetown, MA 02657
Direct Line (508) 246-5756
swisbauer@provincetown-ma.gov

Office of the Shellfish Constable

FUNDING REQUEST: Additional \$8,000 is needed for construction of a community based shellfish nursery on Bennett Memorial pier. \$12,000 has been contributed from Provincetown's Harbor access gift fund to be used for repairs to Bennett Memorial Pier

Space and facility for private aquaculture grant holders to grow seed shellfish to a larger size prior to the introduction of environmental stresses: The Town's growing numbers of shellfish farmers have expressed both need and desire to participate in a community based shellfish nursery program. Provincetown has assisted our fishing community in the past with infrastructure such as cranes for offloading, economical ice production and dedicated use of the courtesy float when the MacMillan Pier facility was under construction.

We recommend that, if funds are made available, the Bennett Memorial Pier would be the optimal location for a shellfish nursery. It is Town owned and Pier Corp. administrated. Due to its existing footprint it is free from many permitting hurdles. Plans and cost for a working first phase of this project follow below.

Staff inspection of Bennett Pier finds that it is in need of three (3) replacement pilings on its west side as well as electric hookup, gated access and other safety precautions. The estimated cost for materials and labor is approximately \$9,000-12,000. A phase one build-out of five (5) of the described nursery boxes would additionally cost approximately \$7,000-8,000. Interest has been shown to fully and immediately utilize this initial capacity. With oversight from the Shellfish Constable, growers would be responsible for stocking and maintaining the downwelling modules. All running costs, including electricity, would be the growers' responsibility.

As other towns have found, a shellfish nursery is both educational and a benefit to tourism. When traversing between Provincetown piers on a harbor walk, this particular location is lacking a Point of interest.

Capital Expenses

Pier Rehab

3 Pilings	4,500-6,000
Gate access and safety	500
Electric	1,000-2,500
Labor	3,000

Subtotal	9,000-12,000
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Five Module Nursery System

5 Thermal totes	3,600-4,000
5 Silos	800-1,000
Plumbing	600-750
Pumps	1,000-1,250
Chain hoist	300
Bags	300
Miscellaneous	400

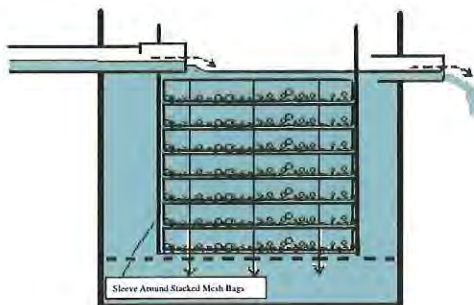
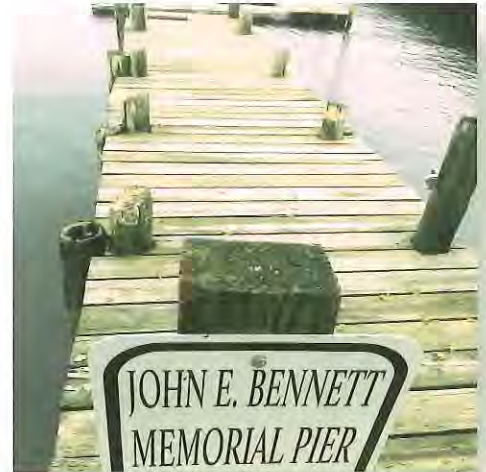
Subtotal	7,000-8,000
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Total	16,000-20,000
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Modular Design For Shellfish Nursery “Downweller at Bennett Pier”

The components of shellfish farming consist of three consecutive biological or cultural stages—production of small seed in a hatchery, rearing of larger seed for field planting in a nursery, and growout on a lease to a marketable size.

Nursery Boxes: These components serve as an intermediate stage and provide the small oyster seed produced in a hatchery with an adequate food supply and protection from predators until they are ready to be planted for growout. A weller system consists of open-ended cylinders placed in a water reservoir. Seawater is pumped through the seed masses, which are suspended on screens. The direction of the water flow defines whether the system is referred to as a downweller or upweller. The water flow provides food (naturally occurring phytoplankton) and oxygen to the seed. Many growers are attracted to the nursery option as seed costs are lower and, at times, smaller seed are more available. Depending on water temperatures, seed can triple in shell length in 6-12 weeks. We would intend to run the systems for 16 weeks (May 15 – Sept. 15) with a goal of doubling the shell length. These nursery boxes can accept a variety of sized seed but the most common goal of growers would be to reach one (1) inch final shell length to avoid predation in the field from Asian Shore Crabs. The base of each box would be filled with sand and used, by both growers and the Town for clam and other infaunal species. Phase one of this project would place five (5) of these boxes with a combined pumping system on Bennett Pier. Growers, with \$1,500 worth of seed, would initially stock each box and the value would double if the goal shell length were reached. Total electric cost to growers would be \$75-\$175 per box for the entire 16-week run time depending on pump configuration. Results of data from phase one would be used to evaluate capacity and benefits of further expansion. The program has the potential to include education and tourism components.





Phase 1
Minimal improvements
Half capacity



Phase 2
Tourism and Educational Elements
Full capacity
Roof and storage
Additional permitting



Locus



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: January 5, 2017
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Introduction of new member, Susan Moran
2. Board Minutes
 - Potential vote to approve December 1, 2016 and December 8, 2016 draft minutes
3. Review and discussion with the Barnstable County Commissioners regarding:
 - The History and Goals/Mission of the CCEDC – *Felicia Penn*
 - The CCEDC Grants Process – *Felicia Penn*
 - Overview of CCEDC Community Investments – *Felicia Penn*
 - The Cape Cod Commission Comprehensive Economic Development Strategy (CEDS) and the **Regional Economic Strategy Executive Team** (RESET) program (partnership between CCEDC and Cape Cod Commission to benefit municipalities) – *Leslie Richardson*
4. Nominating Committee
 - Discussion and potential vote of a new member – *David Willard*
5. Resource Committee
 - Update on C&I License Plate Revenue, income and expenditures
6. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, January 5, 2017

Present:

Ken Cirillo, Mary Pat Flynn, John Kilroy, Harold Mitchell, Susan Moran, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard, Dan Wolf

Absent:

Brian Mannal

Also Attending:

County Commissioner: Ron Beaty

County Administrator: Jack Yunits

CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. Ms. Penn introduced new member Susan Moran and new County Commissioner Ron Beaty, followed by introductions around the table. Ms. Moran gave a brief summary of her background as an attorney, and her municipal and county affiliations.

Upon a motion by Allen White, second by David Willard, the minutes of the December 1, 2016 meeting were approved. Upon a motion by Ken Cirillo, second by John Kilroy, the minutes of the December 8, 2016 meeting were approved. Ms. Moran abstained from both votes.

Ms. Penn reviewed the history of the CCEDC with a PowerPoint presentation (attached). The review first addressed the legislation creating the Cape & Island License Plate and CCEDC, the distribution and use of the funds, and the mission and duties of the CCEDC. Ms. Penn then gave a detailed description of the grant round process followed by information on some of the most impactful grants awarded across the Cape.

Leslie Richardson gave a PowerPoint presentation (attached) focusing on the partnership forged between the Cape Cod Commission (CCC) and the CCEDC to develop and implement the Cape Cod Comprehensive Economic Development Strategy (CEDS). Ms. Richardson reviewed the role of government in the economy, the goals and principles behind economic development, and how economic development differs from business development. Ms. Richardson stressed that the CCC's focus is on economic development while other agencies, such as the Chambers of Commerce, concentrate on helping businesses improve their performance through low interest loans and training programs.

Ms. Richardson then provided a general overview of the CEDS and a detailed report on the CEDS Regional Economic Strategy Executive Team (RESET) program. Through the RESET program, towns can receive multi-disciplinary technical assistance from the CCC to understand how best to advance economic development in their communities. This program grew out of the CCEDC's Regional Economic Development Pilot Program (REDPP) which granted license plate funds to towns for projects in specific areas of interest. RESET created a more efficient process for obtaining license plate funds from the CCEDC and receiving technical assistance from the CCC allowing for a proactive approach to meeting the needs of towns. Ms. Richardson outlined the goals and outcomes of each RESET project followed by a summary of future goals and their challenges.

Discussion after the presentations is summarized as follows:

- Did the CCC ever receive the federal designation they were seeking?
 - Yes. Ms. Richardson explained the Economic Development District (EDD) designation and associated funding.
- Is there a Growth Incentive Zone (GIZ) in Yarmouth along Rt. 28?
 - Yes. Ms. Richardson explained that it was specific to hotel properties and designed to encourage the redevelopment of these properties to housing and/or mixed use
- When did the Cape Cod Commission begin to receive License Plate funds via the CCEDC to implement the CEDS and how much has that funding totaled to date?
 - Yes. Ms. Penn and Ms. Richardson explained that funding began after the submission of the 2009 CEDS 5-year plan; the exact figure was not known but was estimated at approximately two million dollars spread over eight years.
- Is the funding given to the CCC for CEDS implementation included in the \$2.4 million awarded by the EDC through the grants program?
 - No. Ms. Penn stated that the CCC funding is in addition to the grant program funding.
- Are the License Plate funds received by the Cape Cod Chamber and Community Development Partnership (CDP) used to promote business development while the CCEDC funds are used for economic development?
 - Yes. Ms. Richardson explained that the CDP runs a small business loan program and provides technical assistance to small businesses and that the Chamber uses their funds primarily to support tourism which may include business development activities.
- Does the CCEDC/CCC via the CEDS still support development of light manufacturing?
 - Yes. Ms. Richardson explained that the CEDS calls for expedited permitting for high-wage jobs and, pursuant with this directive, the Commission increased the maximum building size that R&D or light manufacturing entities could build before triggering regional regulatory review. This provision applies to the industrial areas in Bourne, Falmouth, and Sandwich.

A brief discussion of the Rt. 6 rest area followed and it was agreed that the discussion would continue at a future CCEDC meeting when more stakeholders could be present.

David Willard, in his role as chair of the nominating committee, proposed that Ryan Castle fill the term vacated by Ross Balboni. Dan Wolf motioned that Ryan Castle be recommended to the County Commissioners to serve a term beginning January 1, 2017 through December 31, 2017, second by Sheryl Walsh, and approved by all.

Ms. Penn presented a report detailing the monthly revenues of the License Plate Funds through the second quarter of FY17. There was a brief discussion of when enough funds might accrue to begin a grant round with no action being taken.

The meeting was adjourned at 6:56 pm.



Cape Cod Economic Development Council

- ***Our History & Goals/Mission***
- ***Grants Process***
- ***Overview of Community Investments***



Cape Cod Economic Development Council HISTORY

- **In 1993**, the MA State Legislature amended Chapter 110 of the Acts of 1993 Section 139 amended MGL Chapter 90, Section 2 by ordering the Registrar **to make distinctive number plates ...having a design representing the Cape & Islands.**
- They established **a \$25 fee**, after the deductions of costs **shall be transferred to the county commissioners...in proportion to sales.**
- 50% shall go to each county to promote tourism and 50% shall go to an economic development group as determined by the county commissioners... ***“provided that in the case of Barnstable County, said economic development group shall be the Cape Cod Economic Development Council”.***



Cape Cod Economic Development Council HISTORY...continued

- **In 1996 the distribution formula was amended with 80% going to CCEDC and 20% to Lower Cape Community Development.**

↓After “THE DIVORCE”↓

- **In 1998:** Chapter 194, Section 140 **further amended the distribution formula to read as it exists today:** “...in the case of Barnstable county, 40% to the Barnstable county commissioners, 40% to the Cape Cod Economic Development, Inc* or its successor, 20% to the LCCDC provided that all amounts so transferred shall be used to promote tourism and economic development...”

****Part of The Cape Cod Chamber of Commerce***



Cape Cod Economic Development Council

"To improve the quality of life for all residents of Barnstable County by fostering public policies and financing, through grants, activities that lead to a healthy year-round economy compatible with the Cape Cod environment and culture."

Goals & Functions Refocused
in 1998



Cape Cod Economic Development Council

“...in carrying out its functions it will bear in mind that the future of all economic sectors of the Cape depend on the state of the Cape’s environment. The attractiveness of the Cape for economic development also depends on the vitality of the work force, an available high quality of life and an efficient physical infrastructure.” [Section 4.8 of Barnstable County Administrative Code, as amended]

Goals & Functions Refocused
in 1998



Cape Cod Economic Development Council

The county administration code in July of 2010, provides for goals and functions, administration, general powers and duties and miscellaneous powers of the CCEDC.

This can be found in full detail on our web site: capecodedc.org at bottom of the About Us page.



Cape Cod Economic Development Council

The CCEDC accomplishes our mission by providing financial support for innovative projects that strengthen the Cape's economy and collaborating with the non-profit, public and private sectors on a variety of economic and workforce development initiatives.

The Mission



Cape Cod Economic Development Council

Since 2003, the CCEDC has awarded...

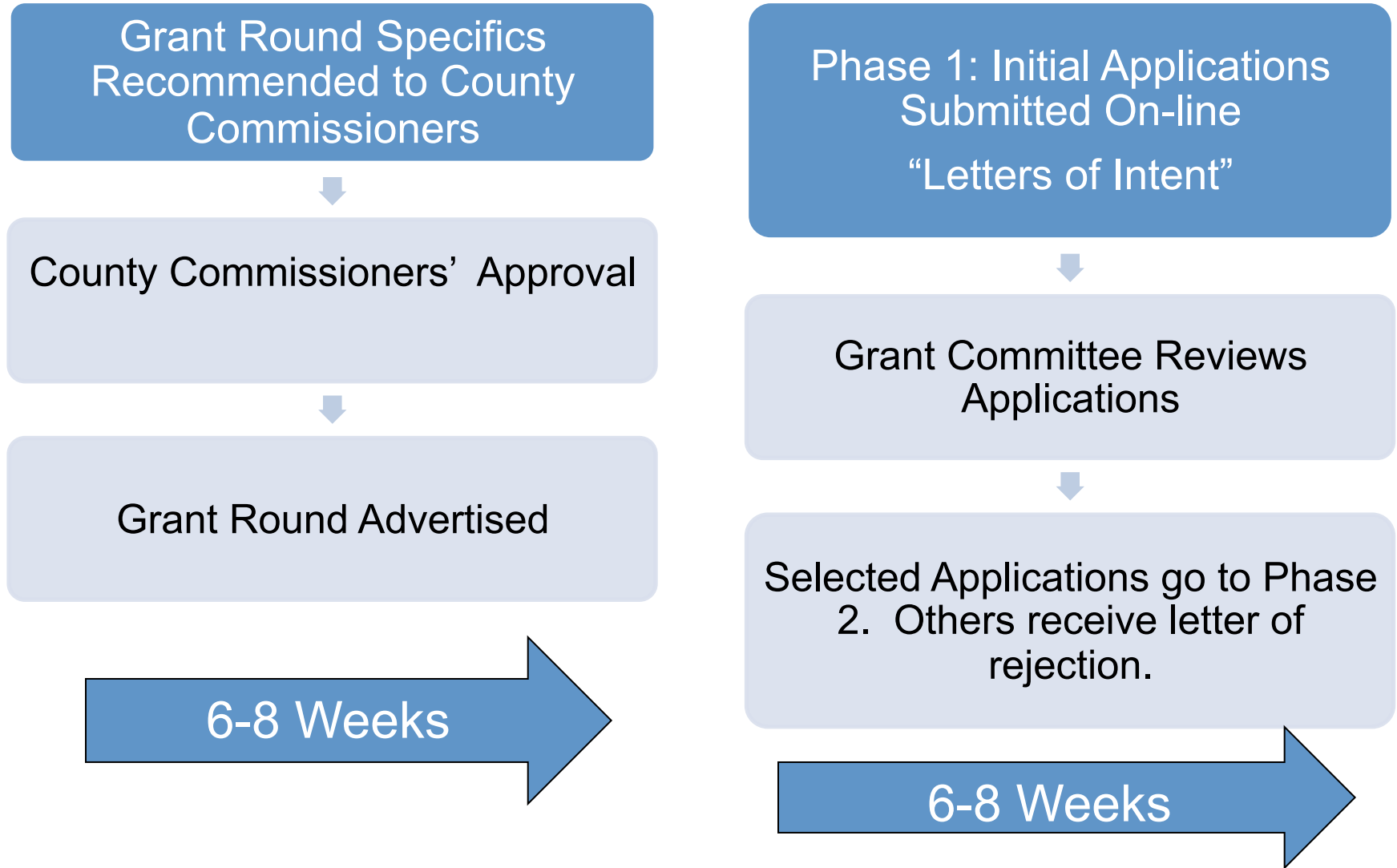
- *91 grants*
- *totaling \$2.4 million*



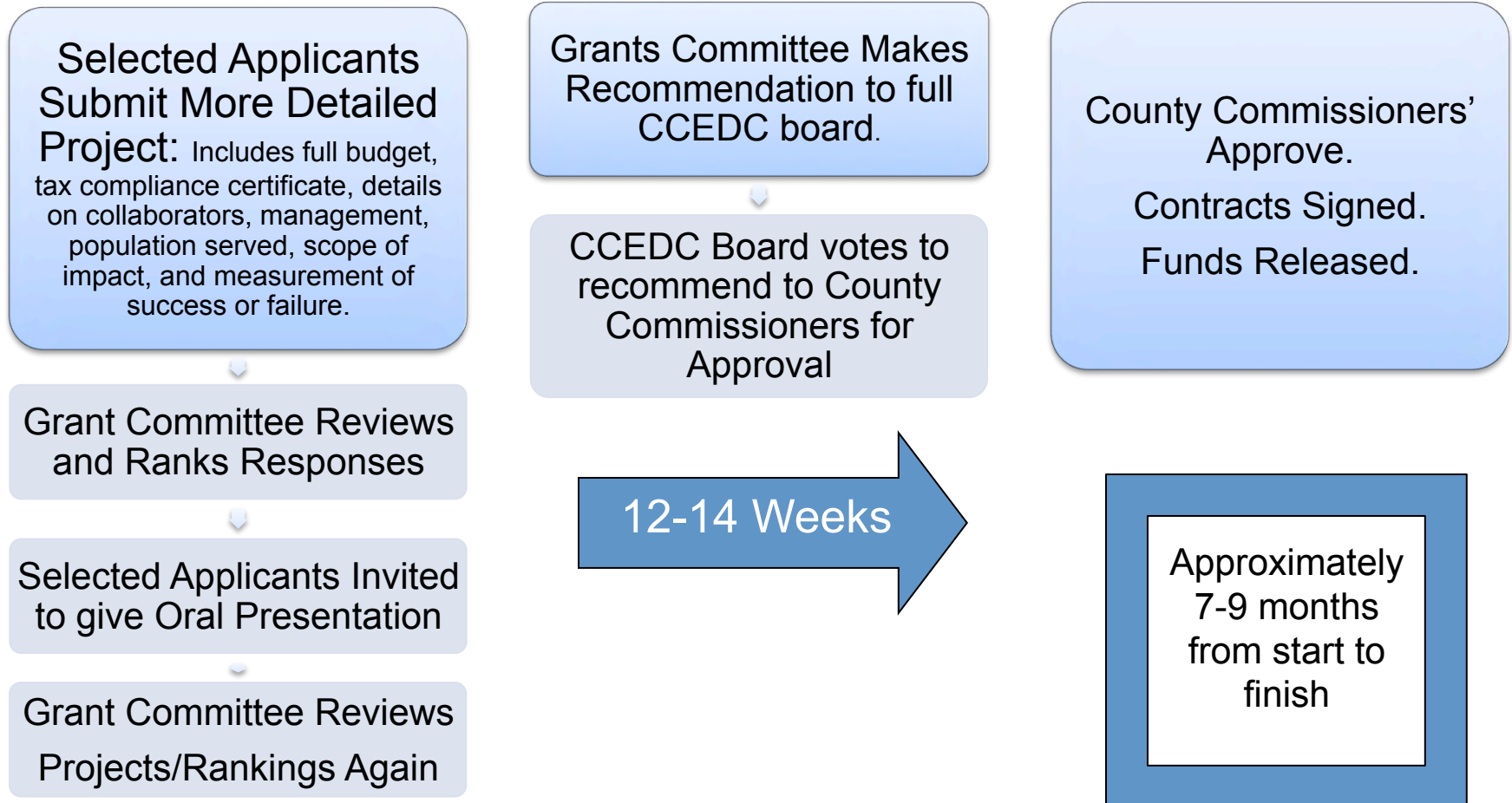
License Plate Grant
Program History

Grant Round Process:

Pre & Phase 1



Grant Round Phase 2 to End





Cape Cod Economic Development Council

After the Grants are Awarded:

- *The Applicant is Required to Provide a 6 Month and 1 Year Report, unless other terms have been dictated.*
- *Reports help the CCEDC to assure compliance with project's goals and that the funds have been administered as indicated on original application. Reports are reviewed by members of the CCEDC who did NOT participate in the Grants Process.*
- *Applicants must recognize the CCEDC/Barnstable County in all marketing efforts.*



License Plate Grant
Program History



Cape Cod Economic Development Council



The following slides highlight some of our community investments in key areas: aqua/agriculture, infrastructure, education, creative economy, planning, and community development since 2003. A complete archive appears on capecodedc.org

Investing in Infrastructure



Cape Cod Economic Development Council



2003: CAPE COD COMMUNITY COLLEGE
\$100,000 for purchasing equipment and technology for a renovated eight-bed nursing laboratory.

Investing in Education



Cape Cod Economic Development Council



2004: CAPE COD COMMUNITY COLLEGE

A Cape and Islands license plate grant for \$35,000 was matched with a National Science Foundation grant of \$350,000 to establish a renewable energy curriculum at the College and the region's two technical high schools.



Cape Cod Economic Development Council

*Association to Preserve Cape Cod
The Business Roundtable*



APCC

***2003-2005:** \$18,750 was used to develop strategies to address prime structural and technical impediments to improving zoning on Cape Cod. The strategies were presented in a report entitled: “Zoning Challenges: Reversing Impediments to Smart Growth Zoning on Cape Cod.” This was the first in a series of quality papers.*

The complete series of articles were published by APCC in a book entitled: “Cape Cod’s Bluebook: Growth Management for Cape Cod’s Quality of Life in the 21st Century.”

White Papers that Affect Policy



Cape Cod Economic Development Council



2004: CAPE COD REGIONAL TECHNICAL HIGH SCHOOL
\$24,804 to establish a new licensed practical nursing (LPN) program at Cape Cod Regional Technical High School in Harwich --the first LPN program for the mid-Cape area.



Cape Cod Economic Development Council



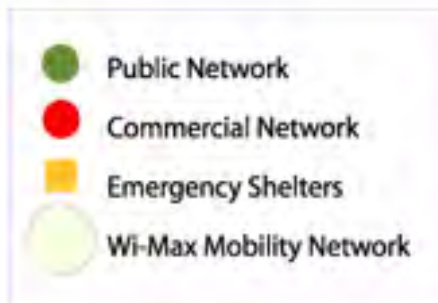
Arts Foundation of Cape Cod: 2005 & 2006

A two-year grant for \$75,000 to the Arts Foundation of Cape Cod was used to expand a successful business training program for visual artists started by the Lower Cape Cod Community Development Corporation.

Investing in the Creative Economy

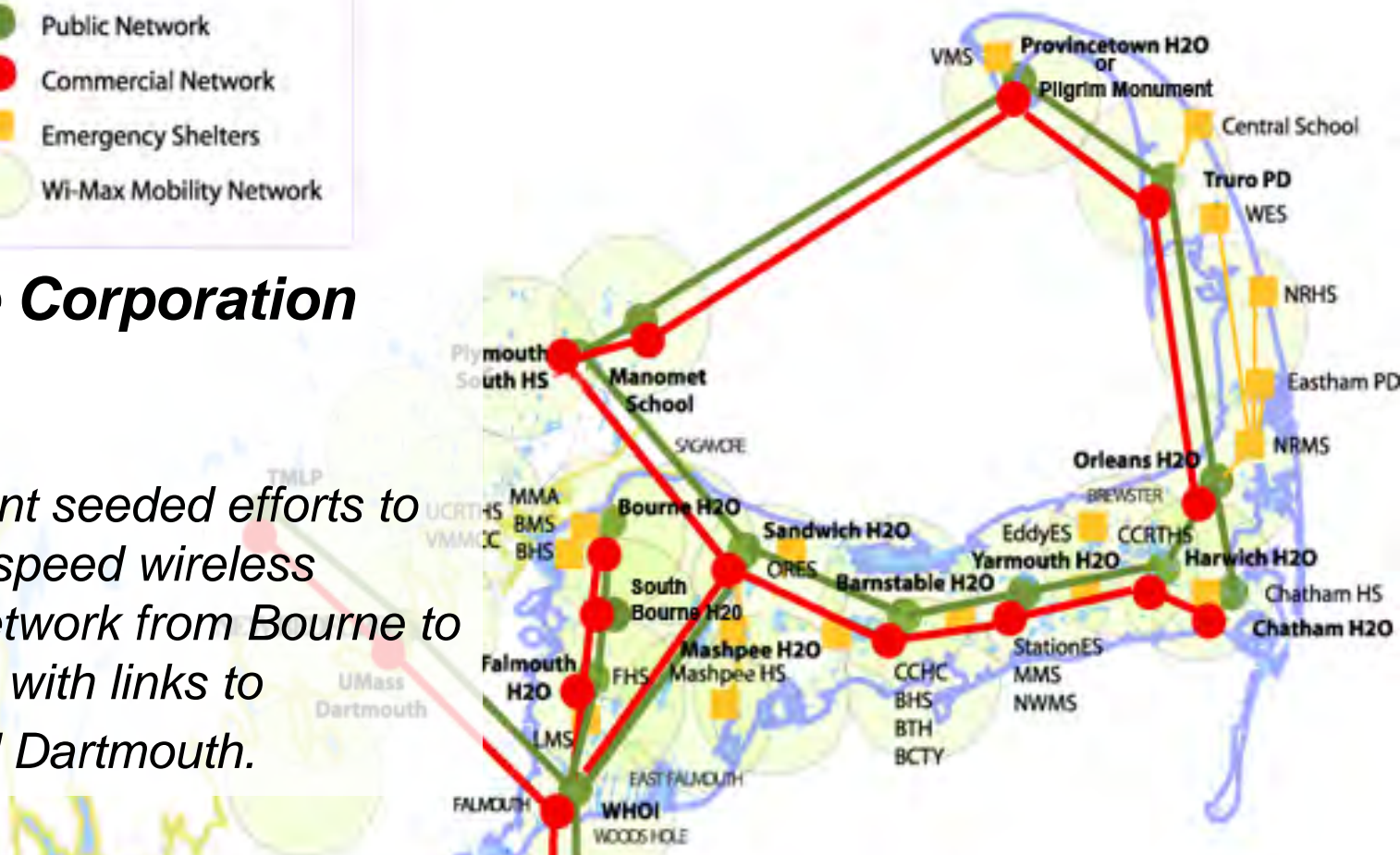


Cape Cod Economic Development Council



Open Cape Corporation 2006

A \$50,000 grant seeded efforts to install a high-speed wireless broadband network from Bourne to Provincetown with links to Plymouth and Dartmouth.



Investing in Infrastructure



Cape Cod Economic Development Council

2006: Cape and Islands Workforce Investment Board

A grant for \$25,000 to the Cape and Islands Workforce Investment Board helped finance a job training program for 55+ mature workers.



Investing in Re-Educating Workforce



Cape Cod Economic Development Council

Town of Provincetown: 2006 & 2007

A two-year partnership between the Town of Provincetown, the Provincetown Economic Development Council, and the Cape Cod Economic Development Council—funded by an \$85,000 grant—helped Provincetown take a closer look at its economy.



Investing in Community Development



Cape Cod Economic Development Council

2007: Housing Assistance Corporation

\$25,000 toward the support of a full-time coordinator to lead the implementation of the Cape Cod Workforce Housing Task Force's Call to Action: an outgrowth of a CCEDC-sponsored Workforce Housing Summit in April 2006.



Cape Cod Economic Development Council



2008 & 2010: CAPE COD COMMERCIAL HOOK FISHERMEN'S ASSOCIATION

A \$17,500 grant helped the CCCHFA implement and capitalize the Cape Cod Sustainable Fisheries Trust; and in 2010 created a direct to market community supported fishery program with a \$51,857 grant.

Investing in Local Industry



Cape Cod Economic Development Council

Town of Harwich 2006 & 2007

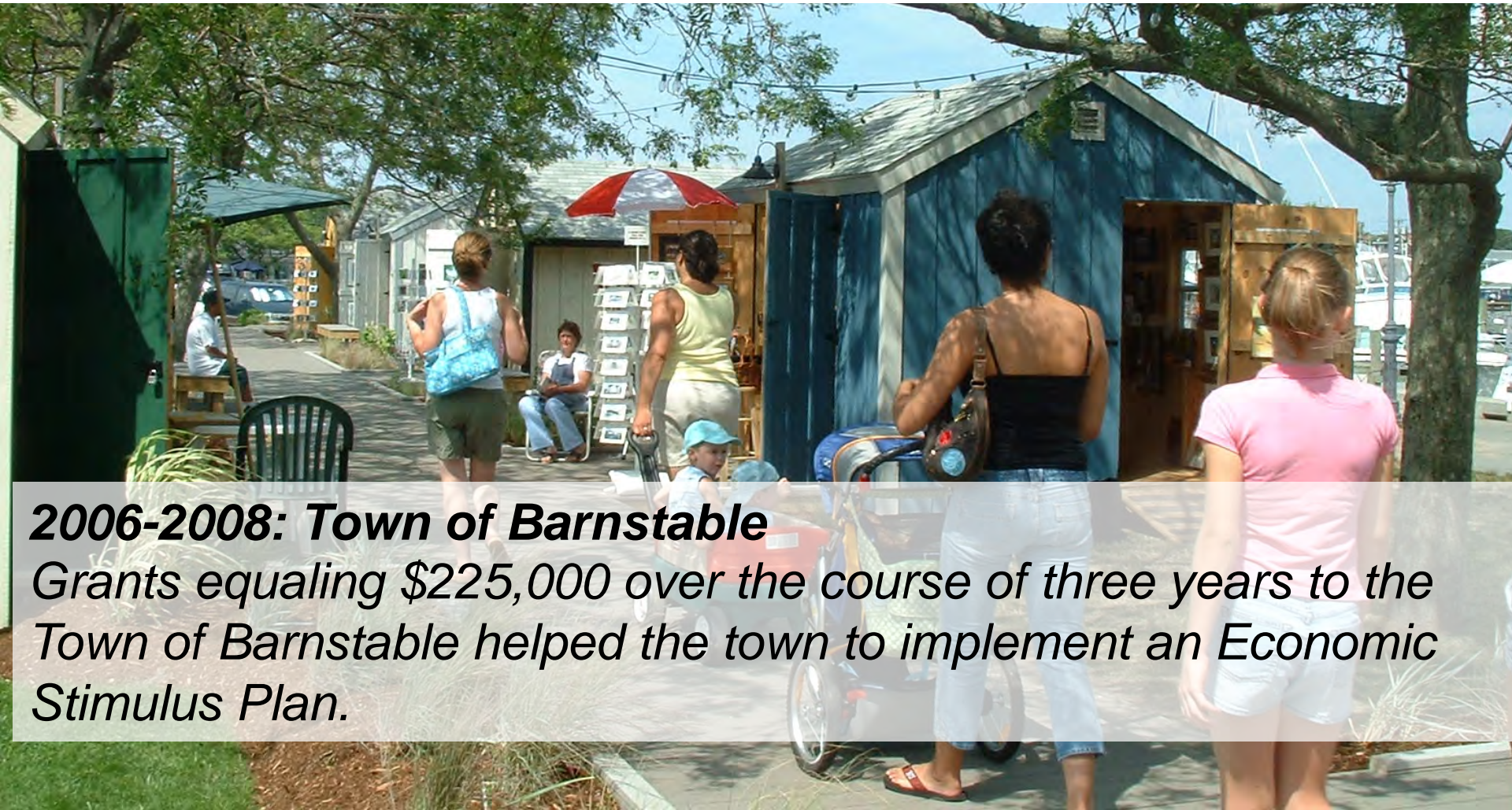
Grants equaling \$200,250 over the course of three years to the Town of Harwich helped support the East Harwich Village Center Initiative.



In eighteen years of granting funds, this is the only grant where the Grants Review Committee indicated funds were not spent according to contractual terms. Result: The Town of Harwich returned \$33,225.00.



Cape Cod Economic Development Council



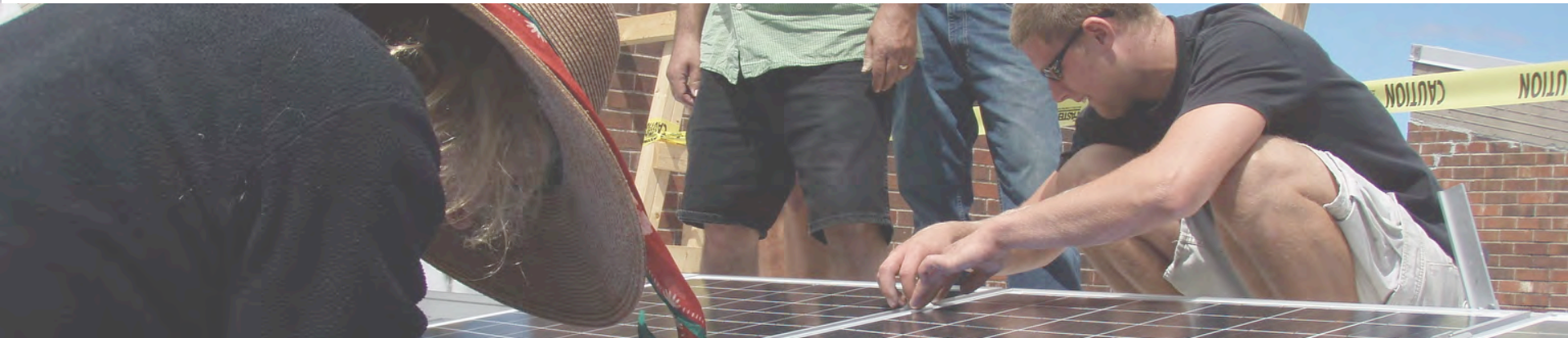
2006-2008: Town of Barnstable

Grants equaling \$225,000 over the course of three years to the Town of Barnstable helped the town to implement an Economic Stimulus Plan.

Investing in Community Development



Cape Cod Economic Development Council



2009: *The Cape Cod Economic Development Council received a \$400,000 Workforce Competitiveness Trust Fund (WCTF) grant from the Commonwealth of Massachusetts to cultivate a “green collar” workforce on Cape Cod. The funds were used to help the Cape’s building trades increase their knowledge about solar technologies and enhance their familiarity involving energy efficiency, conservation, and energy auditing. An additional \$100,000 cash match by the CCEDC brought the total value of the three-year clean energy workforce training program to half a million dollars. Workshops were held and positions were subsidized with grant dollars.*

Greening Cape Cod's Workforce

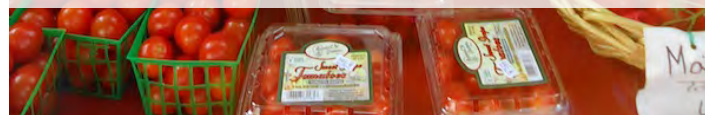


Cape Cod Economic Development Council



2009: Cape Cod Co-Operative Extension

\$36,500 to establish and market the initial roll out of Buy Fresh Buy Local Cape Cod, which has proliferated local farmer's markets and promoted locally produced and grown products.



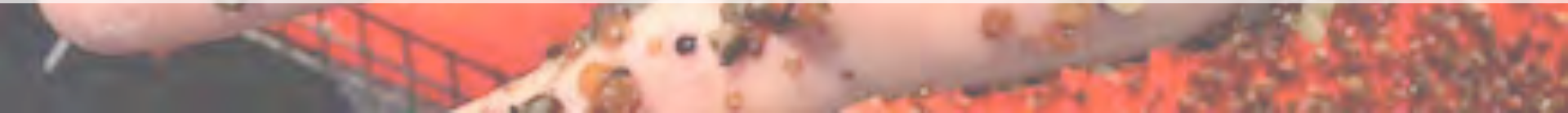
Investing in Local Agriculture



Cape Cod Economic Development Council



***2016:** the CCEDC contracted with Ward Aquafarms to develop the gear, test and grow bay scallops. Dan Ward, (a scientist at MBL) designed and developed down-wellers to grow Bay Scallops. He will share all knowledge and tips with local aqua farmers in active pursuit of establishing a multi-million dollar bay scallop industry on Cape Cod. \$15,000 was invested in this project. **We have invested over \$150,000 in oyster cultivation, but bay scallops represent the growth of a new industry.** Both have positive impacts on water quality in our estuaries.*



Investing in Local Aquaculture



Cape Cod Economic Development Council



2010-2016: The Regional Economic Strategy Executive Team (**RESET**) is part of the implementation strategy for the Cape Cod Comprehensive Economic Development Strategy (CEDS). RESET is a partnership between the Cape Cod Commission and the Cape Cod Economic Development Council. RESET was established to provide targeted, town-specific technical assistance. **Since 2010, The CCEDC has invested over \$750,000 in our towns.**





Cape Cod Economic Development Council

RESET Project Towns 2010-2015





Cape Cod Economic Development Council In Conclusion:

- ***According to the “General Powers” as per the Admin Code: We act to improve the quality of life and to support and stimulate the economy by:***
 - ***Choosing the grant areas and recommending approval***
 - ***Supplementing EDC funds... by applying for and receiving state, federal and private grants.***
 - ***Recommending policies to the Commissioners***
 - ***Increasing employment opportunities for Cape Codders***
 - ***Acting to secure improvements in infrastructure***
 - ***Helping working families through encouraging provision of affordable housing...***
 - ***Enhancing attractiveness of Cape as place to work via protection of environment and support of cultural attractions***
 - ***Making recommendations on Regional Policy Plan***
 - ***Supporting the Cape Cod Commission’s economic analysis and planning.***



Cape Cod Economic Development Council



FROM PLANNING TO PROSPERITY

Cape Cod Comprehensive Economic Development Strategy (CEDS)

Presentation Outline

- Economic Development
- The CEDS (Cape Cod Comprehensive Economic Development Strategy)
- The RESET Program
- Going Forward

ECONOMIC DEVELOPMENT

Definition & Players

The Economy: A Public-Private Partnership

- The Government, as a representative of the people, is responsible for managing public assets, ensuring public health, safety, and security, and balancing the rights of the public where they intersect with those of the individual.
- In terms of the economy, the government enables the private market to function by providing the common infrastructure and basic rules of the game that are necessary for the creation and exchange of goods and services.

What is Economic Development?

Economic Development is about creating an environment in which individuals and business may prosper over the long-term without depleting resources and undermining a region's competitive advantage in the marketplace.

Principles of Economic Development

Protect and build on your competitive advantage.

- For the Cape, this is the region's unique natural environment, historic village character, working agricultural land, harbors, and cultural heritage.

Use your resources efficiently.

- Resources include natural assets, capital facilities, infrastructure, and human capital. Population and land use patterns affect efficiency.

Foster balance and diversity.

- Economic strength and sustainability benefit from a mixture of industries, businesses, workers, ownership types, and employment options.

Expand opportunity and regional wealth.

- Methods include increasing exports, substituting imports locally, attracting capital, and fostering local ownership.

Economic versus Business Development

Economic Development		Business Development	
Economic Growth	Economic Diversity	Business Attraction	Business Retention
Infrastructure Development <ul style="list-style-type: none"> • Access • Capacity • Efficiency • Maintenance • Reliability • Cost Regulation <ul style="list-style-type: none"> • Clarity • Fairness Planning <ul style="list-style-type: none"> • Phasing development with availability of infrastructure • Permitting development in a pattern that uses infrastructure efficiently 	Education & Workforce Development Programs <ul style="list-style-type: none"> • Access • Quality • Cost Industry Cluster Initiatives <ul style="list-style-type: none"> • Identification & Classification • Needs Assessments Regulation <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 	Cost of Doing Business (Including cost of property, labor, taxes, energy, insurance, etc.) <ul style="list-style-type: none"> • Tax incentives • Workforce training funds • Below market rents/incubators • Co-op insurance options • Housing subsidies Capital Access <ul style="list-style-type: none"> • Low interest loans • Government contracts • Venture Capital Recruitment Marketing <ul style="list-style-type: none"> • Attract specific types of businesses • Attract specific types of workers 	Business Training <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 Capital Access <ul style="list-style-type: none"> • Working capital • Gap financing • Low interest loans Targeted Marketing <ul style="list-style-type: none"> • General Tourism Marketing • Specific tourism investments: heritage tourism, ecotourism Access to Markets <ul style="list-style-type: none"> • Trade missions • Distribution networks

Role of CCC in Economic Development

The Cape Cod Commission Act created the Commission in part to “ensure balanced economic development” with the purpose of furthering “balanced economic growth” without sacrificing its natural resources, beauty, and heritage of Cape Cod.

The Act specifies that the Commission shall “promote the expansion of employment opportunities; and implement a balanced and sustainable economic development strategy for Cape Cod capable of absorbing the effects of seasonal fluctuations in economic activity.”

THE CEDS

A Regional Comprehensive Economic Development Strategy

What is the CEDS?

Planning Process

- US Economic Development Administration defines the basic structure and content of the CEDS
- Leadership
 - Regional Planning Agency – Cape Cod Commission
 - Strategy Committee – Economic Development Council
- Public Process
 - Data Assessment
 - SWOT Analysis

Planning Document

- 5-Year Plan
 - Planning Process
 - Vision, Goals, & Objectives
 - Regional Context & Assessment
 - Action Plan
 - Implementation & Evaluation Plan
- Annual Evaluations
 - Regional progress
 - Planning process
 - Action plan implementation
 - Priority projects

What is included in the CEDS Document?

Foundation

- Vision
 - Balanced Sustainable Economy
- Goals
 - Low Impact & Compatible Development
 - Balance & Diversity
 - Regional & Individual Prosperity
- Objectives
- Evaluation Measures

Action Plan

- ED Research & Data Analysis
- Regional ED Planning
- RESET: Targeted Local ED Planning
- Regional Priority Project
- Local Priority Projects

How is the CEDS implemented?

Overall Management

- Strategy Committee – EDC
 - Oversight & Priorities
 - Communication of progress
- Regional Planning Agency – CCC
 - Design and coordinate stakeholder planning activities
 - Design and coordinate stakeholder evaluation of progress
 - Manage grants – reporting etc.

Individual Projects

- Lead Agency
 - The Cape Cod Commission or/with other county agencies
 - Regional partner organization focused on economic development related activities (such as the Cape Cod Chamber, Technology Council, Community College, or Workforce Investment Board).
 - Towns
- Project Teams

Why do the CEDS?

Leveraging Community Assets

- Consensus
 - Agreement on what economic development means on Cape Cod and how to advance it
- Collaboration
 - Understanding and trust between many entities impacting economic development
 - Consistency between goals and actions

Leveraging Funding

- Economic Development Administration (EDA) funding
 - Planning
 - Infrastructure
- Other Federal & State funding

RESET → RESULTS

Detailed look at one element of the CEDS Action Plan

RESET

The Program

- RESET is an element of the CEDS Action Plan designed to facilitate local economic development
- RESET is a partnership between the Cape Cod Commission and the Cape Cod Economic Development Council
- The RESET process uses multidisciplinary teams to achieve creative and robust solutions that align local and regional actions with the long-term goals and vision for Cape Cod

The Projects

- | | |
|--------------|------------|
| • Yarmouth | • Chatham |
| • Harwich | • Mashpee |
| • Bourne | • Orleans |
| • Sandwich | • Falmouth |
| • Barnstable | |

Yarmouth RESET

1. Zoning changes
2. Redevelopment Plan for old drive-in site
3. Roadway improvements



Route 28 at Winslow Gray Road today (above) and an illustration of the effect of changes in zoning dimensional standards and other streetscape improvements (below).



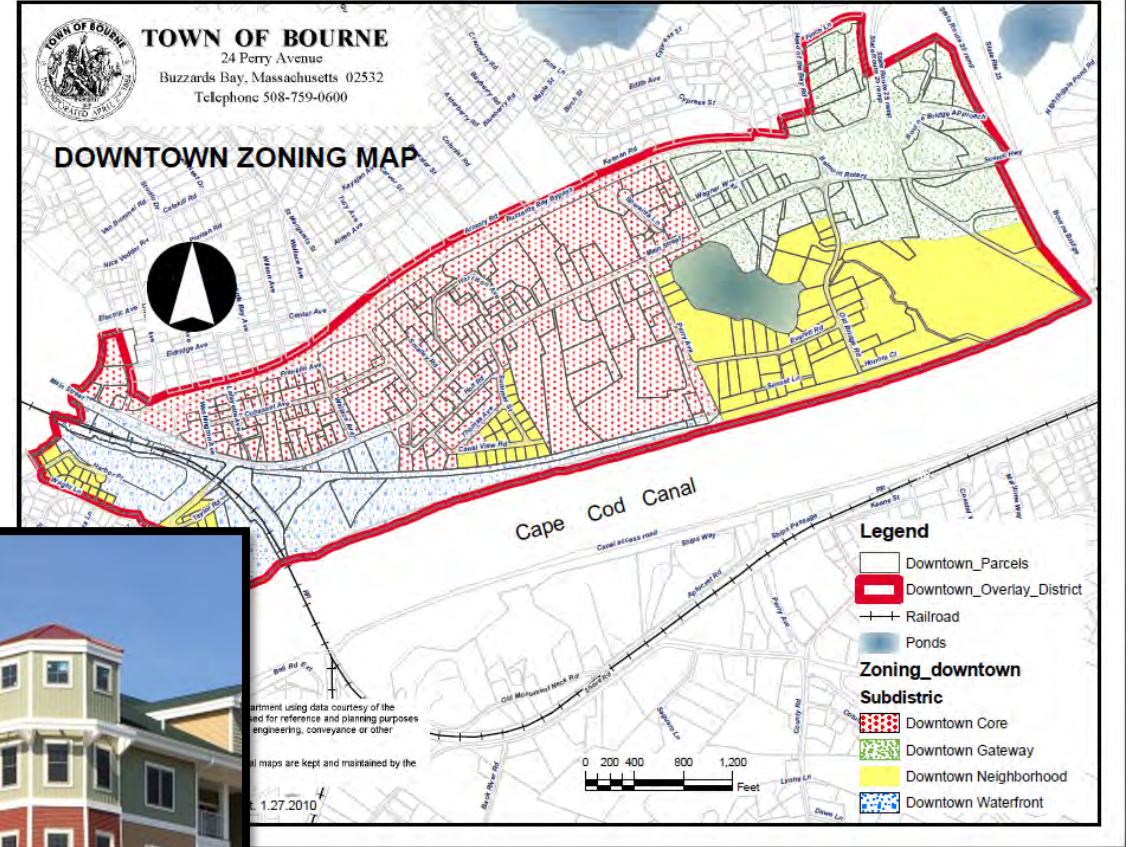
Harwich RESET

1. Site Assessments of Saquatucket and Wychmere Harbors
2. Redevelopment Site Plan and related recommendations
3. Acquisition of property and redevelopment & upgrades underway



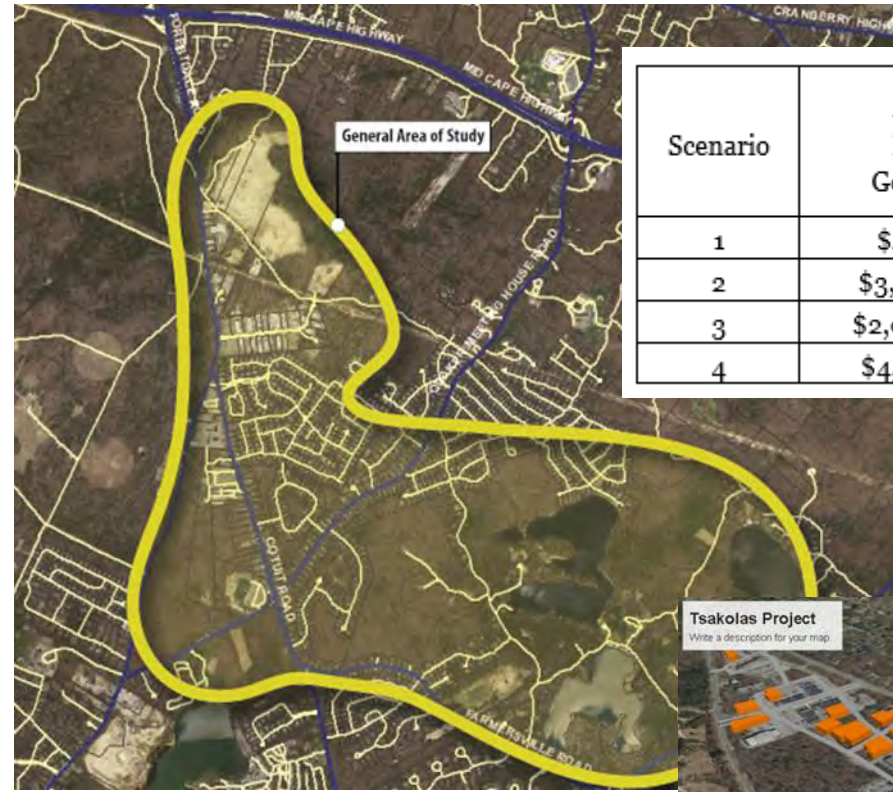
Bourne RESET

1. Buzzards Bay GIZ
2. DRI threshold change to encourage high-skill, high-wage jobs
3. Wastewater infrastructure plan
4. Transportation improvements



Sandwich RESET

1. DRI threshold change to encourage high-skill, high-wage jobs in key emerging sectors
2. Fiscal impact model – used to assess development alternatives
3. Market Analysis



Scenario	Annual Revenue Generated	Annual Costs Necessitated	Annual Net Fiscal Impact	Annual Net Fiscal Impact Per Square Foot
1	\$496,000	\$742,000	-245,000	-1.09
2	\$3,150,000	\$4,366,000	-1,216,000	-0.86
3	\$2,060,000	\$2,705,000	-645,000	-0.82
4	\$4,175,000	\$4,996,000	-821,000	-0.51



Barnstable RESET

1. Concept plans for mall redevelopment
2. Recommendations for zoning changes
3. Recommendation for public investment



Chatham RESET

1. Zoning Changes to be consistent with the Local Comprehensive Plan
2. Roadway Improvements

GB3 15' BUILDING SETBACK OPTION

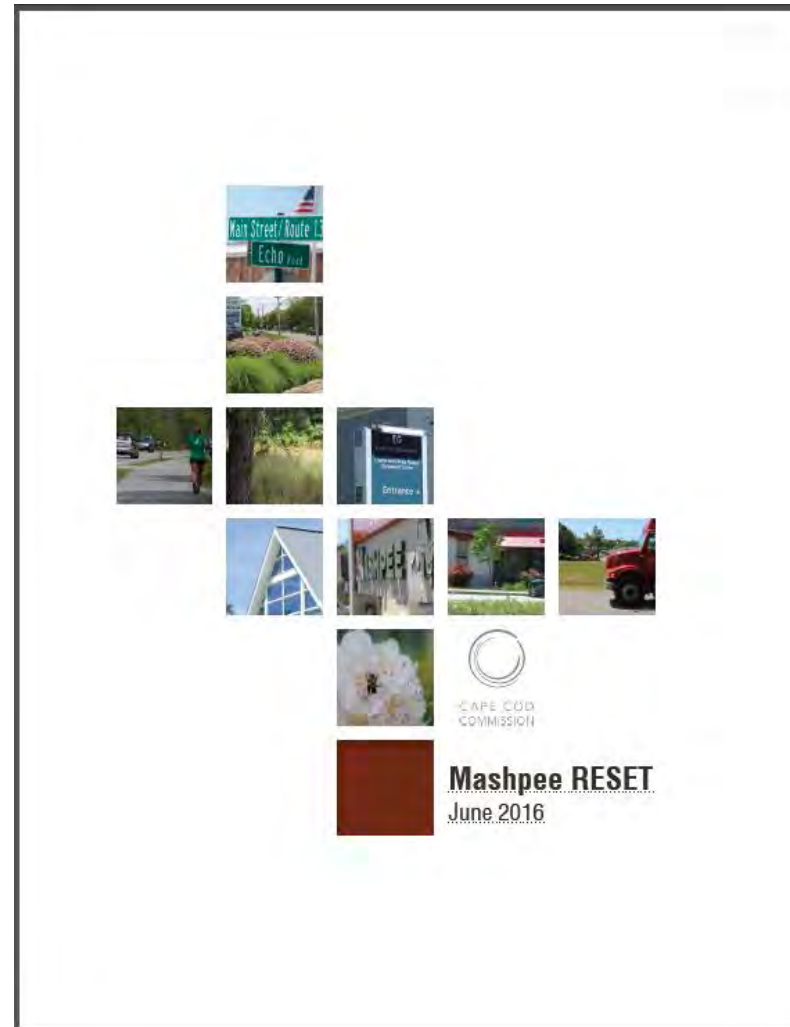


EXAMPLES



Mashpee RESET

1. Land Use & Market Assessment of Industrial Areas
2. Permitting Analysis
3. Fiscal impact model
4. Hotel Feasibility Study
5. Inventory of available Infrastructure Funding

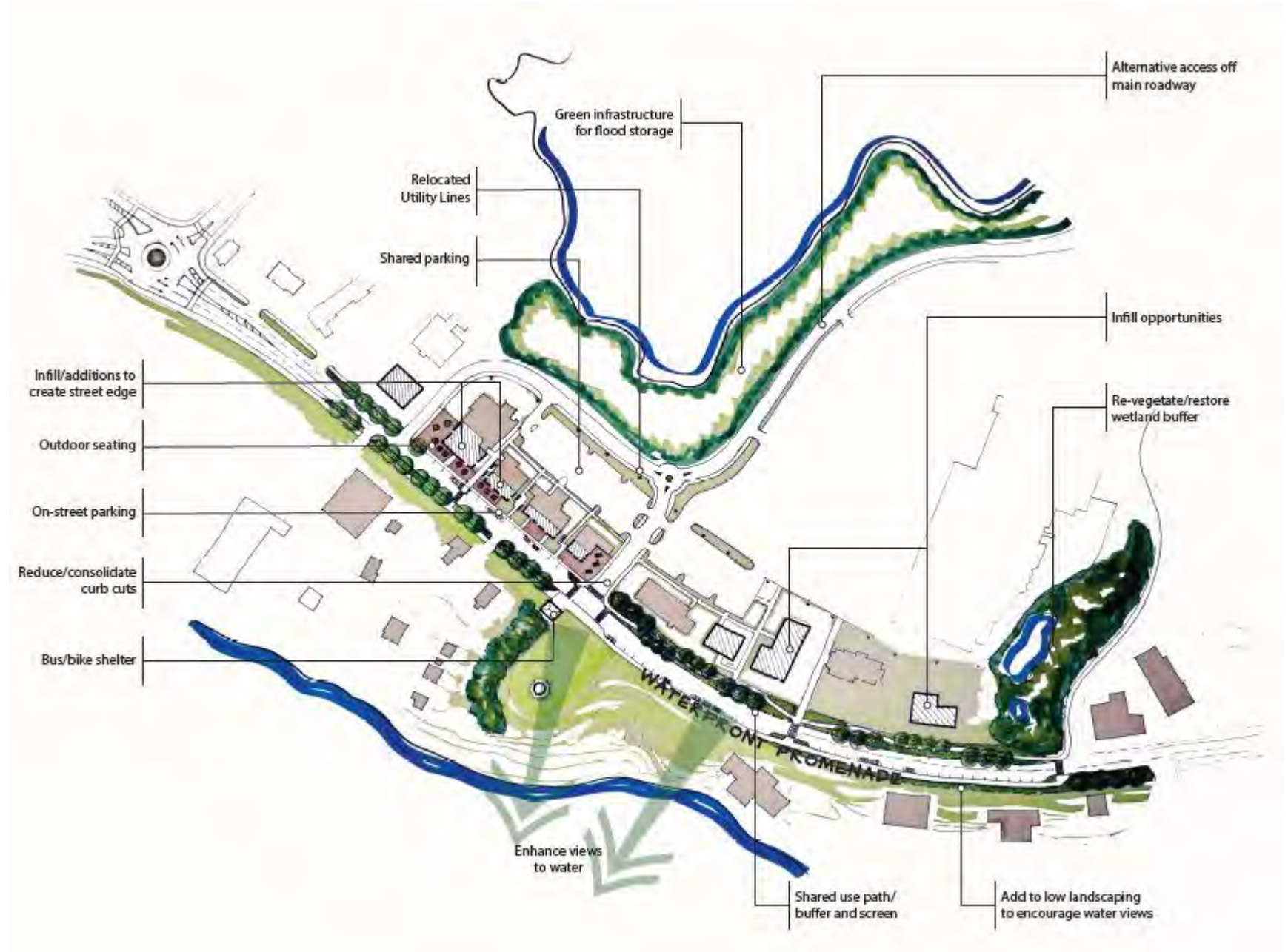


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Orleans RESET

1. Recommendation to align policies and plans with LCP Goals
2. Zoning Changes under considerations



Falmouth RESET(s)

1. Site assessments leading to sewer extension and road improvements
2. Financial feasibility assessment leading to new affordable housing
3. Zoning assessment and recommendations relative to character and economic goals



Intangible Benefits

- Open Dialogue

- The Commission is able to provide factual information that helps the community discuss and resolve thorny questions about different development options
- Town staff typically does not have the time or the breadth of expertise needed to do the analysis and long-range planning that the Commission provides via RESET

- Trust

- RESET offers opportunities to discuss development in a non-regulatory context and to articulate the long-term visions of the community in different areas
- Interactions between staff, boards, the public and the Commission improves trust at and between all levels and has opened up opportunities for further collaboration

GOING FORWARD

Essential Elements

- Strong Leadership
- Partnerships & Collaboration
- Long-term Public Investment (aka funding)

Challenges

- Staying Focused
- Communicating Purpose & Results
- Short-term expectations

COUNTY COLLABORATION

The Cape Cod Economic Development Council
&
The Cape Cod Commission

Cape Cod and Islands License Plate Fund
3-Jan-17

CCLPF Cash Balance as of June 30, 2016 **83,383.21**

Plus:	License Plate Revenue	186,011.72
Less:	License Plate Fund Expenditures	182,167.24
	Revenue Transfers to General Fund	-
	CCLPF Cash Balance as of January 3, 2017	87,227.69

fy17 projections

Notes

Plus:	Projected additional revenue	201,195.28	based on projection of \$387,207
Less:	Projected additional expenditures		
	Marketing Expense	17,602.85	based on proposal \$32,344
	CCC Grant	145,000.00	
	Support for Smarter Cape	2,500.00	
	Strategic Planning Retreat/Other Consulting	2,000.00	
	Support for Rest Area	26,397.32	based on fy17 budget \$43,260
	Arts Foundation of Cape Cod	-	
	Oyster Symposium	-	
	FY15 Grants Program	80,000.00	Estimate for FY17 grants
	Other anticipated expenses	-	
	Sub-total estimated expenses	273,500.17	
	Estimated CCLP Fund Balance June 30, 2017	14,922.80	



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: December 8, 2016
Time: 4:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Discussion and potential vote to approve November 3, 2016 draft minutes
2. Council Chair's Report
 - **Update on the county's attempt to lease and rebuild the Rte. 6 rest area**
3. Nominating Committee
 - Discussion and potential vote to approve new member for vacated term, January 1, 2017 – December 31, 2019
 - Discussion and potential vote to renew 3 year terms for 3 current members, January 1, 2017 – December 31, 2019
4. Resource Committee
 - Discussion and potential vote to approve FY18 budget
5. Grants Committee
 - Discussion and potential vote to recommend to the Barnstable County Commissioners that License Plate Revenue be used to fund FY18 small grants round
 - Discussion and potential vote on *areas of interest* for small grants
6. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Discussion and potential vote to recommend to the Barnstable County Commissioners that License Plate Revenue be used to fund the Cape Cod Commission (CCC) FY18 Work Plan
 - Discussion and potential vote on *areas of interest* for CCC grant
7. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)
3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, December 8, 2016

Present:

Ken Cirillo, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Sheryl Walsh,

Absent:

Mary Pat Flynn, Harold Mitchell, Allen White, David Willard, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 4:06 pm in the conference room of the Cape Cod Commission. Upon a motion by Ken Cirillo, second by Sheryl Walsh, the minutes of the November 3, 2016 meeting were approved unanimously.

Ms. Penn reported that Jack Yunits, County Administrator, has not made any progress in negotiations with the state with regards to an easement deed for the Route 6 East rest area. Demolition of the building will not happen in 2017 and plans to lease the property to a private organization are on hold.

Ms. Penn stated that the CCEDC website has been updated with all agendas and minutes back to January, 2012, in compliance with the new Public Records Laws effective January 1, 2017. It was decided that Taree McIntyre will be the *Records Access Officer* since she is the point of contact for the CCEDC and already listed on the website for information.

Ms. Penn continued the discussion from the December 1, 2016 meeting that Susan Moran, Falmouth, be recommended for a seat on the CCEDC. Sheryl Walsh motioned that Ms. Moran be recommended to the Barnstable County Commissioners for a term beginning January 1, 2017 through December 31, 2019, second by Rick Presbrey, and approved unanimously.

Ms. Penn continued the discussion from the December 1, 2016 meeting that John Kilroy, Allen White, and David Willard be recommended for reappointment. Brian Mannal motioned that all three members be recommended to the Barnstable County Commissioners for reappointment with terms beginning January 1, 2017 through December 31, 2019, second by Sheryl Walsh, and approved unanimously.

Ms. Penn continued the discussion from the December 1, 2016 meeting that the FY2018 draft budget be submitted to the county (attached). Rick Presbrey motioned that the FY2018 draft budget be submitted to the Barnstable County Commissioners for approval, second by Brian Mannal, and approved unanimously.

Ms. Penn continued the discussion from the December 1, 2016 meeting that Cape & Island License Plate Revenue be used in support of the Comprehensive Economic Development Strategy (CEDS) in areas of interest as listed on the draft motions (attached). Ken Cirillo motioned on the funding portion, second by Sheryl Walsh, and approved unanimously. Sheryl Walsh motioned on the areas of interest portion, second by John Kilroy, and approved unanimously.

Ms. Penn continued the discussion from the December 1, 2016 meeting that Cape & Island License Plate Revenue be used in support of an FY2018 small grant round and the areas of interest to be considered (draft motions attached). Members discussed the dollar amount that might be available considering the declining license plate sales, the time involved to accumulate the funds, the pros and cons of doing a rolling grant round, and the areas of interest for awarding grants. No action was taken on the draft motions.

The meeting was adjourned at 5:26 pm.

Exhibit B
SUSAN L. MORAN , Attorney at Law
FALMOUTH, MA (508) 540-9911
www.susanmoranesq.com

Education: J.D. Suffolk Law 1986; BA Psychology Tufts University 1981
Member Bars: United States Supreme Court, All Federal and State Courts in the Commonwealth of Massachusetts

Professional Experience:

Falmouth Board of Selectmen, Current Vice Chairman
(Liaison for Committees on Energy, Substance Abuse and Veteran's Council)
President, Cape & Islands Selectmen and Councilors Association
Member, Cape Cod Coastal Resources Water Collaborative and Falmouth Economic Development and Industrial Corporation

2001-Present	Partner-Owner, Susan L. Moran, P.C. (Guiding Businesses to Solutions, including Energy Development)
2015	Member, Otis Civilian Advisory Council supporting Joint Base Cape Cod
2011-2014	Vice President West Falmouth Library, \$2.9M Capital Campaign
2013, 2015	Member, Philanthropy Partners of the Cape & Islands
2010	Commonwealth of Massachusetts Mediation Certificate
2008-Present	Real Estate Broker
2000-2012	Partner, CalvaccaMoran Law Offices (Privacy Breach Class Action, Indian Casino Litigation, Qui Tam)
1996-2000	Partner, Domestico & Barry (Business Litigation, Business Law, Wills, Trusts)
1991-1995	Associate, Vena, Truelove & Lahey (Construction/Surety Litigation)
1986-1990	Associate, Widett, Glazier & McCarthy (Civil Litigation, Bankruptcy)
1981-1985	Counselor, New England Memorial Hospital (Addiction, Adults & Children)

Community Activities: Grant Writer (Helped raise \$50,00 to Rebuild West Falmouth Playground)
Sandwich Cross-Country and Falmouth Track Parent Volunteer
Former Chair, Tourism Committee, Falmouth Chamber of Commerce
Former President, West Falmouth Village Association

Representative Clients: John Deere, General Electric Capital Corporation, Textron Financial, Fifth Third Bank, Fleet Bank, Falmouth Together We Can, Heroes in Transition
PTSD Dogs, West Falmouth Library

CCEDC DRAFT BUDGETS
REVISED 12.16

Revenue

FY17

FY18

Later revised

Annual Revenue	\$1,145,189.00	33.87%	\$387,876	\$1,145,189	33.87%	\$387,876
Est Bal from Prev FY	\$73,000.00		\$73,000.00	\$820		\$820
Total Revenue			\$460,876			\$388,695

Expenses

Cape Cod Commission						
Technical Assistance Grant	\$290,000.00	62.92%		\$245,000	63.03%	
C & I Plate Marketing	\$34,476.00	7.48%		\$34,476	8.87%	
Rest Area Support	\$32,580.00	7.07%		\$0	0.00%	
Smarter Cape Conference	\$0.00	0.00%		\$2,500	0.64%	
Web Site Maintenance	\$0.00	0.00%		\$0	0.00%	
Misc (Retreat/training, etc)	\$3,000.00	0.65%		\$3,000	0.77%	
Grant Program : Rolling	\$100,000.00	21.70%		\$100,000	25.73%	
Total Expenses	\$460,056.00	99.82%	\$460,056.00	\$384,976	99.04%	\$384,976

Balance/Unallocated			\$819.51			\$3,719
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DRAFT Motion:

That the Cape Cod Economic Development Council, in accordance with the Administrative Code of Barnstable County, Section 4.8, specifically in support of setting economic development policy for Barnstable County, and by achieving its goals and functions as outlined in the Code by financing through grants an efficient physical infrastructure, and (v) supporting the Cape Cod Commission's economic analysis and planning, recommends for approval by the County Commissioners the funding of *UP TO* \$245,000 in support of the Cape Cod Commission Economic Development Work Plan for FY 2018.

DRAFT Motion:

That the Cape Cod Economic Development Council, in accordance with the Administrative Code of Barnstable County, Section 4.8, specifically in support of setting economic development policy for Barnstable County, and by achieving its goals and functions as outlined in the Code by financing through grants an efficient physical infrastructure, and (v) supporting the Cape Cod Commission's economic analysis and planning, recommends for approval by the County Commissioners funding these specific areas in support of the Cape Cod Commission Economic Development Work Plan for FY 2018:

Planning:

Comprehensive Economic Development Strategy Administration
CCEDC Administration
STATS Cape Cod

RPP/Implementation/ RESET

Integrated Infrastructure Plan
Wastewater in Economic Centers
Cape Cod Capital Trust Fund
Climate Change Economic Impact Assessment
RESET projects

Cape Cod Commission Economic Development Work Plan FY18				
Activity	Projects	Description	Staff/ Consultant	Funding Source
ECONOMIC DEVELOPMENT PROGRAM FOUNDATIONS - PLANNING, ADMINISTRATION, AND RESEARCH				
Economic Development Planning	Regional Policy Plan Development & Implementation	Developing economic development goals, planning actions, and development standards; LCP certification reviews; DRI reviews, GIZ and Chapter H designations, DCPCs, and Capital Planning	Staff	CCEPF
	CEDS Development & Reporting	Design and coordinate comprehensive planning process; draft CEDS 5-yr plan, coordinate public review and approval; coordinate annual evaluation process; draft annual reports; coordinate approvals; coordinate annual conferences, local presentations, national conference session, and other tv, radio and print outreach and reporting	Staff	EDA
	CEDS Strategy Committee/EDD Governing Body Administration	Monthly meeting coordination, agenda, minutes, public postings; coordinate ad hoc meetings or sub-committee meetings	Staff	EDA & LPF
	EDC Administration	Coordination of the small grants program - meeting scheduling, agendas, minutes, public posting; application development, advertising, posting; application review meeting coordination; communications with applicants and awardees; coordination of grant reporting process; and financial management assistance	Staff	LPF
Research & Data Dissemination	Primary Data Collection Program	Annual survey program - surveying different stakeholder groups regarding who they are, what their needs are relative to land use related planning and regulation; their future plans and aspirations, and their opinions and ideas relative to development issues	Staff/ Consultant	CCEPF
	Environmental Economics Applied Research Program	Track, analyze, research and communicate trends in the regional economy and associated environmental issues on the Cape with the goal to inform the economic development strategy for Cape Cod	Staff	CCEPF
	STATSCapeCod & BART Data Dissemination Program	Development and maintenance of town and county data profiles, regional economic development benchmarks, town comparison data, detailed evaluations of specific aspects of the regional economy, and continued development of new content	Staff/ Consultant	CCEPF
CEDS IMPLEMENTATION - REGIONAL PRIORITY PROJECTS AND RESET				
CEDS Regional Priority Projects	Integrated Infrastructure Plan	The Commission is in the process of developing a regional capital infrastructure plan that will guide localities as they develop town level capital plans and will help the managers of the various types of infrastructure coordinate their expansion, repair, and maintenance as much as possible.	Staff	CCEPF, LPF, DLTA, Transportation UPWP, Other Grants
	Wastewater In Economic Centers	The Commission continues to work with towns to develop policies and plans for addressing nutrient loading in coastal and inland waterbodies; the Commission assists towns with grant proposals (particularly to EDA); the Commission will integrate this work with other related regional priority projects.	Staff	
	Cape Cod Capital Trust Fund	The Commission staff, with the assistance of a consultant with expertise in public finance, has outlined a possible structure for a regional infrastructure bank; staff will continue to refine this structure and investigate funding options and work with policy makers. When established this fund would be allocated in accordance with the regional capital plan.	Staff/ Consultant	
	Climate Change Economic Impact Assessment	The Commission staff has been working with towns to plan for natural disasters and sea level rise in order to reduce their impact and cost. This work will be used to develop a greater understanding of the economic impacts of climate change and the public willingness to address these impacts by different mitigation methods.	Staff	
	Harbor Planning	The Commission staff, working with stakeholders, will integrate harbor infrastructure concerns into the regional capital planning effort.	Staff	
	Commuter Rail Impacts & Feasibility	The Commission staff will be available to the towns and the state as they continue planning for rail and for transportation and transit over the canal	Staff	
	Expedited Permitting	Commission staff will work with towns interested in expediting local and regional permitting in key growth areas; this effort is often directly related to the RESET projects undertaken as part of CEDS Implementation	Staff/ Consultant	
	Strategic Information Office	Commission staff will continue to work with towns to adopt electronic permitting and develop data sharing agreements; staff will continue to develop a comprehensive regional database and regional GIS licensing.	Staff	
RESET	RESET Program Administration	Commission staff will work with towns to identify obstacles to economic development, particularly in areas well served by existing or planned infrastructure; staff will develop specific scopes of work with the towns, provide regular reporting, and develop recommendations and reports designed for implementation.	Staff	
	RESET Projects	RESET projects are interdisciplinary in nature and involve Commission staff assistance. Different staff members serve as project managers on the various projects. Generally, the Commission completes three RESET projects per year. The RESET projects are often partially supported by the State's DLTA program.	Staff	

In addition to funds allocated here, economic development initiatives leverage funds from state & federal sources.

DRAFT Motion: Grants Program Funding. Consistent with the provisions of the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan for Cape Cod, the Cape Cod Economic Development Council may act to improve the quality of life and to support and stimulate the economy by:

- (i) (a) Choosing the grant areas in which CCEDC controlled funds shall be expended and recommending approval to the County Commissioners of grant applications that are directed to furthering EDC's goals.

In support of the Administrative Code, section (e) the CCEDC recommends for approval by the County Commissioners, up to \$100,000 in grant funds for FY2018.

DRAFT Motion: Areas of Interest for Grants Program. Consistent with the provisions of the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan for Cape Cod, the Cape Cod Economic Development Council may act to improve the quality of life and to support and stimulate the economy by recommending for approval by the Barnstable County Commissioners the following areas of interest for the FY 2018 Grants Program, which support Admin Code, Section (b) ii:

Increasing employment opportunities for Cape Codders through:

- (a) Promoting the improvement of skill levels across the population through education and job training by working with the ... educational institutions for this purpose;
- (b) Acting to secure improvements in the physical infrastructure;
- (c) Helping working families through encouraging the provision of affordable housing;
- (d) Enhancing the attractiveness of the Cape as a place to work through protecting the environment.

Areas of Interest for FY2018 include:

1. **Last mile network buildout:** *Projects that jumpstart Near Net and Last Mile Buildout of the OpenCape middle mile network. Projects that are focused on speeding expansion and deployment to commercial and residential areas in order that Cape Cod join the*

Gigabyte nation are sought.

2. **Connecting “Mobil Maker Labs” with Makers:** *Projects that connect local populations who will benefit from acquiring “maker’s skills” and regular visits by a Mobil Maker Lab which help develop advanced manufacturing skills and create “talent” for a better skilled workforce. Projects that connect to populations requiring re-training are preferred (such as fishing, veteran’s, etc).*
3. **“Smart” education projects that unite school classrooms across districts via OpenCape:** *Educational projects that make use of the OpenCape platform to offer interactive classes for children of all school districts on Cape Cod, so that students who participate may remain in their school while participating with others in other school districts. Collaboration with WHOI, MBL, CCCC, and other local higher educational institutions offering community programming in marine and environmental sciences and STEM-centric courses are preferred.*
4. **Aquaculture and or Wastewater projects that introduce denitrification and nutrient assimilation into a compromised body of water via new techniques/technology:** *This project may be managed by an independent shell fish grower who has partnered with a not-for-profit, or research institution or municipality, by a municipality or other not for profit agency for the triple benefit of education, clean water, and environmental and economic sustainability.*
5. **Implementation of Cape Cod Workforce Housing Task Force’s Call to Action:** *This action plan is almost 10 years old, and first sponsored by the CCEDC in 2007. The action plan includes several short- and long-term steps that will lead to the creation of or access to housing that our workforce can afford. This grant will support the recreation of partnerships among employers, assist towns in the creation of public policies, identify revenue streams and educate voters, employers and policymakers on the need for and benefits of workforce housing in our communities*



Cape Cod Economic Development Council (ccEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: December 1, 2016
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Potential vote to approve November 3, 2016 draft minutes
2. **Council Chair's Report**
 - Cape Cod Maker Movement update – *Mary Sullivan*
 - Continued discussion on future goals focusing on recent planning survey results
 - Update on requirements of the new MA Public Records Laws effective 1/1/2017
3. Resource Committee
 - Update on current status of the License Plate Fund
4. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Continued discussion of the CEDS Implementation draft FY18 Work Plan
5. Nominating Committee
 - Discussion and potential vote on expiring terms for John Kilroy, Allen White, and David Willard
6. Topics not reasonably anticipated by the Chair prior to the time of posting notice

If you are deaf or hard of hearing or a person with a disability who requires an accommodation, contact the Cape Cod Commission at 508-362-3828 or TTY 508-362-5885. Notice of at least 24 hours prior to the meeting is helpful.

Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)
3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, December 1, 2016

Present:

Ken Cirillo, Brian Mannal, Harold Mitchell, Felicia Penn, Allen White, David Willard

Absent:

Mary Pat Flynn, John Kilroy, Rick Presbrey, Sheryl Walsh, Dan Wolf

Also Attending:

Cape Cod Makers: Mary Sullivan, Jim Sullivan, Paula Hersey
Cape Cod Commission (CCC) Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. The approval of minutes was continued to the next meeting for lack of a quorum.

Mary Sullivan, Jim Sullivan, and Paula Hersey shared information on their efforts to grow the Cape Cod Makers movement on Cape Cod (presentation attached). The presentation included the success of local maker facilities, special events locally and nationally, and the publication of the *Maker City Playbook* which explains the movement and its impact on economic opportunities.

Ms. Penn announced that, at this time, she was not going to reissue the recent planning survey pertaining to future EDC goals as discussed at the last meeting. This matter was continued until a future meeting.

Ms. Penn stated that new Massachusetts public records laws will be effective January 1, 2017 which will require changes to the CCEDC website. Ms. Penn and Taree McIntyre will begin compliance and discussion was continued to a future meeting.

Ms. Penn reported that this year's Cape & Islands License Plate Revenue is higher compared to the same time last year which is surprising when it has been on a steady decline. Ms. Penn reported that the sale of the new license plate for the Atlantic White Shark Conservancy will begin in December and an auction is scheduled for the low numbered plates. The creation of a new license plate generally causes a further decline in C&I License Plate Revenue.

Ms. Penn provided copies of the Barnstable County Admin Code as it pertains to the responsibilities of the CCEDC. The code clearly states that the CCEDC is charged with supporting the Cape Cod Commission in their planning efforts. Leslie Richardson reviewed areas of the CCC's FY18 Economic Development Work Plan where C&I License Plate Funds (LPF) will be utilized if a grant is awarded. No action was taken at this time.

David Willard, speaking for the Nominating Committee, stated that that his term and the terms of John Kilroy and Allen White will expire December 31, 2016. All three members wish to be reappointed for new terms. The Committee also recommends that Susan Moran of Falmouth (resume attached) be appointed for a new term to fill the seat vacated by Barbara Milligan. No action was taken for lack of a quorum.

Ms. Penn requested that a Special CCEDC meeting be held Thursday, December 8, 2016, 4:00 pm, at the Cape Cod Commission to take action on member terms, the CCEDC draft FY18 budget, an FY18 small grant round, and the CCC FY18 Work Plan.

The meeting was adjourned at 6:34 pm.

The Maker Movement

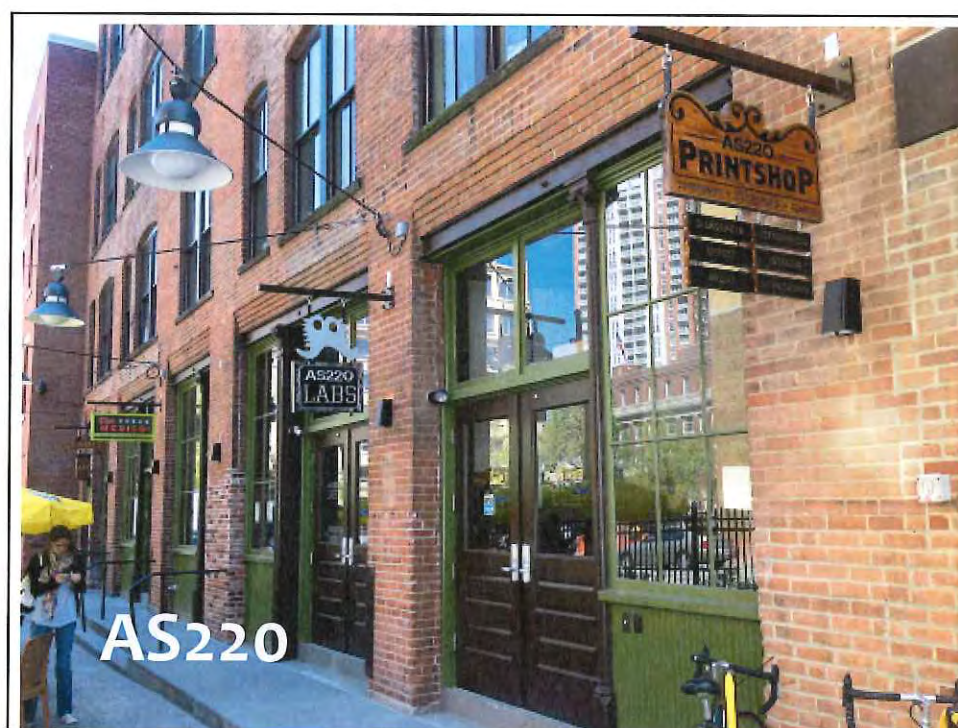


A Makerspace: The Artisan's Asylum



A 40,000 square foot makerspace in Somerville, Massachusetts offering membership plans, shared tools and equipment, and classes.





What's Driving the Maker Movement?

- Low-cost, accessible tools
- Rapid prototyping
- Easier access to markets
- Authenticity and customization
- Easier access to capital
- Collaboration and openness

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A Global Network Of Passionate Volunteers Using 3D Printing To Give The World A "Helping Hand."

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Find out how you can get a 3D printed hand for you or someone you know!

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BUILD A HAND

Find the files and assembly instructions you need to build a hand!

The e-NABLE community has developed a...

[Read More >](#)



LEND A HAND

Find out how you can help! (more...)

[Read More >](#)



ABOUT US

Learn a little about the grassroots, open-source e-NABLE Community and our history!

[Read More >](#)

[LATEST BLOG](#)



White House Maker Faire and National Week of Making



Maker Faire Producers Visit the
White House in June of 2016

Nation of Makers Initiative

- Creating jobs and opportunities.
- Supporting entrepreneurship.
- Empower people to solve problems in their communities.
- Inspire young people to excel in STEM education.

Highlights from the Maker City Playbook

- Build skills by focusing on new forms of vocational education.
- Encourage entrepreneurship.
- Look to Makerspaces as drivers in workforce development.
- Enlist community colleges to train the next generation of makers.
- Create new forms of apprenticeships and internships around making.

To Learn More

- Attend the Cape Cod Mini Maker Faire on April 29, 2017 at Mashpee High School.
- Visit a makerspace.
- Read the Maker City Playbook:
<https://makercitybook.com>

diversity of the economic development community of Cape Cod. Three of the fourteen members shall be non-voting and shall be a County Commissioner, a member of the Assembly of Delegates and a member of the Cape Cod Commission.

At the first meeting of each calendar year, the CCEDC shall take nominations and elect a Chairman and Vice-Chairman who shall be members of the CCEDC. A majority of the voting members shall constitute a quorum for the transaction of any business, but the action of two-thirds of the members present and voting shall be required for any transaction.

The terms of Cape Cod Economic Development Council members in office as of December 31, 1997 shall terminate on February 27, 1998. The terms of the fourteen members appointed on or after February 27, 1998 shall run through September 30, 1998. The terms of the fourteen permanent members appointed shall be staggered such that five serve for one year, five serve for two years, and four serve for three years. All subsequent appointees shall serve for a term of three years.

(e) General Powers and Duties of the Cape Cod Economic Development Council

Consistent with the provisions of the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan for Cape Cod, the Cape Cod Economic Development Council may act to improve the quality of life and to support and stimulate the economy by:

(i) (a) Choosing the grant areas in which CCEDC controlled funds shall be expended and recommending approval to the County Commissioners of grant applications that are directed to furthering EDC's goals; and

(b) Supplementing EDC funds, with the approval of the County Commissioners, by applying for and receiving state, federal and private grants.

2. (ii) Recommending policies to the County Commissioners in furtherance of CCEDC's mandate.
3. (iii) Increasing employment opportunities for Cape Codders through:
 - (a) Promoting the improvement of skill levels across the population through education and job training by working with the Regional Employment Board and educational institutions for this purpose;
 - (b) Acting to secure improvements in the physical infrastructure;
 - (c) Helping working families through encouraging the provision of affordable housing and increasing access to adult/child care services;
 - (d) Enhancing the attractiveness of the Cape as a place to work through protecting the

SECTION 4.8 Cape Cod Economic Development Council 25, 26, 27, 31

(a) Goals and Functions of the Cape Cod Economic Development Council 28

There shall be a Cape Cod Economic Development Council (CCEDC) established as a part of Barnstable County government and subject to the rules and regulations of the County. The CCEDC shall be responsible for advising the County with respect to economic development policy and related matters. All of the activities and goals of the CCEDC shall be undertaken consistent with the Barnstable County Home Rule Charter, the Administrative Code of Barnstable County, the Cape Cod Commission Act, and the Regional Policy Plan for Cape Cod. The CCEDC shall have the following goals and functions:

To improve the quality of life for all residents of Barnstable County by fostering public policies and by financing through grants: activities that lead to the development of a healthy year round economy, compatible with the Cape Cod environment and culture. In carrying out its functions it will bear in mind that the future of all crucial economic sectors of the Cape (high technology, retirees and second- homeowners, tourism, fisheries, arts and culture, aquaculture and agriculture) depends on the state of the Cape environment. The attractiveness of the Cape for economic development also depends vitally on the skills of the work force, an available high quality of life, and an efficient physical infrastructure.

(b) Cape Cod Economic Development Administrator 29

The Board of County Commissioners shall appoint a Cape Cod Economic Development Council

Administrator.

(c) Powers and Duties

25 Ordinance 92-5: to add Section 4.8, Cape Cod Economic Development Council.

26 Ordinance 98-3: To amend Section 4.8 through the amendment of Ordinance 92-5, to improve the function of the Cape Cod Economic Development Council.

27 Ordinance 98-19: To amend Section 4.8 through the amendment of Ordinance 98-3.

28 Ordinance 97-13: to amend Section 4.8 through the amendment of Ordinance 92-5, to improve the function of the Cape Cod Economic Development Council.

29 Ordinance 98-23: to amend Section 4.8, Cape Cod Economic Development Council, of the Barnstable County Administrative Code by adding new sections (b) and (c) dealing with staff hired by the Cape Cod Economic Development Council.

The Cape Cod Economic Development Council shall establish and provide general direction of staff duties.

(d) Appointments to the Cape Cod Economic Development Council 30

The Cape Cod Economic Development Council shall have fourteen members. Eleven of the members shall be nominated and appointed by the County Commissioners to represent the breadth, depth and

Development Council.

30 Ordinance 98-13: to amend Section 4.8 through the amendment of Ordinance 98-3, to extend the terms of the temporary EDC

members (Transition Team).

environment and encouraging the Cape cultural attractions; and

(e) Working with business, labor, social service, and arts and cultural organizations to further this employment goal.

(iv) Making recommendations for amendment, if deemed appropriate, of the Regional Policy Plan for Cape Cod pursuant to Barnstable County Ordinance 91-8.

(v) Supporting the Cape Cod Commission's economic analysis and planning.

Administrative Code of Barnstable County page 20 July 7, 2010

(f) Miscellaneous General Powers

1. (i) To present contracts to the County Commissioners for their approval;
2. (ii) To recommend to the Barnstable County Commissioners the submittal of such ordinances to the

Assembly of Delegates authorizing the borrowing of money, the issuance of bonds and revenue bonds, and the acquisition, conveyance, or lease of real property to further the purposes of this ordinance, as may be provided for in the Barnstable County Home Rule Charter;

(iii) To exercise general policy supervision of the staff support to the CCEDC and to review the evaluations of such staff;

(iv) To appoint subcommittees as it deems appropriate to carry out its responsibilities under this ordinance;

5. (v) To adopt by-laws for the regulation of its affairs and the conduct of its business; and
6. (vi) To produce an annual report which will be included in the Barnstable County Annual Fiscal Year Report.

Cape Cod Commission Economic Development Work Plan FY18				
Activity	Projects	Description	Staff/ Consultant	Funding Source
ECONOMIC DEVELOPMENT PROGRAM FOUNDATIONS - PLANNING, ADMINISTRATION, AND RESEARCH				
Economic Development Planning	Regional Policy Plan Development & Implementation	Developing economic development goals, planning actions, and development standards; LCP certification reviews; DRI reviews, GIZ and Chapter H designations, DCPCs, and Capital Planning	Staff	CCEPF
	CEDS Development & Reporting	Design and coordinate comprehensive planning process; draft CEDS 5-yr plan, coordinate public review and approval; coordinate annual evaluation process; draft annual reports; coordinate approvals; coordinate annual conferences, local presentations, national conference session, and other tv, radio and print outreach and reporting	Staff	EDA
	CEDS Strategy Committee/EDD Governing Body Administration	Monthly meeting coordination, agenda, minutes, public postings; coordinate ad hoc meetings or sub-committee meetings	Staff	EDA & LPF
	EDC Administration	Coordination of the small grants program - meeting scheduling, agendas, minutes, public posting; application development; advertising, posting; application review meeting coordination; communications with applicants and awardees; coordination of grant reporting process; and financial management assistance	Staff	LPF
Research & Data Dissemination	Primary Data Collection Program	Annual survey program - surveying different stakeholder groups regarding who they are, what their needs are relative to land use related planning and regulation; their future plans and aspirations, and their opinions and ideas relative to development issues	Staff/ Consultant	CCEPF
	Environmental Economics Applied Research Program	Track, analyze, research and communicate trends in the regional economy and associated environmental issues on the Cape with the goal to inform the economic development strategy for Cape Cod	Staff	CCEPF
	STATSCapeCod & BART Data Dissemination Program	Development and maintenance of town and county data profiles, regional economic development benchmarks, town comparison data, detailed evaluations of specific aspects of the regional economy, and continued development of new content	Staff/ Consultant	CCEPF
CEDS IMPLEMENTATION - REGIONAL PRIORITY PROJECTS AND RESET				
CEDS Regional Priority Projects	Integrated Infrastructure Plan	The Commission is in the process of developing a regional capital infrastructure plan that will guide localities as they develop town level capital plans and will help the managers of the various types of infrastructure coordinate their expansion, repair, and maintenance as much as possible.	Staff	CCEPF, LPF, DLTA, Transportation UPWP, Other Grants
	Wastewater in Economic Centers	The Commission continues to work with towns to develop policies and plans for addressing nutrient loading in coastal and inland waterbodies; the Commission assists towns with grant proposals (particularly to EDA); the Commission will integrate this work with other related regional priority projects.	Staff	
	Cape Cod Capital Trust Fund	The Commission staff, with the assistance of a consultant with expertise in public finance, has outlined a possible structure for a regional infrastructure bank; staff will continue to refine this structure and investigate funding options and work with policy makers. When established this fund would be allocated in accordance with the regional capital plan.	Staff/ Consultant	
	Climate Change Economic Impact Assessment	The Commission staff has been working with towns to plan for natural disasters and sea level rise in order to reduce their impact and cost. This work will be used to develop a greater understanding of the economic impacts of climate change and the public willingness to address these impacts by different mitigation methods.	Staff	
	Harbor Planning	The Commission staff, working with stakeholders, will integrate harbor infrastructure concerns into the regional capital planning effort.	Staff	
	Commuter Rail Impacts & Feasibility	The Commission staff will be available to the towns and the state as they continue planning for rail and for transportation and transit over the canal	Staff	
	Expedited Permitting	Commission staff will work with towns interested in expediting local and regional permitting in key growth areas; this effort is often directly related to the RESET projects undertaken as part of CEDS Implementation	Staff/ Consultant	
	Strategic Information Office	Commission staff will continue to work with towns to adopt electronic permitting and develop data sharing agreements; staff will continue to develop a comprehensive regional database and regional gis licensing.	Staff	
RESET	RESET Program Administration	Commission staff will work with towns to identify obstacles to economic development, particularly in areas well served by existing or planned infrastructure; staff will develop specific scopes of work with the towns, provide regular reporting, and develop recommendations and reports designed for implementation.	Staff	
	RESET Projects	RESET projects are interdisciplinary in nature and involve Commission staff assistance. Different staff members serve as project managers on the various projects. Generally, the Commission completes three RESET projects per year. The RESET projects are often partially supported by the State's DLTA program.	Staff	

In addition to funds allocated here, economic development initiatives leverage funds from state & federal sources.

MEMORANDUM

TO: Cape Cod Economic Development Council
FROM: David Willard
RE: Nominating/Governance Committee Recommendations
DATE: November 30, 2016

Greetings.

As you know, Felicia and I are the only ones who signed up for the Nominating Committee, which I prefer to call Governance Committee. She and I have been working together on this report, and I volunteered to put it together and send it out.

BOARD MEMBERS - We traditionally elect Board members in December. Constitutionally we are allowed a maximum of 11 voting members, plus the three nonvoting who represent the County Commissioners, the Cape Cod Commission and the Assembly of Delegates. Attached (Exhibit A) you will find the current Board roster.

- You can see that three members have terms ending this year; John Kilroy, Allen White and David Willard.
- Barbara Milligan resigned 4 months ago. Her open membership expires this year as well.
- We have one more opening which was left by the resignation of Paul Rumul in August of 2015, which was filled briefly by Ross Balboni, before he relocated out west.
- On a memo from Taree dated December 14, 2015 (Exhibit B) you will see that Felicia Penn and Rick Presbry were re-nominated and approved for three year terms expiring in 2018. Ross Balboni was elected then as well for a three year term, but basically left before he served more than a month.

RECOMMENDATIONS - Your Governance Committee is recommending nominations of the following people and terms.

NEW MEMBERS

SUSAN MORAN – Her resume is attached (Exhibit C). She is a practicing attorney, and owner of her law firm in Falmouth. She is familiar with County Governance, recently elected as Falmouth's representative to the Assembly of Delegates. She is currently Vice Chair of Falmouth Selectmen. When Barbara resigned, she recommended we consider Susan as her replacement. Felicia has had two sit-down interviews with Susan, and recommends her highly. I have had a long phone conversation with Susan, and was impressed with her knowledge and her enthusiastic approach. She said she would be honored if elected. We are recommending that Susan be elected to fill the expiring term of Barbara Milligan this year, for a 3-year term.

RYAN CASTLE - Very affective CEO of the Cape Cod & Islands Association of Realtors. He addressed us at a meeting about 6 months ago. He is a member of the CCYP. He has the confidence of his membership. I have been trying to reach him for a few days. At this writing we haven't connected for a discussion. So for now, we just want your reaction to us proceeding with Ryan.

RENEWALS - I have spoken to the three current members whose terms expire in 2016. The following recommendations reflect the wishes of the incumbents.

JOHN KILROY -	Renew for another 3 year term.
ALLEN WHITE -	Renew for a one year term.
DAVID WILLARD -	Renew for a one year term.

NON-VOTING MEMBER

As Chairman of the Cape Cod Commission, Harold "Woody" Mitchell's position is voted annually. We are recommending he be reelected for another one-year term.

OFFICER - Officers are elected annually in January.

KEN CIRILLO - While we could hold off until January, at Felicia's instruction I have talked to current Vice Chairman Ken Cirillo about continuing for another year. He said he would like to. Thus we are recommending Ken be renewed as Vice President.

FELICIA PENN- Chairman Penn's Board term expires in 2018. I am recommending we re-elect her to the same position for 2017. We could hold off voting on her position and Ken's Vice Chair nomination until next month, to carry on the January tradition for electing officers. In speaking to Felicia about the Chairmanship, she said she will remain as a Board member through her 2018 term. However she would prefer not being Chair during that last year. She is hoping someone will be interested in the position for her last year, during which she would offer to mentor the new Chair if they so desired. In an email exchange with Ken, I asked him if he was looking to step up to Chair when the time comes. He indicated it was too premature for him to consider. It would depend on his job at the time.

Hopefully you will have an opportunity to review this communication in preparation for tonight's Board meeting.

Exhibit B
SUSAN L. MORAN , Attorney at Law
FALMOUTH, MA (508) 540-9911
www.susanmoranesq.com

Education: J.D. Suffolk Law 1986; BA Psychology Tufts University 1981
Member Bars: United States Supreme Court, All Federal and State Courts in the Commonwealth of Massachusetts

Professional Experience:

Falmouth Board of Selectmen, Current Vice Chairman
(Liaison for Committees on Energy, Substance Abuse and Veteran's Council)
President, Cape & Islands Selectmen and Councilors Association
Member, Cape Cod Coastal Resources Water Collaborative and Falmouth Economic Development and Industrial Corporation

2001-Present	Partner-Owner, Susan L. Moran, P.C. (Guiding Businesses to Solutions, including Energy Development)
2015	Member, Otis Civilian Advisory Council supporting Joint Base Cape Cod
2011-2014	Vice President West Falmouth Library, \$2.9M Capital Campaign
2013, 2015	Member, Philanthropy Partners of the Cape & Islands
2010	Commonwealth of Massachusetts Mediation Certificate
2008-Present	Real Estate Broker
2000-2012	Partner, CalvaccaMoran Law Offices (Privacy Breach Class Action, Indian Casino Litigation, Qui Tam)
1996-2000	Partner, Domestico & Barry (Business Litigation, Business Law, Wills, Trusts)
1991-1995	Associate, Vena, Truelove & Lahey (Construction/Surety Litigation)
1986-1990	Associate, Widett, Glazier & McCarthy (Civil Litigation, Bankruptcy)
1981-1985	Counselor, New England Memorial Hospital (Addiction, Adults & Children)

Community Activities: Grant Writer (Helped raise \$50,00 to Rebuild West Falmouth Playground)
Sandwich Cross-Country and Falmouth Track Parent Volunteer
Former Chair, Tourism Committee, Falmouth Chamber of Commerce
Former President, West Falmouth Village Association

Representative Clients: John Deere, General Electric Capital Corporation, Textron Financial, Fifth Third Bank, Fleet Bank, Falmouth Together We Can, Heroes in Transition
PTSD Dogs, West Falmouth Library



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: November 3, 2016
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Potential vote to approve October 6, 2016 draft minutes
2. Council Vice **Chair's Report**
 - Continued discussion on future goals focusing on recent planning survey results
– *Ken Cirillo*
3. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Presentation and discussion of the CEDS Implementation draft FY18 Workplan
– *Leslie Richardson*
4. Topics not reasonably anticipated by the Chair prior to the time of posting notice

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Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, November 3, 2016

Present:

Ken Cirillo, John Kilroy, Brian Mannal, Harold Mitchell, Sheryl Walsh, Allen White, David Willard

Absent:

Mary Pat Flynn, Felicia Penn, Rick Presbrey, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

Ken Cirillo called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. Upon a motion by Allen White, second by Sheryl Walsh, the minutes of the October 6, 2016 meeting were approved with a revision of those in attendance to include Brian Mannal and Harold Mitchell.

The results of the attached survey, issued by Felicia Penn, Chair, to gather opinions for the planning of future CCEDC goals were discussed. The general consensus was that there were multiple choices within the same category when it may be better to start with identifying one or two top categories. Mr. Cirillo will discuss a redesign of the survey with Ms. Penn.

Leslie Richardson presented the draft Cape Cod Commission (CCC) FY18 Work Plan for CCEDC review. Ms. Richardson provided a brief description of each project and identified its funding source. Discussion focused on the Cape Cod Capital Trust Fund and the need for infrastructure on Cape Cod, mostly related to wastewater and overall water quality. Discussion on the CCC work plan was continued to the December 1, 2016 meeting.

Allen White distributed notes from a Blue Economy Listening Session, October 24, 2016, sponsored by the Cape Cod Chamber in conjunction with Bridgewater State University. The notes were for personal review and not discussed.

The meeting was adjourned at 5:52 pm.



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CCEDC Direction

[Summary](#) [Design Survey](#) [Collect Responses](#) [Analyze Results](#)

CURRENT VIEW

[+ FILTER](#) [+ COMPARE](#) [+ SHOW](#)

No rules applied

Rules allow you to FILTER, COMPARE and SHOW results to see trends and patterns. [Learn more](#) »

SAVED VIEWS (1)



Original View (No rules applied)

[+ Save as...](#)

EXPORTS

SHARED DATA

No shared data

Sharing allows you to share your survey results with others. You can share all data, a saved view, or a single question summary. [Learn more](#) »[Share All](#)

RESPONDENTS: 6 of 6

[Export All](#)[Share All](#)

Question Summaries

Data Trends

Individual Responses

PAGE 1: Discussion Summary

Q1

[Customize](#)[Export](#)

The discussion at our CCEDC October meeting was:

Answered: 5 Skipped: 1

Helpful to hear past an...

Not very enlightening

Good as a start, but w...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Answer Choices	Responses	
▼ Helpful to hear past and present accomplishments	20.00%	1
▼ Not very enlightening	0.00%	0
▼ Good as a start, but we still have more to discuss	80.00%	4
Total		5

Comments (2)

Q2

[Customize](#)[Export](#)

From the discussion, it was evident that there are numerous economic development factors related to infrastructure that need to be addressed within the County. Each of these require large sums to implement. Please rank them in the order you see as most to least important, with most important being #1, and least being #10

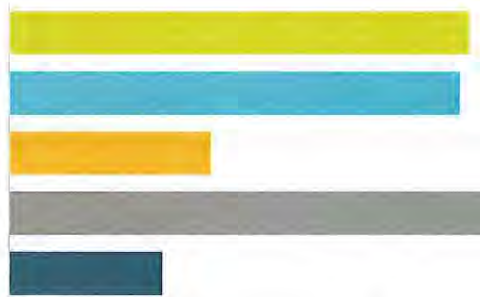
Answered: 6 Skipped: 0

Wastewater:
Planning/Sys...

Rental Housing

Broadband:
Last MileWorkforce
HousingTransportation:
Access to th...

Parking: in



	1	2	3	4	5	6	7	8
▼ Wastewater: Planning/System Implementation	16.67% 1	33.33% 2	16.67% 1	0.00% 0	33.33% 2	0.00% 0	0.00% 0	0.00% 0
▼ Rental Housing	0.00% 0	33.33% 2	33.33% 2	16.67% 1	16.67% 1	0.00% 0	0.00% 0	0.00% 0
▼ Broadband: Last Mile	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	16.67% 1	16.67% 1
▼ Workforce Housing	50.00% 3	16.67% 1	0.00% 0	0.00% 0	16.67% 1	16.67% 1	0.00% 0	0.00% 0
▼ Transportation: Access to the Cape	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	16.67% 1
▼ Parking: in Downtowns and Highly Congested areas such as waterfronts	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	33.33% 2
▼ Transportation: Planning (Fix dysfunctional intersections)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1
▼ Zoning: Implement economic activity zones	16.67% 1	0.00% 0	33.33% 2	16.67% 1	16.67% 1	0.00% 0	16.67% 1	0.00% 0
▼ Zoning: Implement Housing-related items such as the ADU (accessory dwelling unit bylaw)	16.67% 1	16.67% 1	16.67% 1	16.67% 1	0.00% 0	16.67% 1	16.67% 1	0.00% 0
▼ Zoning: Changes that result from RESET project work	0.00% 0	0.00% 0	0.00% 0	50.00% 3	0.00% 0	16.67% 1	16.67% 1	16.67% 1

Q3

Customize

Export

The CCEDC since 2003 has granted funds in the following areas: Education, Municipal Planning/Project Implementation, Aquaculture as relates to denitrification, Arts & Culture, and has also invested in a small business loan fund with Coastal Community Capital. In addition, we have invested heavily in the CEDS, a county-wide technology and communications audit, and RESET projects. Many of you have indicated that you would like to do something "BIG", but are a little frustrated that we do not have enough funds. Which of the following would you support in the future? You may choose more than one.

Answered: 6 Skipped: 0

I support an annual grant...


I support partnering w...

I support giving 100% ...

I support creating whi...

I support addressing o...

I support co-ordinatin...



Answer Choices	Responses
I support an annual grants program to continue to fund projects as we have in the past.	66.67% 4
I support partnering with others such as SmarterCape, or maybe the CDP, or both to do something "Big".	50.00% 3
I support giving 100% of the public funds we receive to the Cape Cod Commission in order to get the most bang for our buck.	16.67% 1
I support creating white papers that serve as "blueprints" for the issue, including analysis of economic impacts, and steps needed to reach a solution.	66.67% 4
I support addressing our "BIG" problems by implementing the CEDS goal of creating a Cape Cod Capital Trust Fund to address housing, wastewater, and other economic infrastructure issues via local funds instead of relying on the State or Feds.	33.33% 2
I support co-ordinating all the EDC's/EDIC's/or other groups engaged in economic development in the towns for the purposes of keeping communication between the County and the Towns open.	66.67% 4
I support subsidizing private debt such as college loans, or creating a not for profit that could address this.	16.67% 1
Other (please specify)	Responses 16.67% 1

Total Respondents: 6

Q4

Export

CCEDC Membership: There are two vacant seats on the CCEDC. It is vital that our members are actively engaged in the fulfillment of our mission, and that they bring skills that are critical to the council's vibrancy and success. Please use this space to "nominate" those who you believe would make good additions to the CCEDC.

Answered: 6 Skipped: 0

Responses (6)

Text Analysis

My Categories

Categorize as...

Filter by Category

Search responses

Q

?

Showing 6 responses

No answer

10/31/2016 3:50 PM

[View respondent's answers](#)

Beth Marcus or Todd Marcus from Cape Cod Beer

10/31/2016 3:11 PM

[View respondent's answers](#)

Charlie Sumner

10/31/2016 11:19 AM

[View respondent's answers](#)

Monica Rizzio - musician, entrepreneur, CoOwner West Bend music school, Dennisport Pete Fasano - Exec Director, Vinegrass Corp. Non-profit festival and concert promotion benefiting kids education in roots music. Awards scholarships and instruments. (Disclosure: I am on the Board of Vinegrass) Married (to each other) they are young 30-somethings making a go of it on Cape Cod and giving back. Politically active. CCYP, etc.

10/29/2016 1:39 PM

[View respondent's answers](#)

Someone from the commercial realty/development and someone from the education sector, don't have any names.

10/26/2016 1:24 PM

[View respondent's answers](#)

Ryan Castle Benita Pierce

10/26/2016 9:35 AM

[View respondent's answers](#)

Cape Cod Commission Economic Development Work Plan FY18				
Activity	Projects	Description	Staff/ Consultant	Funding Source
ECONOMIC DEVELOPMENT PROGRAM FOUNDATIONS - PLANNING, ADMINISTRATION, AND RESEARCH				
Economic Development Planning	Regional Policy Plan Development & Implementation	Developing economic development goals, planning actions, and development standards; LCP certification reviews; DRI reviews, GIZ and Chapter H designations, DCPCs, and Capital Planning	Staff	CCEPF
	CEDS Development & Reporting	Design and coordinate comprehensive planning process; draft CEDS 5-yr plan, coordinate public review and approval; coordinate annual evaluation process; draft annual reports; coordinate approvals; coordinate annual conferences, local presentations, national conference session, and other tv, radio and print outreach and reporting	Staff	EDA
	CEDS Strategy Committee/EDD Governing Body Administration	Monthly meeting coordination, agenda, minutes, public postings; coordinate ad hoc meetings or sub-committee meetings	Staff	EDA & LPF
	EDC Administration	Coordination of the small grants program - meeting scheduling, agendas, minutes, public posting; application development, advertising, posting; application review meeting coordination; communications with applicants and awardees; coordination of grant reporting process; and financial management assistance	Staff	LPF
Research & Data Dissemination	Primary Data Collection Program	Annual survey program - surveying different stakeholder groups regarding who they are, what their needs are relative to land use related planning and regulation; their future plans and aspirations, and their opinions and ideas relative to development issues	Staff/ Consultant	CCEPF
	Environmental Economics Applied Research Program	Track, analyze, research and communicate trends in the regional economy and associated environmental issues on the Cape with the goal to inform the economic development strategy for Cape Cod	Staff	CCEPF
	STATSCapeCod & BART Data Dissemination Program	Development and maintenance of town and county data profiles, regional economic development benchmarks, town comparison data, detailed evaluations of specific aspects of the regional economy, and continued development of new content	Staff/ Consultant	CCEPF
CEDS IMPLEMENTATION - REGIONAL PRIORITY PROJECTS AND RESET				
CEDS Regional Priority Projects	Integrated Infrastructure Plan	The Commission is in the process of developing a regional capital infrastructure plan that will guide localities as they develop town level capital plans and will help the managers of the various types of infrastructure coordinate their expansion, repair, and maintenance as much as possible.	Staff	CCEPF, LPF, DLTA, Transportation UPWP, Other Grants
	Wastewater in Economic Centers	The Commission continues to work with towns to develop policies and plans for addressing nutrient loading in coastal and inland waterbodies; the Commission assists towns with grant proposals (particularly to EDA); the Commission will integrate this work with other related regional priority projects.	Staff	
	Cape Cod Capital Trust Fund	The Commission staff, with the assistance of a consultant with expertise in public finance, has outlined a possible structure for a regional infrastructure bank; staff will continue to refine this structure and investigate funding options and work with policy makers. When established this fund would be allocated in accordance with the regional capital plan.	Staff/ Consultant	
	Climate Change Economic Impact Assessment	The Commission staff has been working with towns to plan for natural disasters and sea level rise in order to reduce their impact and cost. This work will be used to develop a greater understanding of the economic impacts of climate change and the public willingness to address these impacts by different mitigation methods.	Staff	
	Harbor Planning	The Commission staff, working with stakeholders, will integrate harbor infrastructure concerns into the regional capital planning effort.	Staff	
	Commuter Rail Impacts & Feasibility	The Commission staff will be available to the towns and the state as they continue planning for rail and for transportation and transit over the canal	Staff	
	Expedited Permitting	Commission staff will work with towns interested in expediting local and regional permitting in key growth areas; this effort is often directly related to the RESET projects undertaken as part of CEDS Implementation	Staff/ Consultant	
	Strategic Information Office	Commission staff will continue to work with towns to adopt electronic permitting and develop data sharing agreements; staff will continue to develop a comprehensive regional database and regional gis licensing.	Staff	
RESET	RESET Program Administration	Commission staff will work with towns to identify obstacles to economic development, particularly in areas well served by existing or planned infrastructure; staff will develop specific scopes of work with the towns, provide regular reporting, and develop recommendations and reports designed for implementation.	Staff	
	RESET Projects	RESET projects are interdisciplinary in nature and involve Commission staff assistance. Different staff members serve as project managers on the various projects. Generally, the Commission completes three RESET projects per year. The RESET projects are often partially supported by the State's DLTA program.	Staff	

In addition to funds allocated here, economic development initiatives leverage funds from state & federal sources.



**BLUE ECONOMY LISTENING SESSION
CENTERVILLE INPUT
10/24/2016**

JOBS

- A theme that runs throughout all other themes
- Create an employer database (electronic) that identifies the universe of opportunities

DIVERSIFY

Need more maritime technology-oriented industry

PLANNING

- Interconnected planning necessary at a watershed scale (may include 4 or more towns in some instances)
- Municipal funding should come together to plan on a larger scale
- Devise ways to keep taxes and fees local and not all devolve to state's general fund
- Water systems – sewers, drinking need broad water plans Cape-wide with local implementation as needed
- Government permitting has to catch up with technology (Clean Water Act approved technologies are limited)
 - Oyster reefs
 - Current approaches all written for big pipes

EDUCATION AND TRAINING

- Business and education partnerships needed to develop technical skillset for students not going to college
 - Example is what is going on up in Gloucester
 - Need to devise ways to keep students/young people on Cape
 - Develop a "Recovery" High School for trades
 - Advise on local examples of college curriculum to allow for distance learning
- New or potential schools of higher learning on Cape Cod

- Bridgewater State University, UMass Dartmouth, Quincy College, Wentworth Institute of Technology
- WH STEP is a model program that should be expanded
 - Partners with businesses to feed the curriculum at the Middle and HS levels
- Education the public/companies about how to be more environmentally friendly
 - Plastic bag elimination
 - Fast food packaging
 - Green fertilizer
- Make K-12 more marine based education and add teaching entrepreneurship to education
- Create more HS internship programs with blue companies such as in Barnstable
- Start a Northeastern University-like internship program at 4Cs and find the funding to pay for it.
- Connect teachers to companies directly that will in turn connect students to blue economy programs that teach about fixing local issues
- Create and institutionalize an adopt a pond program – one for each day – by schools and fund investigations and sampling to improve health and understanding

WASTEWATER

- Prioritize the impact of wastewater issues on our economy
 - Drives economic growth down
 - Create infographics on water quality and prosperity values
- Emphasize and educate the public about how dire our wastewater issues is
- Conduct advocacy on the good news/bad news with a focus on opportunities
- Provide incentives for companies associated with the 208 Clean Water Act Plan to stay on the Cape and grow responsibly
- Create and a tax financing plan that works
- Consolidate and simplify zoning
- Lead by example (incentivize companies to drive up wages)

RESOURCE SHARING

- Create a database of resources of shared services in the local community with a focus on physical resources and access to water
- Create a test boat like Uber for water

PIPELINE OF SCIENCE TO ENTREPRENEURSHIP TO MARKETING/FUNDING

- This should focus on the entire spectrum of funding including government, venture capital, and creating public-private partnerships
- Create easy ways for scientists to bring new technologies to market
- Set up a Cape “Energy Bar” modeled on the Greentown Labs
 - EnergyBar is a monthly event devoted to helping people in clean technology meet and discuss innovations in energy technology. Entrepreneurs, investors,

students, and 'friends of cleantech,' are invited to attend, meet colleagues, and expand our growing regional clean technology community.

- Scientists need water access to bring blue economy technologies to market at this is a huge commodity on the Cape given the privatization of the shoreline
- Businesses should be eligible for grant monies for ideas...not just non-profits
- Work with the state to develop a Waterfront Enterprise Zone for shared services
- Encourage the Venture Capital community to fund blue start-ups or invest in marine-based businesses
 - "Slighter" Technology Fund from RI is an example of a State VC fund
- Create a Blue Economy Fund
- Develop Capture Grants for emerging water technologies to be researched and developed in our local environment

MARITIME AND ENVIRONMENTAL HISTORY

- Recognize that we are a custodian of the environmental resources
- Conduct more environmental outreach to tourist

INTEGRATION

- The Science community should integrate with tourism and promote the Blue Economy
- Conduct educational awareness with seasonal and transient visitors
- Create better access to current science and technology assets such as WHOI, MBL, Hyannis Maritime Museum
- Add on science and science processed into general tourist outreach stops

AMENITIES AND ATTRACTIONS FOR YOUNG PROFESSIONALS

- Beaches close too early and access to them should be expanded
- Need to invest in amenities to create a more "hip" place to live such as skate parks, shows (bring Broadway here), restaurants, parks
- Encourage the development of topic-specific "meet ups"
- Increase mobility so can get around easier

LEVERAGE AND EXPORT

Leverage septic tank issues into economic opportunities as the money for sewerage all is not financial feasible.

RECREATION

There is limited access to boating opportunities due to the high cost of boating and the lack of moorings and affordable dockage

Limited public waterfront. Should consider a Cape-wide shoreline access program.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: October 6, 2016
Time: 4:30 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Board Minutes

- Potential vote to approve September 1, 2016 draft minutes

CCEDC Mission & Goals:

Restate for group's purpose. (read legislation, enhance or not?)

Review of General Grant Program: 2010-2015

- a. Areas of Interest funded: see website
- b. Best "ROI"/Strategic Value
- c. Top three areas of interest for future funding

Review of Cape Cod Commission Funding: FY 2012-2016

- a. Key deliverables
- b. Future focus

CCEDC Three-Year Plan: Options

- a. Stay the course: continue funding as we do now
- b. Dedicate all funds to CC Commission, with more emphasis on specific projects, policy positions (white papers), and/or technical assistance grants.
- c. All funding concentrated on grants as is, OR significant grants in areas that make a difference (as identified above in agenda item#1)

Other areas for discussion (optional):

- Quarterly updates from all grant recipients to help us stay focused and guide future grant rounds.
- Update CCEDC Powerpoint showcasing past five year summary of accomplishments for general communication usage.
- Create annual list for speaker presentations in areas of interest to the CCEDC.
- How to take the lead on ED needs in the County? Or, should we? Contact/survey municipal EDC/EDIC's.
- Using SmarterCape Partnership to help further our agenda.
- Board composition
- Financial status/future...

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Caso estas informações sejam necessárias em outro idioma, por favor, contate o Coordenador de Título VI da MPO pelo telefone 508-362-3828.



Cape Cod Economic Development Council (CCEDC)
3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, October 5, 2016

Present:

Ken Cirillo, John Kilroy, Brian Mannal, Harold Mitchell, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard

Absent:

Mary Pat Flynn, Dan Wolf

Also Attending:

CCC Staff: Paul Niedzwiecki, Taree McIntyre

Felicia Penn called the meeting to order at 4:30 pm in the conference room of the Cape Cod Commission. Upon a motion by Allen White, second by Sheryl Walsh, the minutes of the September 1, 2016 meeting were approved.

Felicia Penn briefly reviewed changes to Massachusetts Public Records Laws effective January 1, 2017. This subject will be an agenda item for a future meeting.

The CCEDC mission statement was reviewed. Members decided to make no changes as it ties directly into the legislation that created the CCEDC.

Miss Penn reviewed past areas of interest for grant rounds including aquaculture/wastewater, housing/zoning, and education. No new areas of interest were suggested.

Members discussed alternative methods of utilizing the Cape & Island License Plate funds, such as focusing on white papers, building infrastructure, creating jobs, bonding funds, and engaging with other Cape economic development organizations. No definitive action was taken.

Paul Niedzwiecki briefly reviewed past RESET projects which provide technical assistance to towns by the Cape Cod Commission and are funded by a grant from the CCEDC. The FY18 Cape Cod Commission Workplan will be presented to the CCEDC at the November meeting for consideration.

Members were advised to continue to forward their ideas to Ms. Penn through email.

The meeting was adjourned at 7:12 pm.



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: September 1, 2016
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Potential vote to approve draft minutes of April 7/May 5/June 2/August 4, 2016 meetings
2. Council Chair's Report
 - Jack Yunits, Barnstable County Administrator, reporting on the status of needed improvements to the facilities at the Rte. 6 rest area
3. Resource Committee
 - Continued discussion on implementing a new budget system for expenditures/appropriations based on set percentages of revenue for the Fiscal Year 2017 budget – *Felicia Penn*
 - Potential vote to approve draft FY17 budget – *Felicia Penn*
4. Grants Committee
 - Planning discussion for an FY17 small grant round – *Felicia Penn*
5. Topics not reasonably anticipated by the Chair prior to the time of posting notice

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Cape Cod Economic Development Council (CCEDC)
3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, September 1, 2016

Present:

Ken Cirillo, Mary Pat Flynn, John Kilroy, Felicia Penn, Rick Presbrey, Sheryl Walsh, Allen White, David Willard

Absent:

Brian Mannel, Harold Mitchell, Dan Wolf

Also Attending:

Barnstable County Administrator: Jack Yunits
CCC Staff: Leslie Richardson, Taree McIntyre

Felicia Penn called the meeting to order at 5:01 pm in the conference room of the Cape Cod Commission. Upon a motion by Rick Presbrey, second by John Kilroy, the minutes of the April 7/May 5/June 2/August 4, 2016 meetings were approved.

Felicia Penn introduced Jack Yunits, Barnstable County Administrator, to update the Council on the future of the Route 6 East rest area which the County has maintained using C&I License Plate funds. Mr. Yunits stated that, this season, over 30,000 visitors stopped at the visitor's center operated by the Yarmouth Chamber of Commerce at the rest area. The county is currently negotiating a 50 year easement deed with state and federal agencies that control the property. This deed would enable the county to manage the property and lease it for use by a private food vendor(s). Mr. Yunits hopes to have a definitive answer regarding the deed by November which would allow the County to open the leasing process with the goal of opening the new rest area for the 2018 tourist season.

Ms. Penn presented the attached draft FY2017 operating budget and examples of how license plate funds might be allocated over the next three fiscal years. It was pointed out that the County Commissioners previously appropriated \$43,260 of C&I License Plate revenue to Rt. 6 rest area maintenance during the regular budget process rather than the \$15,000 listed. This increased the rest area support line by \$28,260 and reduced the funds allocated to the grant program from \$95,000 to \$66,740. Ken Cirillo motioned to approve the FY17 operating budget with the revisions discussed and submit it to the Barnstable County Commissioners for final approval; the motion was seconded by David Willard and approved by all.

The members then discussed the lack of participation by some CCEDC members, the best use of the C&I License Plate revenue, and the need to revisit the goals of the Council. Members decided that the October 6, 2016 meeting will be a workshop to address the CCEDC vision. Members were asked to email Taree McIntyre with any ideas, questions, and/or suggestions. Rick Presbrey noted that it would be helpful if Dan Wolf and Paul Niedzwiecki were present.

The Grant Round Planning discussion was continued until a later date. The meeting was adjourned at 6:23.

CCEDC DRAFT BUDGETS

Revenue	FY17			FY18		
Annual Revenue	\$1,143,217.00	33.87%	\$387,208	\$1,166,081	33.87%	\$394,952
Est Bal from Prev FY	\$73,000.00		\$73,000.00	\$23,364		\$23,364
Total Revenue			\$460,208			\$418,315
Expenses						
Cape Cod Commission						
Technical Assistance Grant	\$290,000.00	63.02%		\$250,000	59.76%	
C & I Plate Marketing	\$32,344.00	7.03%		\$32,344	7.73%	
Rest Area Support	\$15,000.00	3.26%	43,260 as budgeted	\$10,000	2.39%	
Smarter Cape Conference	\$2,500.00	0.54%		\$2,500	0.60%	
Web Site Maintenance	\$0.00	0.00%		\$0	0.00%	
Misc (Retreat/training, etc)	\$2,000.00	0.43%		\$2,000	0.48%	
Grant Program : Rolling	\$95,000.00	20.64%	66,740	\$100,000	23.91%	
Total Expenses	\$436,844.00	94.92%	\$436,844.00	\$396,844	94.87%	\$396,844
Balance/Unallocated			\$23,363.60			\$21,471

Revenue	FY19			FY20		
Annual Revenue	\$1,189,402.97	33.87%	\$402,851	\$1,213,191	33.87%	\$410,908
Est Bal from Prev FY	\$21,471.35		\$21,471.35	\$9,075		\$9,075
Total Revenue			\$424,322			\$419,982
Expenses						
CC Commission						
Technical Assistance	\$246,106.84	58.00%		\$230,990	55.00%	
C & I Plate Marketing	\$32,344.00	7.62%		\$32,344	7.70%	
Rest Area Support	\$5,000.00	1.18%		\$0	0.00%	
Smarter Cape Conferenc	\$2,500.00	0.59%		\$2,500	0.60%	
Web Site Maintenance	\$0.00	0.00%		\$0	0.00%	
Misc (Retreat/training, e	\$2,000.00	0.47%		\$2,000	0.48%	
Grant Program : Rolling	\$127,296.64	30.00%		\$146,994	35.00%	
Total Expenses	\$415,247.48	97.86%	\$415,247.48	\$414,828	98.77%	\$414,828
Balance/Unallocated			\$9,074.66			\$5,154



Cape Cod Economic Development Council (CCEDC)

3225 Main Street, PO Box 226, Barnstable, MA 02630

Date: August 4, 2016
Time: 5:00 pm
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - Potential vote to approve draft minutes of April 7/May 5/June 2, 2016 meetings
2. Council Chair's Report
 - Discussion on open letter regarding Accessory Dwelling Units
 - Discussion on SmarterCape and The Committee to Protect Educational Excellence in MA
3. Resource Committee
 - Discussion on License Plate Funds regarding the following concerns:
 - The Budget: Adopt standard % of allocations regardless of funds available
 - Rte. 6A Rest Area: Field trip report and maintenance funding
 - License Plate Marketing: Status of the RFP process from the Marketing Committee
4. Grants Committee
 - Discussion on Open Cape FTTH Crowd Fiber website launch
5. Comprehensive Economic Development Strategy (CEDS) Implementation
 - Discussion on recent progress report for the Economic Development Administration (EDA) grant
6. Public Outreach
 - Update on planning for the SmarterCape Summit, October 17, 2016 at New Seabury
7. Topics not reasonably anticipated by the Chair prior to the time of posting notice

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Cape Cod Economic Development Council (CCEDC)
3225 Main Street, PO Box 226, Barnstable, MA 02630

Minutes, August 4, 2016

Present:

Mary Pat Flynn, Harold Mitchell, Felicia Penn, Sheryl Walsh, Allen White, David Willard

Absent:

Ken Cirillo, John Kilroy, Brian Mannal, Barbara Milligan, Rick Presbrey, Dan Wolf

Also Attending:

CCC Staff: Gail Coyne, Taree McIntyre

Felicia Penn called the meeting to order at 5:00 pm in the conference room of the Cape Cod Commission. Approval of all draft minutes was continued until the next meeting for lack of a quorum.

Felicia Penn introduced Harold "Woody" Mitchell, Chair of the Cape Cod Commission Board, who will be the liaison to the CCEDC through June 30, 2017. Mr. Mitchell gave a brief summary of his background followed by the introduction of Council members.

Ms. Penn presented the attached letter from the Smarter Cape Partnership to the Town of Falmouth in support of an accessory dwelling bylaw. Council members supported the submission of the letter to the Town of Falmouth.

Ms. Penn presented the attached notice from the Committee to Protect Educational Excellence in Massachusetts asking for support of a NO vote on a potential 2016 ballot question. Council members agreed to take no stance on the issue for lack of information from either the pro or con side of the question.

Ms. Penn announced that the Open Cape Crowd Fiber website has been launched. The website utilizes their new web tool to gather input from businesses and residents interested in connecting to the fiber optic broadband network. Open Cape is in the process of distributing post cards cape-wide directing anyone wanting connection to sign up at www.opencape.org so that they can identify areas with a high density of interest to begin the planning process.

Ms. Penn presented a progress report provided by Leslie Richardson, Chief Economic Development Officer of the Cape Cod Commission, on the EDA Partnership Planning Grant from January 1, 2016 – June 30, 2016. This information was previously reviewed as part of the FY16 final grant report. Any additional questions may be directed to Ms. Richardson.

Gail Coyne, Chief Fiscal Officer of the Cape Cod Commission, presented the attached report detailing the total License Plate revenue and expenditures for Fiscal Year 2016 and the current balance of the License Plate Fund. Ms. Coyne stated that, while the CCEDC is currently establishing their FY2017 budget, county departments will soon be working on their FY2018 budgets to be presented to the County Commissioners by the end of 2016 for approval early in 2017. Ms. Coyne suggested that it would be helpful to the county if the CCEDC was on the same schedule with the other county departments.

Ms. Penn reported that the county will not issue payments from the License Plate Fund until it has a sufficient cash balance. Given the current balance and anticipated expenses in the coming year, it will be difficult to build up adequate funds for a small grant round which usually spans an 8-9 month period. Ms. Penn proposed a new budget system where a set percentage of a total fiscal year's revenue will be established for each of the License Plate expenditures/appropriations. Members agreed with the idea and Ms. Penn will work on the details to present at the next meeting. Ms. Penn stated that she, Gail Coyne, and Rick Presbrey have a meeting scheduled with County Finance Director, Mary McIsaac, on August 17, 2016, to discuss the License Plate budget.

County Commissioner, Pat Flynn, announced that Jack Yunits, County Administrator, has been in discussions with the state regarding improvements to the Route 6 rest area. Ms. Flynn suggested that Mr. Yunits be invited to the next meeting to give an update.

Ms. Flynn gave a brief update on future plans under consideration for the county campus and departments. Ms. Penn gave an update on a recent SmarterCape Partnership discussion on education.

The meeting was adjourned at 6:00 pm.



July 26, 2016

To Whom It May Concern:

The Smarter Cape Partners are concerned about the availability and affordability of housing throughout Cape Cod. We believe there are smart solutions that make sense to provide more housing opportunities in an attainable way. We have reviewed the Falmouth Accessory Unit bylaw and believe it does just this. We support the adoption of the proposed bylaw at the Falmouth Town Meeting.

The Cape Cod Young Professionals 'Shape the Cape' study showed housing availability and affordability as one of the main reasons young professionals either do not locate on Cape Cod or simply leave the region altogether. We need to reverse this trend in order to have a healthy, sustainable community. We see accessory dwellings as one of the opportunities to increase both the availability and affordability of the housing stock without developing more land, while prioritizing our environment.

Accessory units are great option because they create affordability in two categories – increasing attainable rental options and creating an income stream to make a home more affordable for owners. We all know rental opportunities are scarce due to the Cape's desirability and attractiveness as a tourist destination. Allowing existing homeowners to create more rental opportunities without adding more bedrooms or bathrooms than allowed strikes a great balance of more units, while keeping the charm and character of Cape Cod intact.

The crux of an accessory dwelling bylaw – and the one proposed in Falmouth – lies in the fact all existing land use and wastewater regulations will have to be met. The proposed bylaw just allows the creation of more attainable, yet compact units to help offset the shortage of available and affordable units in Falmouth.

We believe this is a great step forward for Falmouth and hope to see it passed at the upcoming Town Meeting.

Sincerely,

The Smarter Cape Partners

Smarter Cape Cod's objective is to create a vibrant Cape Cod community for the 21st century—one that supports the evolution of our economy from service-based to knowledge-based, and uses our recently-built, fast, reliable and robust technology infrastructure to improve our quality of life by making the way we do things "smarter".

The 'Partners' are made up of the Cape Cod Young Professionals, the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, OpenCape, the Cape Cod & Islands Association of REALTORS®, the Home Builders & Remodelers Association of Cape Cod, the Cape Cod Economic Development Council and the Cape Cod Community College.

COMMITTEE TO PROTECT EDUCATIONAL EXCELLENCE IN MASSACHUSETTS

About Our Campaign

Massachusetts has the best schools in the country, leading the nation and most of the world in our Math scores and best in the country in reading scores. The biggest reason for this success is that Massachusetts has exceptionally high statewide education standards, based on Massachusetts' own customization of the Common Core education standards for English and Math.

A proposed Massachusetts 2016 ballot question would reverse this progress, interrupt our education system in the middle of the school year, and seriously threaten our best in the nation standing. If passed, the proposed ballot question would:

- Repeal Massachusetts' current education standards and revert back to 12 year old English and math standards in the middle of the school year
(If the ballot question passes, this repeal would take effect January 1, 2017)
- Require the state to publicly release all test questions in every grade and subject annually, adding significant cost to the state's education system every year. This reckless idea has never been done in any other state.

Massachusetts voters must protect our undisputed education leadership and defeat this ballot question on Election Day, November 8th.

Why You Should Oppose this Ballot Question

This proposal will be on the November 8th statewide ballot. Here's why you should vote NO.

1. **Massachusetts is the national leader in education** – Massachusetts has the best schools in the country; *Education Week* has rated Massachusetts school systems first in the nation for eight years in a row, and students here have the best reading scores in America and some of the very top math scores worldwide. Passage of this question would set the state backwards and seriously threaten our best in the nation standing.
2. **This proposal would repeal our state education standards** – The Massachusetts state education standards were developed locally with extensive input from education professionals, including teachers. Educators including teachers and superintendents across the state support the standards. Our standards are not a federal program.
3. **Our standards ensure all students are prepared for their next step** – The Massachusetts education standards are specifically designed to build upon the most advanced current thinking of educators, higher education and the business community about preparing *all* students for success in college, career, and life. Massachusetts must not go backwards on that promise to all students.
4. **Repeal = Financial disaster and time lost** – The financial costs of repealing Massachusetts education standards would be hundreds of millions of dollars – costs that would hit every city and town. Teachers would have to spend time and money to retrain to different standards and new materials would be needed for all students.

To learn more and join the growing campaign to defeat this proposed ballot question, please visit www.ProtectMassEducation.com

info@protectmasseducation.com
<http://twitter.com/protectmassed>
<http://facebook.com/protectmasseducation>

License Plate Fund Revenue	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
June pmt	46,035.16	44,411.32	48,672.71	46,607.54	41,365.60	48,295.55	40,535.06	38,408.08	38,130.28	47,547.52
July	33,795.98	49,580.64	24,132.19	49,393.62	34,692.71	40,746.10	31,066.10	37,448.31	34,348.43	(3,000.00)
August	37,126.78	41,415.48	44,957.98	41,933.49	34,084.60	39,238.59	39,896.54	35,048.92	34,205.72	
September	33,833.46	44,467.38	34,636.18	39,216.08	44,143.82	39,164.86	32,232.94	37,564.18	38,497.26	
October	39,142.80	31,968.08	33,988.70	24,167.44	24,606.96	25,821.86	32,926.57	28,567.65	27,846.96	
November	7,508.06	6,876.00	6,698.27	7,443.98	5,733.84	6,463.46	6,451.60	5,959.68	6,657.05	
December	12,240.88	16,024.42	13,250.10	14,844.44	17,605.49	6,015.92	11,622.63	13,248.35	12,392.82	
January	37,677.34	36,321.98	32,821.02	33,546.04	32,852.90	40,454.78	34,817.75	31,635.38	32,224.69	
February	41,037.04	34,559.37	36,158.84	27,003.37	32,272.66	28,431.06	31,490.19	24,062.48	30,399.38	
March	42,284.84	36,828.28	52,241.15	45,557.44	45,277.99	42,128.64	42,932.45	37,896.09	44,304.73	
April	43,881.86	42,942.86	45,501.26	43,264.28	45,676.96	36,685.88	37,902.61	40,364.35	42,940.94	
May	55,451.66	41,009.32	47,157.13	42,348.92	44,059.81	43,107.06	48,104.85	38,442.92	36,268.74	
Totals	430,015.86	426,405.13	420,215.53	415,326.64	402,373.34	396,553.76	389,979.29	368,646.39	378,217.00	44,547.52
Change in Revenue from LP sales	-3.22%	-0.84%	-1.45%	-1.16%	-3.12%	-1.45%	-1.66%	-5.47%	2.60%	
average change					-1.96%	-1.87%	-1.84%	-2.30%	-1.75%	
Year End Fund Balance		637,139.35	497,394.10	292,766.90	183,141.29	165,009.87	187,876.33	132,620.64	83,383.21	
Change in Fund Balance			-21.93%	-41.14%	-37.44%	-9.90%	13.86%	-29.41%	-37.13%	

**Cape Cod and Islands License Plate Fund
Schedule of Fund Balance
For the Fiscal Year Ended June 30, 2016
Cash Basis**

	Restricted Funds: FY15 Encumbrances	8,090.10
	Restricted Funds: FY16 Continuing Appropriations	79,511.53
	Unrestricted CCLP Fund Balance	<u>45,019.01</u>
	CCLP Fund Balance as of June 30, 2015	132,620.64
Plus:	License Plate Revenue	378,217.00
Less:	License Plate Fund Expenditures	394,873.79
	Transfer to Rest Area Account	<u>32,580.64</u>
	CCLP Fund Balance as of June 30, 2016	<u>83,383.21</u>
	Restricted Funds: Encumbrances	10,807.38
	Restricted Funds: Continuing Appropriations	39,011.53
	Unrestricted Fund Balance	<u>33,564.30</u>
	Total Fund Balance as of June 30, 2016	<u>83,383.21</u>



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EDA Partnership Planning Grant

Progress Report #2

January 1, 2016 – June 30, 2016

OVERVIEW OF ACTIVITIES

The scope of work for the EDA Partnership Planning Grant (01-83-14691) is broken down into four categories, each with specific tasks. These are outlined in the following table along with the current status of each task.

Scope of Work Categories & Tasks	Status
Coordination of CEDS Strategy Committee	
CEDS Strategy Committee Meetings (monthly)	Completed
Coordination of the CEDS Evaluation	
CEDS evaluation stakeholder engagement process	Completed
CEDS Annual Report	Completed
CEDS profile of the regional economy	Completed
CEDS Priority Projects & Action Plan Implementation	
CEDS Regional Priority Project Implementation	Completed
CEDS Action Plan Implementation	Completed
Coordination of CEDS Outreach	
Dialogue with stakeholder organizations	Completed
Inform media of implementation milestones	Completed
SmarterCape Summit	Postponed

Over the past six months, work has focused on evaluating the regions progress towards implementing the CEDS Action Plan for the current year and progress towards the larger goals of the CEDS. In addition, work has continued on individual Priority Projects and other projects within the CEDS Action Plan. Staff continues to coordinate of the CEDS Strategy Committee and keep stakeholders and the media informed. These activities have been supported by matching funding provided by the Cape Cod Economic Development



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Council (the CEDS Strategy Committee) and the Cape Cod Commission (the Regional Planning Authority for Barnstable County). The SmarterCape Summit, organized in partnership with a number other economic development related organizations, was postponed this year until the Fall.

ACCOMPLISHMENTS & IMPACTS

CEDS STRATEGY COMMITTEE COORDINATION

The CEDS Strategy Committee is the Cape Cod Economic Development Council (CCEDC) supplemented by the Cape Cod Commission. The CCEDC provides CEDS related programmatic and policy direction on a regular basis while the Cape Cod Commission provides input into and approves the Comprehensive Economic Development Strategy and CEDS Annual Reports. The CEDS effort is staffed by the Cape Cod Commission.

The CEDS Strategy Committee meets monthly. The Cape Cod Commission staff presents information on CEDS projects underway and on planning efforts to update the CEDS. The agendas and minutes from the past six months are included in the appendix.

CEDS ANNUAL EVALUATION

The five-year update of the Barnstable County CEDS was completed and submitted in June 2014. In June of this year, the CEDS Annual Evaluation was submitted for year two of implementation. The impact of the CEDS is evaluated using a set of measures to gauge regional economic progress and track program and project implementation. A summary of the regional economy assessment is included here; program and project implementation is covered in the following sections of this report.

Evaluating Distress

The first metric of economic wellbeing is established by the EDA and is based on unemployment rates and per capita income relative to the United States. Using this metric, thirteen of the fifty-six census tracts on Cape Cod qualify as distressed. These include census tracts in Provincetown, Wellfleet, Eastham, Harwich, Dennis, Yarmouth, Barnstable, Mashpee, Falmouth and Bourne as well as Joint Base Cape Cod. The total population in these distressed tracts is 40,848,



representing 36% of the total population of Cape Cod. Relative to the resident population of Cape Cod as a whole, residents living in distressed census tracts are:

- More likely to be non-white
- More likely to have lower educational attainment
- More likely to live in non-family households or live alone
- More likely to live in poverty, particularly if they are over age 65
- More likely walk or use “other means” to get to work and are more likely to work closer to home
- More likely to be employed in farming, fishing, and forestry

In addition to these household characteristics, Census Tracts indicating distress have a larger share of rental housing; over half (55%) of the rentals available on Cape Cod are located in these tracts. Multi-family housing is also concentrated in census tracts categorized as distressed and 66% of the homes built before 1940 are located in these areas. Interestingly, a significantly higher than expected share of seasonal homes are also located in distressed census tracts (66% of all seasonal homes on Cape Cod are in distressed census tracts).

Evaluating the Region's Progress

The Regional Benchmarks created by the Cape Cod Commission are the metrics used to track the performance of the regional economy over time. The benchmarks use standard economic data to compare the region's performance to Massachusetts and the Nation in order to get a sense of the region's relative prosperity and progress.

- While college age populations and adults in their early career years are less represented on the Cape, trends show that a larger than average share of adults over thirty-five are living and working in the region after they have completed school and started their careers.
- The significant population growth on Cape Cod from the 1960's through the 1990's 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.
- With population growth, the Cape has seen strong job growth, businesses growth, and workforce growth. The recession



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eroded some of this growth but trends are again moving upwards.

- The Cape's economy is less seasonal than during the 1990's but still depends heavily on the doubling of the population in the summer and on 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 since 1990 on Cape Cod or indeed in Massachusetts or the US.
- Within the tourism cluster wages are comparable with the state and the US but overall, 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.
- Since 1990, the share of households with incomes above \$150,000 per year has grown by over 1,000% while the total number of households has only increased by 21.5%. Nevertheless, over half of the households on the Cape are still in the lowest two income brackets with incomes of less than \$75,000 per year.
- Barnstable County's Gross Regional Product is \$9.7 billion in 2014, a 5½% increase over 2001. Regional output began to decline sharply in 2005 hitting bottom in 2009. Declines in the number of working residents lagged declines in output but then took a significant drop in 2010. Growth in output of over 10% in the last three years should hopefully translate into labor force growth soon.

CEDS REGIONAL PRIORITY PROJECT AND ACTION PLAN IMPLEMENTATION

Regional Priority Project Implementation

This section focuses on the Regional Priority Projects currently led by the Cape Cod Commission with the support of this grant and funding from Barnstable County.

Cape Cod Capital Trust Fund

The 2014 CEDS identified the need for more funding at the regional level for investment in infrastructure, particularly wastewater infrastructure. Cape Cod has traditionally relied on septic systems and



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the environment to treat our wastewater. The result is that we have added large amounts of nutrients, nitrogen and phosphorous, to the ground water which has, in-turn, traveled to ponds and estuaries and degraded water quality and habitat by causing excess plant growth. The result is lower shellfish yields, fish kills, unpleasant swimming conditions, algae blooms, and lack of water clarity. Without infrastructure to eliminate this problem, tourism and second-home ownership on Cape Cod – the cornerstones of our economy - will decline, along with property values and job opportunities.

The first step to leveraging more infrastructure funds locally, is to consider the technical feasibility of a regional infrastructure financing entity. This feasibility assessment was completed this spring and it was determined that a regional bond-bank structure with a small governing board and two to three member staff could, with a variety of financing tools, successfully operate at the regional level and leverage local, state, and federal funds to address the wastewater threat to the regional economy. The next step is to establish this entity through state legislation.

Strategic Information Office

The Commission continues to support the establishment of a region-wide e-permitting system. Thus far 4 towns are establishing e-permitting programs for building and other local permits.

The regional GIS database continues to be built and a major milestone was achieved this spring with the addition of cape-wide data collected through aerial fly-overs recording the location of infrastructure and the location and dimensions of the built and natural environments.

Expedited Permitting

On Cape Cod, local permitting occurs at the town level and, in certain cases, at the regional level. Expedited permitting efforts address both processes, focusing on zoning changes at the town level and targeted jurisdictional change at the regional level to influence the location and type of growth in the region.

The Cape Cod Commission completed projects in Orleans, Mashpee and Falmouth evaluate local zoning and related development by-laws relative to the town's economic development and community character goals. This work has illustrated the need for geographically targeted



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changes in density limits, dimensional standards, and parking requirements to allow developers to provide residential and commercial space that is affordable while still earning a return on their investment. Such changes would be focused in designated activity centers only where appropriate infrastructure exists or is planned and would be designed to create/enhance vibrant, village scale, community and commercial centers. The update of the Regional Policy Plan will designate these activity centers and change regional planning, regulatory, and funding practices to focus on these areas as the recipients of future growth.

Climate Change Impacts

The Cape Cod Commission has developed a sea level rise viewer using GIS to help towns understand the impact of climate change on key infrastructure, homes and businesses. The Cape Cod Commission provides on-going technical assistance to towns to develop local Multi-hazard Mitigation Plans to FEMA.

The National Oceanographic and Atmospheric Administration (NOAA) awarded a three-year, \$780,000 grant to the Cape Cod Commission and partners to develop a tool and public outreach program to investigate the environmental and socio-economic effects of local and regional coastal resiliency strategies.

As lead agency for the grant, the Commission will develop a tool to translate technical data into understandable and actionable language, estimate loss of individual and government assets, communicate adaptation strategies and their costs and benefits, communicate the need for action and engage the public in selecting and implementing site-specific strategies.

Regional Integrated Infrastructure Planning

The CEDS identified the need for a more coordinated approach to capital planning and maintenance on Cape Cod that would reduce costs to towns and tax payers while limiting the disruption associated with capital construction.

In response, the Cape Cod Commission is developing a regional capital infrastructure plan to assess gaps in infrastructure availability, capacity, or quality and to guide infrastructure investment in the region. Eventually, the regional plan will include specific



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infrastructure projects nominated by towns for funding by the regional financing entity previously discussed as the Cape Cod Capital Trust Fund. The Commission will evaluate projects using the goals of the Regional Policy Plan and any criteria set out in the infrastructure plan. The plan will also be used to track maintenance needs and coordinate construction activities between infrastructure management entities, such as electric utilities and transportation departments.

Action Plan Implementation

The CEDS Action Plan includes projects in economic development planning, economic development research and data dissemination, and the RESET program providing direct technical assistance to towns. [The RESET program](#) deploys a multi-disciplinary team to work with communities to overcome barriers to appropriate economic development and sustainable growth.

CEDS Planning Assistance to Mashpee Wampanoag Tribe

The overall goal of the project is to help the Tribe prepare a Comprehensive Economic Development Strategy for submission to EDA. The Tribe is currently being assisted with the design and implementation of its outreach program. The next step planned is a community meeting to begin the process of setting economic development goals and priority actions.

STATS Cape Cod & BART

The [STATS Cape Cod](#) website was updated as new federal and state data became available. The STATSCapeCod website was built in partnership with STATSIndiana and STATSAmerica which have developed extensive databases of federal data of interest to economic development professionals. The website includes county and town profiles, regional benchmarks, and town by town comparisons. It will undergo a complete review, upgrade, and expansion in the coming year.

[Barnstable Area Regional Trends \(BART\)](#) is in-depth research publication by the Cape Cod Commission to identify and examine important economic trends in the region. The most recent topics covered include the impact of second-home ownership on the regional economy, changes in the seasonality of the economy, population change by age cohort, and development patterns using satellite data.



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Orleans RESET

The Town of Orleans, through their planning board, requested technical assistance in planning and economic development from the Cape Cod Commission focused on the main commercial corridor through the town including the historic village center. The goal of the project was to recommend actions that would better align existing conditions and zoning regulations with the vision and goals laid out by the community in their Local Comprehensive Plan.

The Commission delivered the [final report](#) to the Town in September 2015. Recommendations included zoning changes, changes to parking regulations, a comprehensive analysis of the permitting process, and the establishment of a Business Improvement District in the Village Center. The town has subsequently requested that the Cape Cod Commission complete a parking and circulation study (this will be completed by December 2016) and assistance with public outreach efforts to develop specific changes in the zoning by-law (beginning in the fall of 2016).

Mashpee RESET

The Town of Mashpee requested technical assistance from the Cape Cod Commission, under the RESET program, to complete a variety of research tasks aimed at improving the Town's understanding of the economic opportunities for the Town's residents and businesses. The overall goal of this project was to provide the Town with suggestions about how the Town could achieve appropriate development and redevelopment in Mashpee, and to identify potential sources of funding for infrastructure improvements that may be needed to achieve the Town's economic development goals. The report was delivered to the town in June 2016.

The report concluded that, given flat population growth projections and limited opportunities for second-home development, the demand for new commercial or industrial uses in Mashpee is weak and that there is a significant over-supply of non-residentially zoned land in the town, as well as in the county as a whole. Thus, the Town should concentrate future development potential in its town center (Mashpee Commons) in order to create the desired community character without needing to expand infrastructure and increasing the cost of public services.



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Falmouth Olympic Village RESET

The Town of Falmouth requested assistance from the Cape Cod Commission to facilitate ongoing discussions about future use of a 31-acre property located on Route 151 (Nathan Ellis Highway) in North Falmouth. The Falmouth Board of Selectmen was seeking guidance on the economic development opportunities at the site and the viability of alternate land use proposals. Commission staff designed and led a series of community workshops to come up with a preferred development scenario. The scenario was evaluated in terms of its impact on regional resources, natural and built, as well as its financial viability.

The final report was delivered to the Town in March 2016. The report concluded that to be economically viable and have the desired character, the preferred development scenarios would require changes in zoning to allow greater housing density and lower parking requirements. It was also noted in the report that the town should consider the proposed location relative to their local comprehensive plan goals which identified existing commercial centers as areas for growth.

COORDINATION OF CEDS OUTREACH

A great deal of outreach was conducted in the process of completing the RESET projects outlined above. Included in this outreach were public workshops, presentations to town boards at public meetings, and articles and press releases. Press coverage of these and other economic development outreach efforts are included in the Appendix.

In addition, staff met regularly with the SmarterCape Partnership which includes the leaders of the Cape Cod Chamber of Commerce, the Cape Cod Technology Council, the Cape Cod Economic Development Council, the Cape Cod Homebuilders Association, the Realtors Association, and Cape Cod Community College. The Partnership came directly out of the 2009 CEDS Update process and has continued since that time meeting at least twice a month.



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UPCOMING PRESS EVENTS

The planning for the fifth annual SmarterCape Summit is underway. This conference continues to build on the previous summits in an effort to leverage technology, particularly broadband, to diversify the regional economy while building vibrant communities characterized by a quality natural and built environment that benefits residents of all demographic, economic and social backgrounds. While in the past the summit has taken place in May, it will be held in October this year.

PROGRESS RELATIVE TO EXPECTATIONS

Overall, progress has been consistent with the timeline laid out in the original grant proposal.

Activity	Original Timing	Progress
CEDS Evaluation process & report	Jan-June	Completed
CEDS Priority Project Implementation	Jul-June	On-track
CEDS Action Plan Implementation	Jul-June	On-track
CEDS Outreach	Jul-June	On-track

CHALLENGES & NEED FOR EDA ASSISTANCE

Submitted application for year 2 funding and hopes to receive a positive response from EDA very soon. Other than this continued support, we foresee not need for additional assistance from EDA to achieve the work proposed for FY17.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Cape Cod Economic Development Council Meeting

Scheduled
Thursday, July 7, 2016, 5:00 pm

at the
Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

Is Cancelled



CEDS five-Year Planning Process Summary

The Cape Cod Commission and the Cape Cod Economic Development Council devoted an unprecedented amount of financial and staff resources to the development of the 2009 five-year plan and its implementation. This support continues with the 2014 five-year update.

As with the 2009 five-year update, this strategy is based on the Cape Cod Regional Policy Plan (RPP). Each issue area in the RPP has a set of goals; the economic development goals are the same in the CEDS as those included in the RPP. The visioning and public participation efforts around the development of these goals are conducted as part of the regular update of the Regional Policy Plan. Therefore, the CEDS planning process focused primarily on the development of regional and local priority projects given the regional economic context outlined in Chapter 3 of this document.

THE CEDS CALL FOR PROJECTS

The first step in the update process was to solicit project ideas from the 15 towns that make up Cape Cod. A letter was sent out to each Town Administrator requesting local projects they felt would facilitate economic development in their community. Eight towns responded with forty priority projects the details of which are included in Chapter 4.

THE CEDS SURVEY

The Cape Cod Commission designed and issued a CEDS Survey for the five-year update of the CEDS document. The survey instrument and the final results are included in the appendix. Included in the survey were specific questions about potential regional priority projects. The 397



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respondents ranked the projects according to how important they felt they were to the regional economy with the results as follows:

1. Seasonal Passenger Rail Service from Boston
2. Regional Infrastructure Financing Authority to fund construction of Wastewater Infrastructure
3. Commuter Rail Service to Boston
4. Entrepreneurship Training & Business Support
5. Conference Center
6. Regional Performing Arts Center
7. Third Bridge across the Canal
8. Redevelopment Authority to Aggregate Commercial Land for Redevelopment
9. Large Sporting Fields Facility

An open ended question was included in the survey also so that respondents could nominate other ideas for regional priority projects.

The survey also affirmed the principles underpinning the CEDS vision placing protecting the environment and creating employment and business opportunities as the most important aspects of that vision.

Some universal themes throughout the survey include the need for more rental apartments.

- 62% see a need for more rental housing
- 94% rated the high cost of housing as a moderate or significant problem

In terms of the Cape's built environment, 63% of survey respondents believe that there is too little or not the right kind of commercial development, 37% believe it's just right or too much.

- 17% Too Much
- 31% Too Little
- 20% Just Right
- 32% Not the right kind

As for the types of commercial development, survey respondents see the greatest need for more laboratory/research and development space (71%)



and light manufacturing (60%). Low on their priorities was warehouses (11%) and medical offices (18%).

Respondents were split on whether “big box” retail development had a place on Cape Cod. While 49% said they did not support such uses, those indicating support were qualified in their responses.

- **49% do not support “big box” retail**
- 23% support it anywhere on Cape
- **10% support “big box” retail west of Bass River**
- 19% support such uses only in Hyannis

THE CEDS WORKSHOP

The third step in the CEDS planning process was to hold a workshop inviting regional and local partners from chambers of commerce to town officials to regional non-profits related to economic development. The invitation went out to over 150 people; the list of attendees is included in Appendix ***.

The agenda of the workshop included a presentation on the recently conferred Economic Development District Designation, and two group exercises to complete a SWOT¹ analysis and nominate priority projects. The results of the SWOT analysis are included in Chapter 3 and the regional priority projects are outlined in Chapter 4.

The priority projects submitted by towns and those nominated at the workshop were then vetted by the strategy committee to identify those that would become regional priorities for the Cape Cod Commission and partner organizations to take the lead on over the next five years. The regional priority projects were also chosen based on the likelihood that they would be eligible for funding from the EDA through their grant programs.

¹ A SWOT analysis allows participants to identify the strengths and weaknesses of economic development on Cape Cod and the opportunities and threats to the regional economy from outside the region.



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THE CEDS FOCUS GROUPS

Once a short list of regional priority projects was agreed to by the Strategy Committee the list was brought to a series of three focus groups. The purpose of the focus groups was to ensure that the projects made sense given the needs of the business community and the public. The three focus groups were:

1. Large and Small Businesses
2. Municipal Staff
3. Elected Officials

Participants were asked to rank the new options for this five year update according to importance and answer a set of questions regarding the projects expected impact on the economy. Each person had an opportunity to share their reactions. The session lasted an hour and a half.

The presentation used in the focus groups is included in the appendix to this report. The findings will be discussed in Chapter 4 with the presentation of the final regional priority projects.

THE SMARTER ECONOMY CONFERENCE

The Smarter Economy Conference was an opportunity to understand the workings of the Cape Cod economy and form policies to continue to improve its vibrancy. The conference built on previous SmarterCape summits that sought to leverage technology, particularly broadband, to move policies forward that would enhance Cape Cod communities, including their environment, economy, governance, and education.

This year's focus on the economy included keynote speakers and panels sharing research and experience that shed light on the economic opportunities and challenges that face Cape Cod. With this information, participants had a chance to weigh in on the essential question of how to manage our land use in a way that will bring us the greatest economic return without harming our key asset, the natural environment. The material gathered during this interactive session will inform the Cape Cod



Regional Policy Plan and has been used in writing the Cape Cod Comprehensive Economic Development Strategy. Participants and materials from the conference are included in the appendix.

THE CEDS APPROVAL PROCESS

The CEDS Strategy Committee (the Cape Cod EDC), endorsed and the Cape Cod Commission adopted the CEDS on behalf of Barnstable County, as follows:

- Public Comment Period (May 6th – May 23rd)
- Cape Cod Commission Planning Committee (June 2, 2014)
Reviewed the CEDS chapters and priority projects; recommended approval by the full Commission.
- Cape Cod Economic Development Council (June 13, 2014)
Endorsed CEDS and recommended adoption by the Cape Cod Commission on behalf of Barnstable County; incorporated CEDS implementation into work plan.
- Cape Cod Commission (June 19, 2014)
Certified the CEDS as consistent with Regional Policy Plan and adopted it for implementation.



EDA Partnership Planning Grant

Grant # ED16PHI3020058

Progress Report

July 1, 2016 – December 31, 2016

OVERVIEW OF ACTIVITIES

The purpose of this investment is to establish a more balanced regional economy on Cape Cod with opportunities for all residents through the implementation of the CEDS 5-year plan completed in 2014. The scope of work for this planning grant is broken down into three categories, each with specific tasks. These are outlined in the following table along with the current status of each task.

Scope of Work Categories & Tasks	Status
Regional Economic Development Planning	
CEDS Strategy Committee Meetings (monthly)	Ongoing
CEDS Grant Reporting & Annual Evaluation	Ongoing
Technical Assistance: Mashpee Wampanoag Tribal CEDS	Ongoing
Integration of Housing Affordability into CEDS	Ongoing
Research, Data Dissemination & Outreach	
STATS Cape Cod & BART	Ongoing
Research Projects	Ongoing
CEDS/SmarterCape Meetings & Annual Conference	Ongoing
Implementation of CEDS Priority Projects & RESET Projects	
Regional Priority Projects	Ongoing
RESET Projects	Ongoing

Over the past six months, work has focused on RESET projects and the on-going implementation of Priority Projects in addition to program administration. Staff continues to coordinate of the CEDS Strategy Committee and keep stakeholders and the media informed. These activities have been supported by matching funding provided by the Cape Cod Economic Development Council (the CEDS Strategy Committee) and the Cape Cod Commission (the Regional Planning Authority for Barnstable County).



ACCOMPLISHMENTS, BENEFITS & IMPACTS

REGIONAL ECONOMIC DEVELOPMENT PLANNING

The CEDS Strategy Committee

The CEDS Strategy Committee is the Cape Cod Economic Development Council (CCEDC) supplemented by the Cape Cod Commission. The CEDS Strategy Committee meets monthly except for July. Over the past six months, the strategy committee has reviewed past accomplishments and planned for the fiscal year beginning in July 2017. They approved an updated CEDS action plan and recommended partial funding of the plan to the County Commissioners. The agendas and minutes from the past six months are available on [the CCEDC website](#).

CEDS Grant Reporting & Annual Evaluation: The [five-year update of the Barnstable County CEDS](#) was completed and submitted in June 2014. In June 2016, the [annual CEDS Evaluation](#) for year two was submitted along with the final report for the previous EDA partnership planning grant. These and other documents related to the CEDS may be found on the Commission's website: <http://www.capecodcommission.org>

Technical Assistance: Mashpee Wampanoag Tribal CEDS: Cape Cod Commission staff has been in contact with the Mashpee Wampanoag Tribe regarding their CEDS development after participating in a large CEDS workshop last spring. The tribe has not, however, been in a position to move forward at this time but will make contact as they progress.

Integration of Housing Affordability into CEDS: The economic development staff at the Commission, in collaboration with the Commission's new Housing Specialist, issued and awarded an RFP for a region-wide housing needs assessment. The study officially started January 1, 2017. The as findings from this study become available they will be integrated into the CEDS analysis and planning process.

RESEARCH, DATA DISSEMINATION & OUTREACH

STATS Cape Cod & BART: The [STATS Cape Cod](#) website was updated as new federal and state data became available. The STATSCapeCod website was built in partnership with STATSIndiana and STATSAmerica which have developed extensive databases of federal data of interest to economic development professionals. The website includes county and town profiles, regional benchmarks, and town by town comparisons. It will undergo a complete review, upgrade, and expansion in the coming year.

[Barnstable Area Regional Trends \(BART\)](#) is in-depth research publication by the Cape Cod Commission to identify and examine important economic trends in the region. The most recent topics covered include the impact of second-home ownership on the regional economy, changes in the seasonality of the economy, population change by age cohort, and development patterns using satellite data.

Research Projects: Economic Development staff at the Commission are currently working on an econometric analysis to better understand residential property values and sales prices across the region. This work is an important element in planning for greater housing affordability in the future which is necessary to sustain our local economy.

CEDS/SmarterCape Meetings & Annual Conference: Preliminary discussion have begun on the agenda for the annual conference among the SmarterCape Partners, an informal collaboration of economic development entities that grew out of the CEDS process. The goal is to have a conference in the late Spring 2017.

IMPLEMENTATION OF CEDS PRIORITY PROJECTS & RESET PROJECTS

Regional Priority Project Implementation: Ten Regional Priority Projects were identified during the 2014 update of the CEDS Five-Year Plan that addressed key regional priority areas. The Cape Cod Commission, with the support of this and other sources of funds, has taken the lead on the following Regional Priority Projects:

Cape Cod Capital Trust Fund: The 2014 CEDS identified the need for more funding at the regional level for investment in infrastructure, particularly wastewater infrastructure. Wastewater infrastructure is needed to restore surface water quality and is essential to maintaining the tourism/second-home and retirement driven economy on Cape Cod. A detailed feasibility assessment was completed this spring and is currently being shared with key stakeholders in the region. The next step will be to work with the state legislature to establish this entity through state law.

Strategic Information Office: The Commission continues to support development of a region-wide e-permitting system. When fully implemented, the online system will allow Cape Cod municipalities to issue and monitor permits, licenses, and inspections, with a web-based portal for citizens and contractors. The system will implement a common technology infrastructure and software to be adopted regionally but tailored to each town. One goal is to eliminate redundant individual purchases and save public municipal funds. Four towns are currently participating in the e-permitting initiative.

Adaptation Impacts: The Cape Cod Commission is currently working on several projects related to the impacts future sea level rise and climate impacts on properties, infrastructure and natural systems. This work will contribute to an overall understanding of the economic development ramifications of sea level rise and storm damage. This work includes:

- The development of a GIS viewer illustrating the impact of climate change on key infrastructure, homes and businesses.
- On-going technical assistance to ten towns to develop or update local Multi-Hazard Mitigation Plans for FEMA.
- On-going identification of critical/vulnerable transportation assets and mitigation actions with town with support from Massachusetts Department of Transportation.
- Public outreach to improve understanding of climate change and its implications and research to identify adaptation strategies with funding through the National Oceanographic and Atmospheric Administration (NOAA).

Regional Integrated Infrastructure Planning: The CEDS identified the need for a more coordinated approach to capital planning and maintenance on Cape Cod that would reduce costs to towns and tax payers while limiting the disruption associated with capital construction. In response, the Cape Cod Commission is developing a regional capital infrastructure plan to assess gaps in infrastructure availability, capacity, or quality and to guide infrastructure investment in the region.

RESET Technical Assistance Program: [The RESET program](#) deploys a multi-disciplinary team to work with communities to overcome barriers to appropriate economic development and sustainable growth.

Orleans RESET – Follow-up: The Town of Orleans, through their planning board, requested technical assistance in planning and economic development from the Cape Cod Commission beginning in 2015. The Commission was asked to identify actions the Town could pursue to better align existing conditions and zoning regulations with the vision and goals of their Local Comprehensive Plan.

The Commission delivered the initial [RESET report](#) to the Town in September 2015. Recommendations included zoning changes, changes to parking regulations, a comprehensive analysis of the permitting process, and the establishment of a Business Improvement District in the Village Center. The town has subsequently requested that the Cape Cod Commission complete a parking and circulation study and assist with zoning by-law changes; both of which are currently underway.

Falmouth Davis Straits RESET: The Town of Falmouth requested assistance from the Cape Cod Commission under the RESET program to



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complete an analysis of the commercial strip area adjacent to their village center and create possible redevelopment scenarios and action steps. The final report on this project will be completed in the first quarter of 2017. It will include a comprehensive economic development analysis and action steps consistent with the goals of the town and region.

UPCOMING PRESS EVENTS

There are currently no press events scheduled but this will change with the annual evaluation process and SmarterCape Conference this spring.

PROGRESS RELATIVE TO EXPECTATIONS

Overall, progress has been consistent with the proposed timeline. The only exception to this is our assistance to the Wampanoag Tribe which has been delayed by the Tribe as they balance competing priorities with limited time and staff.

CHALLENGES & NEED FOR EDA ASSISTANCE

The only implementation challenges are those common to all projects – limited time and staff – but these have not significantly curtailed or delayed progress on CEDS Implementation or the scope of work under this grant.

We do not foresee the need for additional assistance from EDA to achieve the current workplan