

**Draft Meeting Minutes  
Barnstable County Economic Development Council  
Cape Cod Commission  
3225 Main Street, Barnstable, MA  
December 12, 2019, 3:00 p.m.**

**Attendance:**

**Members -**

|                          |                       |         |
|--------------------------|-----------------------|---------|
| Rob Brennan              | Development           | Present |
| Chris Flanagan           | Construction          | Present |
| Kara Galvin              | Workforce Development | Present |
| Tammi Jacobsen           | Higher Education      | Present |
| Julie Wake               | Creative Economy      | Present |
| Paul Niedzwiecki         | Healthcare            | Absent  |
| Lauren Barker            | Workforce             | Present |
| Peter Karlson            | IT                    | Absent  |
| Duane Fotheringham       | Marine Science        | Present |
| Alisa Galazzi (arr 3:24) | Social Services       | Present |
| Sheryl Walsh             | Finance               | Absent  |

**Non-voting Members –**

|                     |   |         |
|---------------------|---|---------|
| Ron Beaty           | BC Commissioner/Elected Official          | Absent  |
| Harold Mitchell     | CCC Board Chair/Appointed Official        | Absent  |
| Susan Moran (Chair) | BC Assembly of Delegates/Elected Official | Present |

**Others Present –**

|                  |                                |   |
|------------------|--------------------------------|---|
| Wendy Northcross | CEO                            | CC Chamber of Commerce                            |
| Bert Jackson     | Director of Community Outreach | CC Chamber of Commerce                            |
| Hugh Dunn        | Executive Director             | Southcoast Dev. Partnership<br>at UMass Dartmouth |
| Kristy Senatori  | Executive Director             | Cape Cod Commission                               |
| Erin Perry       | Deputy Director                | Cape Cod Commission                               |
| Jen Clinton      | Community Development Planner  | Cape Cod Commission                               |
| Chloe Schaefer   | Acting Chief Planner           | Cape Cod Commission                               |
| Siobhan Cavacco  | Administrative Assistant       | Cape Cod Commission                               |

**Call to Order**

Susan Moran called the meeting to order at 3:09 pm.

**Review and Approval of Prior Meeting Minutes**

Upon a motion by Duane Fotheringham, seconded by Rob Brennan, the minutes from the November 5, 2019 BCEDC meeting were approved unanimously.

## **Expedition Blue**

PowerPoint presentation by Wendy Northcross, CEO of Cape Cod Chamber of Commerce (Chamber) and Bert Jackson, Director of Community Engagement for the Blue Economy Project at the Cape Cod Chamber of Commerce.

Before the presentation, Mr. Jackson took a few minutes to discuss additional blue economy projects. The *Career Intentions and Perceptions Survey* was given to 2500 students in 6<sup>th</sup> - 9<sup>th</sup> grade from Provincetown, the Islands, and one school in Plymouth or Wareham to find out their thoughts on future careers. The survey was conducted again in Spring 2019 with 3000 students. Mr. Jackson said the results are on Cape Cod Blue website ([bluecapecod.org](http://bluecapecod.org)) and the data will be used to figure out how to entice kids into blue economy careers.

Another project they are involved with is *Waterworks at Cape Cod Community College*, which is scheduled for January 2020. Mr. Jackson described the first Waterworks from January 2019. He stated three hundred juniors and seniors from area high schools were able to speak with fifty blue economy employers and organizations. Mr. Jackson said there was great energy during the event and that it gave students exposure and inspiration for the possibilities/opportunities on Cape Cod, either right out of high school in the trades or to go off Cape for higher education and return. Mr. Jackson said there were even few hires from the event.

Lastly, the Blue Economy Project is working on developing a database to list blue economy organizations in the area.

Ms. Northcross and Mr. Jackson then began the PowerPoint presentation, *Expedition Blue*. Ms. Northcross explained that *Expedition Blue* is a blue economy project and one of the pillars of the Chamber's work. She stated the Chamber envisions the project to be part storytelling and part inspiration to get visitors, residents, and students aware of how important the blue economy is to this region. The project acknowledges history but also looks to the blue economy future and hopes to inspire future entrepreneurs. She continued that *Expedition Blue* encompasses Plymouth, the two islands, and Barnstable County and is about the water – wastewater, researching water, recreating in water, etc. The Chamber received a two-year, million dollar capital grant from Seaport Economic Council to help with planning Expedition Blue. Cambridge Seven was hired as lead design team to design a variety of modern, forward looking and innovative structures. Ms. Northcross pointed out that although the design firm is off-Cape, they are using Cape companies for fabrication. They came up with an adaptable kit, much like a Lego set, that is recognizable as an Expedition Blue structure. The designs reflect on traditional and familiar Cape Cod housing and are likened to a front porch for storytelling. Each structure will have a focal point that will direct people to something that typically would not pick up on. Structures will have powder coated steel in blue or blue-grey shades, with baked wood process. Ms. Northcross confirmed the structures will be ADA accessible and Cape Cod Commission has offered bike racks for each structure. The structures will be gifted to each town with the towns committing to maintaining the structure over its lifespan, which is approximately 50 years. Each project will be unique while at the same time telling a unified story that is backed up by a responsive web platform. Mr. Jackson said they have received responses from Wellfleet, Orleans, Chatham, Harwich, and Provincetown.

Ms. Northcross opened the floor to questions and comments from council members.

Ms. Jacobsen asked what the website look like and if visitors will be able to scan a QR code at each structure to get more information. Ms. Northcross informed the group the website is currently in development and it will include the ability to scan a QR code.

A committee member asked if the Chamber is running into any zoning challenges since the projects are town led and if there is a buildout timeline. Ms. Northcross responded they aren't running into zoning issues but they are running into sign code discussion as codes differs town by town and they need Old Kings Highway approval. They are trying to systemize process starting with Barnstable as test. She added the structures should be completed by June 2021.

Mr. Flanagan inquired as to how many sights have been selected. Mr. Jackson responded at the moment there are eleven sites but after the next budget meeting there may be additional funds to allow for more sites.

Mr. Brennan asked about the towns and how they are planning to maximize the benefit of the location. Mr. Jackson responded, stating that Provincetown is doing a major rework of the waterfront and they want to tie the structure into that. Ms. Northcross stated Chatham and Barnstable have same idea. She further explained the Chambers hope is for private interest in obtaining the structures. They will be happy to share the kit for private investment and will include the private structures on the website. Mr. Jackson said the kits will be open to private interest by Fall 2020.

Ms. Moran asked if town chambers taking leadership of the project. Mr. Jackson stated the initial outreach has been to town managers, board of selectmen, town planners, etc. Ms. Northcross added at the moment they are looking at who wants it but eventually want to be asking "where do we want it?" For example, Woods Hole hasn't responded but the Chamber wants it there because Woods Hole is the epicenter of blue economy.

Before moving on to the next agenda item, Ms. Wake made the suggestion to Ms. Northcross and Mr. Jackson that they use local artists for landscape design as artists often see things differently than others. Mr. Brennan added the suggestion to contact Cape Cod Tech for the construction component.

### **Southcoast Marine Science and Technology Corridor**

PowerPoint presentation by Hugh Dunn, Executive Director, Southcoast Development Partnership at the University of Massachusetts-Dartmouth, "Accessing the Workforce Needs of the Regional Life Sciences Sector in Southeastern Massachusetts."

Mr. Dunn began his presentation on the Southcoast Blue Economy corridor, stating the project arose out of conversation Congressman Kennedy. The project kicked off in 2015 when he challenged the Southcoast region to take a broader view towards economic development and leverage the region's assets in building economic growth rather than fight for an Amazon facility. The conversation included reaching out to Rhode Island and Cape Cod. He continued by

informing the group that a study was conducted and it identified marine science and technology as the strongest assets for the region, both in private sector and institutions such as UMass Dartmouth & URI. In addition, a maritime analysis for the entire Commonwealth indicated even during a recession, marine science and tech related industries remain steady and provide higher wage jobs for the region.

About a year ago, the Public Policy Center at UMass Dartmouth approached the Federal Economic Development Administration (FEDA) to fund a study of the entire ecosystem of the Southcoast, Cape Cod, and Rhode Island, also referred to as the Marine Science and Tech Corridor. Each area of the corridor has a different focus: with oceanography and ocean robotics more on Cape Cod, offshore wind and offshore resources on the Southcoast and undersea technology and robotics in Rhode Island. Woods Hole, URI, & UMass Dartmouth provide much research ability. In addition, the area has thriving ports, with New Bedford the number one fishing port in the country and although not blue tech, the Southcoast commuter rail expansion makes the area more competitive.

One-hundred and fifteen companies were identified in the region and about twenty non-profit, research, or other institutions were identified that engage in marine science and tech. A lot of these companies are looking for research partnerships with higher education. In order to grow into the region, businesses said they assistance with legal services, business administration and start-up capital as blue tech is seen as a big risk. Companies also said they need improved access to the ocean.

The Public Policy Center (PPC) identified workforce development, innovation & entrepreneurship, and branding and marketing as main areas of focus. The PPC stressed the importance of growing on the regions strengths, enabling cross pollination between maritime science and the tech sectors and increasing federal advocacy efforts, addressing sea level rise and applying our knowledge to climate change, workforce skills, reducing barriers between private & public sectors, and innovating with traditional industry already in the region. Questions the PPC is asking are: How do we help our fish processors in New Bedford be more efficient? What extracts can we take from fish products that aren't used to create valuable products? Currently in New Bedford they are turning unused fish products into fertilizer. But there are much more valuable products you can make such as pharmaceuticals & make-up. Other identified areas of focus include: Aquaculture and communication with offshore wind; sustainable seafood; marine robotics; and providing our regional expertise on sea level rise, ocean pollution, and sustainable ocean development to the global community.

Charting the course forward, The Public Policy Center is working with the Cape Cod Commission and SRPEDD to condense the 108-page report to make it more digestible and a workable online resource for people to access. In addition, they are working to establish a corridor alliance of the industry sectors, and develop a 10 year plan. Later this year, they will launch a workforce development & business incubation for the region. The goal by year three is to have continued investment in these areas, good space in this region, and have attention from the federal government and state as well.

Upon completion of his PowerPoint presentation, Mr. Dunn opened the floor to questions and comments from the group.

Ms. Moran asked if the project is considering availability of affordable housing with increase in workforce. Mr. Dunn responded that housing is more than the scope of this project but agreed that it is an issue to attract and retain talent. Housing development in the Southcoast has been sluggish but will change as area is connected to rail.

A committee member asked if attaining workforce is an issue for the companies in the project. Mr. Dunn stated that workforce was a challenge highlighted by a lot of the companies, primarily with a need for more engineers with software development experience. He said there is also a need for people with votech training and that UMass is going to increase its efforts with programs that are industry aligned, bringing to the high schools is year two.

Mr. Brennan expressed concern that coastal and climate resiliency are not addressed with this project since it is a growing area of need. Mr. Brennan informed the group that right now there are three bills pending in the state legislature looking at increasing building codes and two years ago the Baker administration bond bill earmarked spending 300 million dollars on climate resiliency, bringing in technologies, materials, and coastal improvements. Mr. Brennan questioned where the companies working on resiliency are located. He commented that any place where land meets water is facing these challenges and Massachusetts seems to be missing the boat on this and gave the example of MIT working with the Commonwealth of Virginia to attract companies.

Mr. Flanagan offered a suggestion for the Public Policy Center to reach out to NOAA for their project.

Mr. Fotheringham commented that Cape Cod is dealing with issue of workforce development, attracting and retaining talent as well as access to water from industrial areas.

### **Economic Value of Cape Cod Harbors**

PowerPoint presentation by Jennifer Clinton, Cape Cod Commission Community Development Planner, on the Harbor Management Study.

Ms. Clinton opened her presentation letting members know the Harbor Management Study is a project the Cape Cod Commission has been working on for a few months and falls under CEDS work. She stated the goal of the study is to get a better understanding of the economic value of the harbors, harbor infrastructure, and businesses adjacent to the harbors in order to better position harbors to apply for regional and state funds and increase county investment. Ms. Clinton continued, stating climate change and sea level rise are impacting the harbors and it is important to know what's happening now and what is going to be happening in the future to be better prepared. She added that a lot of the town harbors have so much sand built up it reduces access by ships of all sizes.

The main goals of the study are to describe the economic value and need for consistent operation of the harbors and to develop a model that all other harbors on the Cape can use if they are interested in self advocating. There are four pilot towns and six pilot harbors for the study: Great Harbor and Inner Harbor in Falmouth, Dennis & Sesuit Harbor, Chatham Stage Harbor and Fish Pier, and Provincetown Harbor. These harbors were picked for the geographic distribution and they represent a diversity of the harbors.

Currently, the Cape Cod Commission is collaborating with Urban Harbors Institute based at UMass Boston and with Blue Economy Foundation to identify Dark Blue = heavily water dependent; Light Blue = somewhat water dependent as well as collecting everyone's contact information and should have it all compiled by January. Ms. Clinton said a survey will be issued in January with questions such as: Is your business directly impacted by harbor access? What are the most important issues for your business? Has flooding or erosion impacted your business? March through June will involve data analysis & report drafting to understand projected climate change on the infrastructure and be able to articulate the benefits of maintaining and the final step will be a template for all the harbors to access.

Upon completion of her PowerPoint presentation, Ms. Clinton opened the floor to questions and comments from the group.

Ms. Moran commented that Falmouth has a Climate Action Committee that will parallel this with dredging, community beaches, and what to address looking forward and the harbor study will have important information to pull into their committee.

Ms. Galazzi asked if the survey only for the four towns mentioned or will it be broader? Ms. Clinton responded it will initially just be Falmouth, Dennis, Chatham, and Provincetown.

Mr. Flanagan commented that he lives in Dennis and he appreciates that Sesuit Harbor is part of this. On the southside, the county dredge program is great and has been effective with Bass River moving the sand from Bass River to West Dennis Beach. He said they had issues with Sesuit Harbor because the town kept putting it off and now very expensive and it is hard for municipalities to fund the dredge work.

Ms. Galazzi asked about the timing of the project? Ms. Clinton responded that all towns should be able to access the data in the report by June.

A couple of committee members asked if there is a cost for towns to implement if want to do it on their own? Ms. Clinton responded that the commission has been going through annual reports to determine cost. might be able to assist towns if they want to move forward on their own.

Ms. Moran commented that the county has purchased another dredge so the process should speed up for towns waiting to dredge.

### **Discussion and Recommendation of Continued Appointment**

Upon a motion to approve the reappointment of BCEDC members Chris Flanagan, Tammi Jacobsen, Lauren Barker, and Sheryl Walsh for an additional term by Erin Perry, seconded by Rob Brennan, the motion was approved unanimously with abstentions from the reappointed members, and with the note that Sheryl Walsh is stepping down from the committee, leaving a vacancy for a new member representing finance or banking.

### **Discussion and Potential Vote on Letter of Support**

Erin Perry, Deputy Director of the Cape Cod Commission provided details on a grant the Cape Cod Commission would like to apply for through the US Economic Development for the disaster declaration of the March 2018 storm that resulted in flooding and power outages on the Cape.

Ms. Perry stated the US EDA will provide up to 50% investment in projects related to the disaster and has \$50 mil available for the northeast region. The Cape Cod Commission is proposing and hoping for BCEDC support in a multi-prong approach that will address the regions vulnerability, primarily to flooding, but also other coastal hazards.

Ms. Perry continued, explaining the four phases of the project.

### **Phase One**

#### *Data collection, analysis, and assessment*

Propose a regional flyover to update imagery and to collect LIDAR data. They are looking to work with Cape Cod Cooperative Extension and Center for Coastal Studies to expand storm type pathways analysis. The Center for Coastal Studies has been working in other communities to identify low laying areas prone to flooding. The Cape Cod Commission is proposing to do the south facing shoreline thought this project from Barnstable to Chatham and include roadway vulnerability assessment for up to 15 roadways across the region, identifying how at risk they are and range of adaptation plan. Hopefully, this will help communities set up to apply for MVP grant offered through the state that will help them complete the design. The final step will be to contract with an environmental economist to help better understand the impacts of flooding and potential adaptations on Cape Cod's ecosystems.

### **Phase Two**

#### *Stakeholder engagement and outreach*

This is a two part effort that includes facilitating region wide stakeholder engagement with elected officials, municipal staff, board members, the environmental businesses to develop a plan of action for our vulnerabilities regionwide as well as methods to develop ways to engage and educate the public, including students.

### **Phase Three**

#### *Local and regional land use and regulation*

This is another two-part phase that includes developing a model resiliency bylaw to incorporate best practices for land use and natural resource protection into a menu of options communities could choose to amend with local bylaws and regulations. The second phase will include guidelines for development in the flood plain, which will touch on the historical structures in the coastal zones and how to modify and adjust while still preserving.

### **Phase Four**

#### *Decision, support tools and resources*

To update the Cape Cod Coastal Planner with new data collected through this project and incorporate additional information from the ecosystem survey. This resource is available to all 15 communities

Also, intend to develop an additional tool for communities to measure performance and to see what impact the strategies and actions are having on our overall resiliency and how we are adapting and responding to climate change impacts.

After explaining the four phases, Ms. Perry opened the floor to questions and comments from the group. Mr. Brennan asked if a portion of the grant follow the state funding for establishing climate and coastal resiliency innovation center. Ms. Senatori responded that the initial application will focus on resiliency rather than climate change. Ms. Galazzi asked if tree coverage included in the data. Ms. Perry stated the intent is to capture as much imaging as possible with the best resolution and will have to check if tree cover is included.

Upon a motion to approve requesting grant funding through the US Economic Development Administration for the disaster declaration of March 2-3, 2018 by Chris Flanagan, seconded by Rob Brennan, the motion was approved unanimously.

### **Cape Cod Commission Executive Director Update**

Kristy Senatori, Executive Director of the Cape Cod Commission, provided updates on the what the Cape Cod Commission has been working on. She began with the License Plate Grants, informing members the micro grants were awarded and the selected major grant applications have been requested to complete more detailed applications by the end of January. Ms. Senatori stated the license plate subcommittee will reconvene to review the full proposals and bring recommendations to the next full BCEDC meeting. She added there is a vacancy in the subcommittee now that Sheryl Walsh has stepped down and that Ms. Moran will reach out to see if a member is interested in serving on the subcommittee.

Ms. Senatori continued, stating the commission staff is working on form based code and housing assistance training in January and across the Cape to look at different types of housing strategies She also discussed the West Harwich District of Critical Planning Concern, letting the group know it was approved yesterday and that it is a great opportunity for the town ton work on planning the Rt 28 corridor that abuts the Dennis town line. Ms. Senatori said the Commission will be working with the town closely over the next 12 months to develop implementation, regulations, and take a look at the zoning and make sure consistent with goals of DCPC, promoting what they want for economic development while preserving the historic character of the area. She added that typically DCPCs have been used for environmental protection or natural resources and the Eastham DCPC last year was the first time it was used for economic development.

Ms. Senatori stated the Cape Cod Commission is working closely with communities on local comprehensive plans to look at housing production plans, capital infrastructure, facility planning alongside goals have within their towns. She said the commission has updated regulations and is providing help with streamlining plans. The Town of Bourne just came forward under new regulations and they were approved. Ms. Senatori said, currently, there is interest from 4 or 5 communities to start working on their updates over the course of 12 to 18 months.

In addition to the above projects, the commission staff met this morning on the CEDS evaluation and the progress towards measuring regional goals and initiatives. Ms. Senatori said they are currently going through 280 data points that mark economic progress to identify the most important to tackle in year one. The commission will come back to BCEDC at the next meeting with recommendations on what should be measured and tracked over the course of next year and moving forward after that. Ms. Senatori said they are also looking to build a

dashboard to make the demographic & economic data more readily accessible to the general public.

Lastly, Ms. Senatori informed the group that the commission is working with Ms. Wake & her team to look at the economic impacts of the arts and update the regional arts & culture guide. She said the guide will highlight some case studies and encourage collaboration between art stakeholders and municipalities and that the commission will update BCEDC at a future meeting.

### **Member Reports**

There were no member reports but Ms. Moran thanked the new Executive Committee, Tammi Jacobsen, Julie Wake, Lauren Barker, and Rob Brennan for their further effort with volunteering.

### **New Business**

Chris Flanagan requested adjustment to November 5, 2019 minutes that state he abstained from voting on License Plate Major Grant Application 20-0070 Home Builders and Remodelers Association of Cape Cod as he didn't abstain from vote, he recused himself.

Ms. Moran asked for a motion to approve minutes with this one change. Upon a motion by Rob Brennan, seconded by Duane Fotheringham, the minutes from the November 5, 2019 BCEDC meeting with the change that Chris Flanagan did not abstain from a vote rather recused himself were approved unanimously.

### **Public Comment**

There were no public comments.

### **Adjourn**

Upon a motion by Duane Fotheringham, seconded by Chris Flanagan and a unanimous vote, the meeting was adjourned at 4:39 pm.

### **Documents Used**

Expedition Blue PowerPoint Presentation

Southcoast Marine Science and Technology Corridor PowerPoint Presentation "Accessing the Workforce Needs of the Regional Life Sciences Sector in Southeastern Massachusetts"

Southcoast Marine Science and Technology Corridor Fact Sheet

Economic Value of Cape Cod Harbors PowerPoint Presentation