



CAPE COD
COMMISSION

Cape Cod Comprehensive Economic Development Strategy (CEDS) **2013 Annual Report**

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Submitted To:
US Department of Commerce Economic Development Administration

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



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Forward

This is the third annual report on progress towards implementation of the Comprehensive Economic Development Strategy (CEDS) for the Cape Cod region. It was prepared in 2012 in accordance with US Economic Development Administration (EDA) guidelines and submitted to the EDA on June 30, 2012. The foreword outlines EDA's mission, investment policy, and expectations regarding the CEDS document, planning process, and implementation.

THE ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

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

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

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



3. *Advance productivity, innovation, and entrepreneurship.* An investment will embrace the principles of entrepreneurship; enhance regional industry clusters; and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.
4. *Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.* An investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters, or attracting new regional economic drivers.
5. *Demonstrate a high degree of commitment by exhibiting:*
 - a. High levels of local-government or nonprofit matching funds and private-sector leverage
 - b. Clear and unified leadership and support by local elected officials
 - c. Strong cooperation between the business sector, relevant regional partners, and local, state, and federal governments

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

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

THE CEDS PLANNING PROCESS

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



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

THE CEDS DOCUMENT

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

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

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



Executive Summary

The Barnstable County Comprehensive Economic Development Strategy (CEDS) has been in effect for four years; this annual report highlights the accomplishments made in Year 4 (2012-2013) and outlines the action plan for Year 5 (2013-2014). Next year will be the five-year update of the full document and process.

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

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

SUMMARY BY CHAPTER

CEDS STRUCTURE AND PROCESS

Chapter 1 outlines the planning structure and the approach taken to develop both the five-year plan and the annual report. Implementation of the CEDS has been driven by the CEDS Strategy Committee, known as the Cape Cod Economic Development Council, for both guidance and funding. They continue to invest over \$280,000 per year toward the implementation of the priority projects, data dissemination efforts, and targeted technical assistance to towns. The Cape Cod Commission has staffed this effort under the leadership of Executive Director Paul Niedzwiecki and Chief Economic Development Officer Leslie Richardson.

The evaluation this year was informed by the third SmarterCape Summit which focused on success towards a variety of regional priority project, most importantly the OpenCape middle-mile broadband network.



Sessions at the summit focused on different project topic areas and highlighted some specific milestones achieved

CEDS VISION

Chapter 2 outlining the CEDS vision and goals remains unchanged from the five-year plan completed in 2009. The CEDS continues to be based on the Regional Policy Plan (RPP), incorporating the regional growth policy and set of four economic development goals in the RPP. In addition, the CEDS outlines a long-term vision for economic development and a specific goal relating to the CEDS process itself.

CEDS CONTEXT

Chapter 3 focuses on understanding the regional economy of Barnstable County. The chapter uses the most recent data available, including the 2010 Census and the American Community Survey, to describe the regional economy. The chapter covers potential areas of distress and evaluates current conditions based on a series of benchmarks and town specific data tables.

The most notable trend is the almost 3% decline in population over the past decade and the 9% increase in housing units over the same period. The loss in population was among the white population while more people of other races moved to the Cape. Also notable, but not new, is the continued lag in wages on Cape Cod relative to both the state and the US.

CEDS ACTION PLAN

Chapter 4 focuses on the CEDS action plan for Year 4 and the proposed action plan for Year 5. The summary table for the Year 4 action plan indicates what action steps have been taken, and includes any clarifying comments on the work completed. A similar looking table for Year 5 outlines the tasks that the Cape Cod Commission, in partnership with CEDS stakeholders, plans to complete over the coming year. This includes a schedule of when different activities are expected to occur and lists who is responsible for ensuring the work is completed. The final section in this chapter looks at process and outcome measures of success relative to implementation of the action plan.

CEDS PRIORITY PROJECTS

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

The CEDS strategy committee ranked the priority projects to identify which projects staff should focus on during the next CEDS year. The projects were ranked as follows with 5 being the top projects in terms of priority and/or progress:

Rank	Project
5	Entrepreneurship Capital Access & Training Program
5	OpenCape Telecommunication Infrastructure
5	Waste Minimization: Reduce, Reuse, Recycle
4	Canal Area Assessment & Transportation Improvement
4	Coastal Use Templates for Economic Development
4	Intelligent Transportation Plan
4	Regional Umbrella Services System (RUSS)
4	SmarterCape Initiative: Strategic Information Office
4	Wastewater Infrastructure in Economic Centers
3	Capitalize the Cape Cod Fisheries Trust
3	Community Green Enterprise Center Design & Construction
3	Energy Demand Reduction Program - Greening Existing Buildings
3	Redevelopment Authority - Feasibility Analysis
3	Renewable Energy Testing & Training Center
3	Smarter Village Certification Program
3	SmarterCape Marketing Plan
2.5	Buy Local Infrastructure Development Program
2	Development in Economic Centers - Cost Analysis
2	Integrated Resource Plan
2	Renewable Energy Generation Program
1	ADA & Building Compliance Loan Program



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Rank	Project
1	Educational Clearinghouse
1	Homeland Security & Marine Security Technology Testing & Training Center
1	SmarterCape Initiative: Center of Excellence for Water Quality Technologies & Innovation
1	Specialized 4-year College - Feasibility Analysis



Chapter 1: CEDS Structure & Process

THE CAPE COD REGION

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

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

The region completed its most recent five-year update of the Comprehensive Economic Development Strategy (CEDS) in June 2009. The US Economic Development Administration approved this plan in July 2009. In completing the 5-year update, the region chose a unique, intensive planning process in order to address current conditions and add focus to economic development in the region. The CEDS is built on the 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:



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

In fulfilling this mission, the Cape Cod Commission is authorized (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.

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

The Cape Cod Commission - Organizational Structure

Commission Members (19)

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

Economic Development Staff (4.5)

- Chief Economic Development Officer (CEDS Project Manager)
- Economic Development Data Center Programmer
- 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



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 CEDS WORK GROUPS

As part of the 2009 five-year update of the CEDS the Commission and the EDC asked regional organizations important to economic development on the Cape to participate on a work group charged with selecting priority

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



projects most likely to prepare the region for long-term economic growth. Five work groups were established representing the different aspects of economic development:

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

Sixty-one participants represented the business leaders, chambers of commerce, economic development entities focused on technology, alternative energy, and the arts, cranberry growers, fishermen, housing and community development organizations, workforce development entities, county and state agencies, and municipalities.

DEVELOPMENT OF THE CEDS FIVE-YEAR PLAN:

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. The Commission designed an innovative and intensive public planning process for the update. EDC funding helped the group achieve the ambitious planning goals and tight schedule. Unlike a typical protracted planning process, this effort took just two months from start to finish. The process built on the year-long Regional Policy Plan public process completed in December 2008 and focused most on development of regional priority projects. The work group structure, supplemented by several focus group sessions, and a two-week public comment period advanced the process. (See the 2009 5-Year CEDS for a detailed description of the 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:

- Cape Cod Commission Planning Committee (May 26, 2009)
Reviewed the CEDS chapters and priority projects; recommended approval by the full Commission.



- Cape Cod Economic Development Council (June 4, 2009)
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 11, 2009)
Certified the CEDS as consistent with Regional Policy Plan and adopted it for implementation.

IMPLEMENTATION OF THE CEDS FIVE-YEAR PLAN: EVALUATING PROGRESS

Implementation of the CEDS began as soon as the CEDS was approved locally and delivered to the EDA. The Cape Cod Economic Development Council voted in June 2009 to dedicate \$350,000 annually for three years to the implementation of the CEDS; subsequently the EDC has approved funding for the last two years at \$290,000 annually. As the regional planning agency responsible for the CEDS, the Cape Cod Commission is the grant recipient, using the EDC funding to hire the economic development staff and consultants necessary to realize the CEDS action plan. The action plan includes helping get the regional priority projects

Cape Cod Commission Economic Development Staffing for CEDS Implementation

- Chief Economic Development Officer (Leslie Richardson)
- Virtual Data Center Programmer (Ryan Ellison)
- Administrative Assistant (Taree McIntyre) (0.5)

off the ground, improving data dissemination, and providing technical assistance to towns through an intensive process called “RESET” (see Chapter 4 for details).

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

characterized the five-year update process. The evaluation process had three parts:



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

CEDS ACTION PLAN EVALUATION

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

PRIORITY PROJECT EVALUATION

We partnered with several organizations to host the SmarterCape Summit III to showcase the success of OpenCape building a middle-mile broadband network and allow participants to discuss how best to take advantage of this new infrastructure to further economic development on the Cape. Sessions were developed around many of the CEDS priority projects to highlight progress on these projects.

The four host organizations – the Cape Cod Commission/Cape Cod EDC, the Cape Cod Chamber, the Cape Cod Technology Council, and Open Cape Corporation – came together over the spring to organize the conference which took place on May 13th.

ADOPTION ACTION PLAN

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



Chapter 2: CEDS Vision

CHANGES OR UPDATES TO THE CEDS VISION

The foundation of the CEDS is the Regional Policy Plan (RPP) which the Cape Cod Commission updates on a five year cycle, most recently just prior to the Five-Year Update of the CEDS. As a result, there are no changes to this chapter outlining the vision, growth policy, or goals of the CEDS.

BACKGROUND

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

The Cape's traditional industries, such as cranberry cultivation and fin fishing, are also dependent on the health of 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 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

Goal - ED3: Regional Income Growth

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

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

Specific objectives under this goal are:

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

Goal – ED4: Infrastructure Capacity

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



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

Specific objectives under this goal are:

- Symmetrical broadband service that allows as much data to be uploaded 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

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, expand, and create new partnerships between organizations and people traditionally involved in economic development and those not typically working in this arena
- Improve regional awareness of economic development concepts and challenges specific to the Cape
- Improve availability of information and data on different aspects of the region and towns therein



Chapter 3: CEDS Context

NEW DEVELOPMENTS & TRENDS DURING YEAR 4

The nation experienced major economic and financial dislocation between 2008 and now. Cape Cod has not been spared during this downturn; with an economy heavily dependent on disposable income, the Cape has been as hard hit as any other resort area with high rates of unemployment, bankruptcies, home foreclosures, and declining individual incomes.

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

1. Economic Distress Criteria relevant to the region's effort to obtain Economic Development Distress District designation from EDA
2. Benchmarks designed by the Cape Cod Commission to gauge Cape Cod's economic balance and regional wealth over time
3. Town charts and tables that illustrate the economic differences between the Cape's sub-regions

DESCRIPTION OF THE CAPE COD REGIONAL ECONOMY

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 |

QUICK FACTS

The following table compares population, housing, income, and education for Barnstable County with the state and the nation using the most up-to-date data available.

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

The Cape has a destination-based economy reliant on tourism, second-home ownership, and retirement populations. This can be seen in the housing data where 35.6% of the housing stock is owned by second-home owners.

People & Income Overview (By Place of Residence)	Barnstable County	MA	United States
Population (2012)	215,423	6,646,144	313,914,040
Growth (%) Since 2000	-3.10%	4.70%	11.50%
Growth (%) Since 1990	15.40%	10.50%	26.20%
Growth (%) Since 1970	112.90%	16.80%	54.40%
Land Area (in sq. miles)	393.7	7,800.10	3,531,905.40
Population Density (2012)	547.2	852.1	88.9
% Reporting One Race Only (2011 ACS 5 year est.)	98.50%	97.10%	96.80%
% Reporting Only African American (2011 ACS 5 year est.)	2.00%	6.60%	12.40%
% Reporting Hispanic (of any race) (2011 ACS 5 year est.)	2.20%	9.30%	15.90%
Households (2011 ACS 5 year est.)	96,775	2,522,409	114,761,359
Total Housing Units in 2011 (ACS 5 year est.)	159,691	2,799,357	131,034,946
Owner Occupied	77,244	1,604,473	75,896,759
Seasonal	56,816	113,928	4,885,710
Labor Force (2011)	120,515	3,456,442	153,617,000
Unemployment Rate (2011)	8.2	7.4	8.9
Average Annual Wage – Covered Employment (2011)	\$40,228	\$59,671	\$48,043
Median Household Income (2011)	\$56,167	\$63,126	\$50,502
Per Capita Personal Income (PCPI) (2011)	\$55,465	\$53,471	\$41,560
10 Year PCPI Growth (%) adj. for inflation	10.60%	6.50%	5.00%
Poverty Rate (2010)	10.9	11.4	15.3
High School Diploma or More - % of Adults 25+ (2011 ACS 5 year est.)	94.90%	88.90%	85.40%
Bachelor's Deg. or More - % of Adults 25+ (2011 ACS 5 year est.)	40.50%	38.70%	28.20%

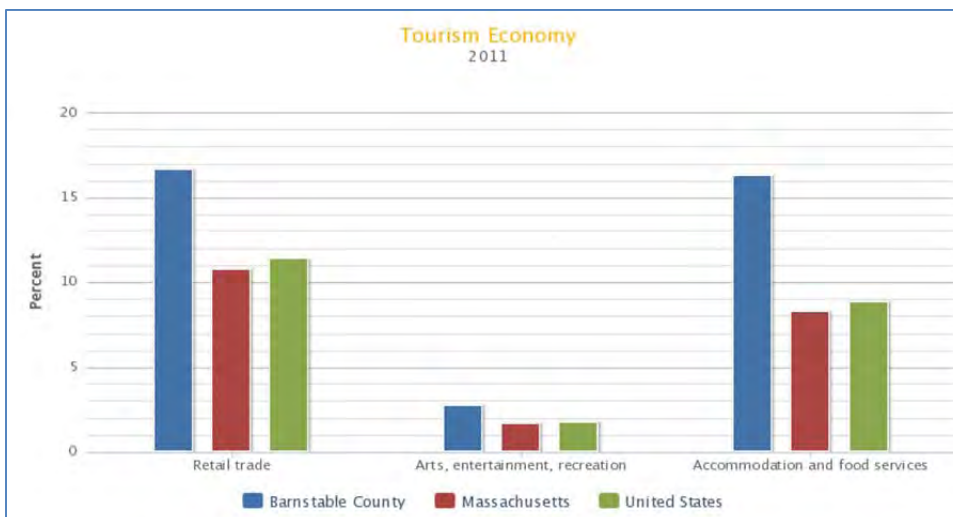


Sources: Bureau of Labor Statistics, Bureau of Economic Analysis and Census Bureau

Wages on Cape Cod continue to be significantly lower than in Massachusetts and the US as a whole while per-capita income is actually higher than these counterparts and poverty rates are lower. The population of the Cape is also more educated than the average.

EMPLOYMENT & WAGES BY SECTOR

The majority of jobs on Cape Cod in 2011 are in two sectors closely tied to tourism: retail with 16.7% of total employment and accommodation & food services with 16.3%. Also related to tourism is the arts & recreation sector which employs 2,500 people or 2.8% of total employment. Each of these industries constitutes a much larger share of employment on Cape Cod than in Massachusetts or the US.



The average annual wage in the retail sector on Cape Cod is \$28,205, while average wages in accommodation & food services is \$21,196 annually. The overall county average wage is \$40,228. A significant portion of activity in these industries is seasonal, being related to tourism

and second-home ownership, particularly on the Outer Cape, where the year-round population remains relatively small.

2011 Industry Employment & Wages	Barnstable County		Massachusetts		United States	
Covered Employment	Jobs	Avg. Wage	Jobs	Avg. Wage	Jobs	Avg. Wage
Total Covered Employment and Wages	88,597	\$40,228	3,189,753	\$59,671	129,411,095	\$48,043
Private	84.50%	\$37,931	87.10%	\$60,196	83.60%	\$47,815
Agri., forestry, hunting	0.30%	\$32,646	0.20%	\$53,779	0.90%	\$27,663
Mining	0.10%	\$61,084	0.00%	\$57,381	0.60%	\$95,230
Construction	5.50%	\$48,258	3.80%	\$62,638	4.40%	\$50,526
Manufacturing	2.20%	\$53,852	8.00%	\$77,573	9.10%	\$59,277
Wholesale trade	1.70%	\$57,545	3.90%	\$82,215	4.30%	\$66,141
Retail trade	16.70%	\$28,205	10.80%	\$27,881	11.40%	\$27,122
Transportation, warehousing	2.70%	\$40,880	2.80%	\$46,698	3.90%	\$47,566
Utilities	0.50%	\$96,116	0.40%	\$98,084	0.60%	\$81,945
Information	1.90%	\$44,606	2.80%	\$91,886	2.20%	\$75,961
Finance and Insurance	2.40%	\$72,395	5.30%	\$120,339	4.30%	\$88,233
Real Estate, rental, leasing	1.50%	\$34,800	1.30%	\$63,042	1.50%	\$45,841
Professional, technical services	4.90%	\$65,170	8.10%	\$103,936	6.00%	\$79,737
Mgmt. of companies, enterprises	0.40%	\$49,778	1.80%	\$123,025	1.50%	\$103,075
Administrative, waste services	3.60%	\$34,967	5.10%	\$39,740	6.00%	\$33,942
Educational services	7.60%	\$48,208	10.20%	\$54,001	9.30%	\$43,365
Health care, social assistance	17.60%	\$47,225	16.70%	\$52,655	14.20%	\$45,241
Arts, entertainment, recreation	2.80%	\$28,771	1.70%	\$34,610	1.80%	\$32,407
Accommodation and food services	16.30%	\$21,196	8.30%	\$19,670	8.90%	\$17,620
Other services, exc. public admin.	4.50%	\$28,912	4.30%	\$28,281	3.40%	\$30,054
Public Administration	5.90%	\$57,597	4.20%	\$63,452	5.70%	\$56,112

Source: Covered Employment and Wages, US Bureau of Labor Statistics, 2011

The largest employment sector is health care and social services (17.6%), with an annual average wage of \$47,225 in 2011. This industry does pay higher wages and provides full-time jobs with benefits for most employees. Jobs in this industry cover the full range of skill levels and, with the aging population; this industry is expected to continue to provide career opportunities over the next several decades. Public administration,



construction, and educational services each represent between 5% and 10% of employment on Cape Cod. The rest of the regional economy is made up of smaller industry sectors, each employing less than 5% of those working in the county.

REGIONAL OCCUPATIONAL & INDUSTRY CLUSTERS

The Commission has used the regional clusters analysis tool on STATSAmerica.org website to determine where occupational and job concentrations exist and where growth should occur.

The Barnstable County Occupation Clusters table below shows the number of people working in different occupations on Cape Cod and how that share of employment compares to the US. The location quotients (LQ) for healthcare-related occupations are consistent with the Cape's larger than average older population. The strong construction and renovation industry on Cape Cod is clearly shown by the greater-than-average share of skilled technicians, builders and designers, and real estate professionals. The larger-than-average share of people with arts, entertainment, publishing, and broadcasting occupations reflects an arts tradition on the Cape and the area's success as a tourism destination. Despite efforts to build on the marine science and technology sector on the Cape there are fewer than expected people with technology-based occupations such as engineering, natural sciences, and information technology. As a whole the technology-based knowledge clusters include only 6.9% of occupational employment, 87% of what the data suggests could be in the region.

Barnstable County Occupational Clusters – 2010 (most recent available)	Occupation Cluster Employment	Occ. Cluster Share of Total Emp.	Occupation Cluster Employment LQ
Managerial, Sales, Marketing and HR	11,458	8.30%	1.07
Skilled Production Workers: Technicians, Operators, Trades, Installers & Repairers	10,196	7.40%	1.06
Health Care and Medical Science (Aggregate)	9,303	6.70%	1.19
Health Care and Medical Science (Medical Practitioners and Scientists)	2,045	1.50%	1.34
Health Care and Medical Science (Medical Technicians)	1,750	1.30%	1.06
Health Care and Medical Science (Therapy, Counseling and Rehabilitation)	5,508	4.00%	1.19
Mathematics, Statistics, Data and Accounting	3,038	2.20%	0.89
Legal and Financial Services, and Real Estate (L & FIRE)	10,985	8.00%	1.01



CAPE COD
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Barnstable County Occupational Clusters – 2010 (most recent available)	Occupation Cluster Employment	Occ. Cluster Share of Total Emp.	Occupation Cluster Employment LQ
Information Technology (IT)	1,872	1.40%	0.68
Natural Sciences and Environmental Management	373	0.30%	1.0
Agribusiness and Food Technology	888	0.60%	0.43
Primary/Secondary and Vocational Education, Remediation & Social Services	6,548	4.70%	0.9
Building, Landscape and Construction Design	592	0.40%	0.97
Engineering and Related Sciences	896	0.60%	0.72
Personal Services Occupations	3,193	2.30%	0.95
Arts, Entertainment, Publishing and Broadcasting	4,595	3.30%	1.43
Public Safety and Domestic Security	1,786	1.30%	1.08
Postsecondary Education and Knowledge Creation	1,260	0.90%	0.81
Technology-Based Knowledge Clusters	9,483	6.90%	0.87

Source: Economic Modeling Specialists, Inc. Complete Employment Statistics, 2010

The Barnstable County Industry Clusters table below takes an alternative perspective by looking at the shares of different jobs provided by employers in the region. These data show Barnstable County's strength in arts, entertainment, and recreation, which is consistent with our role as a tourist and second-home owner destination. Education and knowledge creation does appear as a strong industry cluster as well as biomedical/biotechnical employment. The strength of defense and security employment and wages is due to the National Army and National Air Guard stations at the Massachusetts Military Reservation. The Cape shows weakness in the majority of other industry clusters that are more characteristic of manufacturing or natural resource-dependent areas of the country.

Barnstable County Industry Clusters – 2010 (most recent available)	Establishments	Establishment LQ	Employment	Employment LQ	Wages	Annual Wages LQ
Total All Industries	9,194	1	88,561	1	\$3,469,408,501	1
Advanced Materials	72	0.49	2,143	0.66	\$183,746,779	0.96
Agribusiness, Food Processing & Technology	68	0.49	523	0.25	\$19,307,678	0.29
Apparel & Textiles	54	0.68	183	0.28	\$7,080,333	0.30



Barnstable County Industry Clusters – 2010 (most recent available)	Establishments	Establishment LQ	Employment	Employment LQ	Wages	Annual Wages LQ
Arts, Entertainment, Recreation & Visitor Industries	631	2.34	6,852	1.95	\$182,056,472	1.77
Biomedical/Biotechnical (Life Sciences)	297	0.91	12,555	1.29	\$583,958,470	1.50
Business & Financial Services	1,029	0.71	3,968	0.51	\$257,315,112	0.48
Chemicals & Chemical Based Products	34	0.49	358	0.26	\$23,123,552	0.32
Defense & Security	221	0.66	5,020	1.03	\$364,470,736	1.30
Education & Knowledge Creation	146	1.16	3,111	0.91	\$154,023,774	1.12
Energy (Fossil & Renewable)	282	0.69	3,144	0.8	\$230,351,235	0.96
Forest & Wood Products	30	0.42	143	0.15	\$7,320,038	0.20
Glass & Ceramics	8	0.74	25	0.14	\$511,623	0.07
Information Technology & Telecommunications	171	0.49	2,549	0.75	\$224,392,920	0.87
Transportation & Logistics	111	0.51	1,308	0.5	\$57,443,123	0.55
Manufacturing Supercluster	54	0.39	806	0.22	\$60,824,426	0.30
Primary Metal Mfg	1	0.17	6	0.02	\$337,119	0.03
Fabricated Metal Product Mfg	19	0.32	105	0.12	\$5,977,700	0.17
Machinery Mfg	12	0.4	169	0.25	\$10,850,612	0.31
Computer & Electronic Product Mfg	14	0.73	499	0.66	\$42,840,686	0.72
Electrical Equipment, Appliance & Component Mfg	2	0.27	6	0.02	\$255,421	0.02
Transportation Equipment Mfg	6	0.41	21	0.02	\$562,887	0.01
Mining	5	0.41	53	0.43	\$2,711,478	0.42
Printing & Publishing	140	0.72	995	0.69	\$42,919,727	0.59

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions), 2010

REGIONAL WAGE RATES

Average wages by industry is another statistic for understanding both economic diversity and overall well-being of the working population. Cape Cod has slightly higher wages in tourism related industries (retail and accommodations & food service) as well as other services. These are not, however, particularly high-paying industry sectors. In every other case,

Cape Cod has lower, often significantly lower, average wages than the state as a whole. This can be a particular hardship for workers given the higher cost of real estate on Cape Cod than areas just off-Cape.

Annual QCEW - Average Wage, 2011	Barnstable County, MA	Massachusetts	LQ
Agriculture, Forestry, Fishing and Hunting	\$32,667	\$53,779	0.61
Mining	\$60,773	\$57,381	1.06
Utilities	\$96,114	\$98,084	0.98
Construction	\$48,258	\$62,638	0.77
Manufacturing	\$53,852	\$77,572	0.69
Wholesale Trade	\$57,545	\$82,215	0.70
Retail Trade	\$28,205	\$27,881	1.01
Transportation & Warehousing	\$40,880	\$46,698	0.88
Information	\$44,606	\$91,886	0.49
Finance and Insurance	\$72,394	\$120,339	0.60
Real Estate and Rental and Leasing	\$34,800	\$63,042	0.55
Professional, Scientific, and Technical Services	\$65,170	\$103,936	0.63
Management of Companies and Enterprises	\$49,778	\$123,025	0.40
Admin. & Support & Waste Mgt. & Rem. Services	\$34,967	\$39,740	0.88
Educational Services	\$48,208	\$54,001	0.89
Health Care and Social Services	\$47,225	\$52,655	0.90
Arts, Entertainment, and Recreation	\$28,771	\$34,610	0.83
Accommodation and Food Services	\$21,196	\$19,670	1.08
Other Services (Except Public Administration)	\$28,912	\$28,281	1.02
Public Administration	\$57,597	\$63,452	0.91

CENSUS 2010 COMPARED TO CENSUS 2000

Cape Cod lost 6,342 residents (2.9%) between the 2000 and 2010 Censuses. The decline would have been slightly larger had it not been for growth in the non-white population.

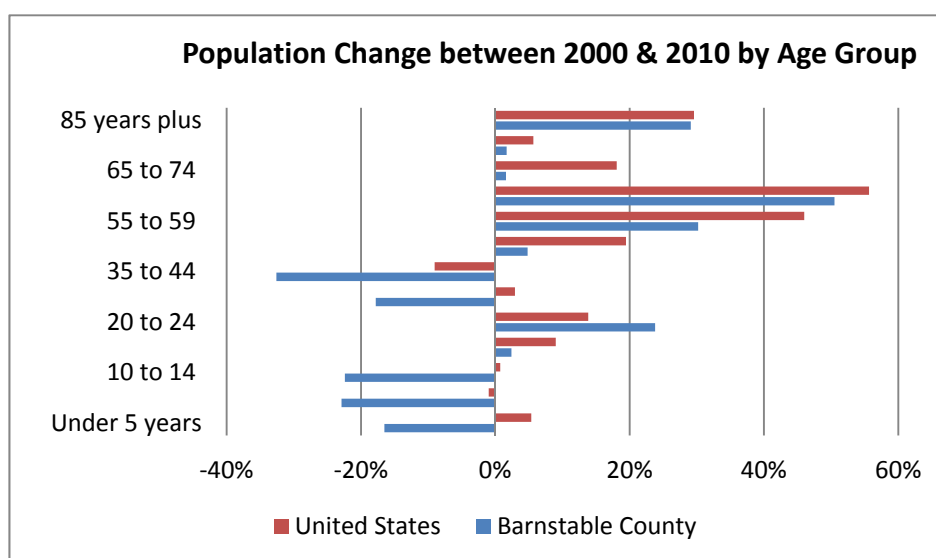
Barnstable County, Massachusetts: Profile of General Population and Housing Characteristics						
	2010		2000			
Subject	Number	Percent	Number	Percent	Difference	% Change
Total Population	215,888	100	222,230	100	(6,342)	-2.9%
Under 5 years	8,854	4.1	10,599	4.8	(1,745)	-16.5%



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

Source: Census Bureau, Decennial Census 2000 and 2010

There are fewer residents in the lower age brackets while the older age brackets have increased. Given these age trends, it is not surprising that there has been a decline of almost 4,000 family households with children (16.3% decline) living in the county. There has been an increase of almost 3,000 (8.3%) in the number of households with members age 65 or older, while there has been a reduction in residents living in group quarters, such as nursing homes, by 30.2% (1,716 people). This may be because homes, often used to pay for assisted living accommodations, are worth less and are harder to sell today than in the recent past.



Despite population decline on Cape Cod, 13,198 new housing units have been created since the 2000 Census (9% increase). Over 12,000 of these new units are seasonal. Seasonal housing has grown by 23.5% over the last decade. Meanwhile, the homeowner vacancy rate has nearly doubled from 1.4 to 2.6%. Rental vacancy rates have also increased from 7.4 to 12.4%.

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

Source: Census Bureau, Decennial Census 2000 and 2010

Some of the increase in vacancies may be due to the increase in foreclosures on Cape Cod. Although many foreclosures have been clustered in the village of Hyannis in the town of Barnstable, they have not been limited to that area.

REGIONAL INDUSTRY CLUSTERS

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

- ★ Marine research & technology



- ★ Arts and culture
- ★ Information & related technology
- ★ Education & knowledge creation

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

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

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

REGIONAL DISTRESS CRITERIA

UNEMPLOYMENT AND INCOME

The following table provides the unemployment and income data used by the EDA to determine distress. This table was generated using the website developed by STATSAmerica.org with funding from the EDA. It shows the 24-month averages for each census block in the region; those highlighted in orange represent distressed areas. The total population in these distressed tracts is 31,935 representing just 14.7% of the total population. It is essential to note that the dataset, American Community Survey 5-year estimates, have very large margins of error. The previous run using STATSAmerica based on decennial census data showed many more tracts in distress with approximately 30% of the population living within those tracts. Our own estimates are subject to large margins of error so may well be larger.

Economic Distress Criteria—Primary Elements	Region	U.S.	Threshold Calculations
2011 Unemployment Rate (5 Year ACS)	7	8.7	-1.7
2011 Per Capita Money Income (5 Year ACS)	\$36,000	\$27,915	128.96%

Economic Distress Criteria—Geographic Components	Unemp. Rate 2011 ACS	Threshold Calculation	PCI 2011 ACS	Threshold Calculation	Population 2011 ACS
Census Tract 101,	13	4.4	41,488	149%	2,994
Census Tract 102.06	6.1	-2.6	47,428	170%	2,858
Census Tract 102.08	10.5	1.8	39,856	143%	1,903
Census Tract 103.04	12.5	3.8	36,565	131%	2,395
Census Tract 103.06	9	0.3	34,242	123%	2,616
Census Tract 104	2.7	-6	35,428	127%	3,056
Census Tract 105	7.3	-1.4	49,501	177%	2,890
Census Tract 106	5.6	-3.1	54,562	195%	3,235
Census Tract 107	7	-1.7	49,265	176%	2,942
Census Tract 108	3.6	-5.1	35,106	126%	4,966
Census Tract 109	9.4	0.7	33,643	121%	4,887
Census Tract 110.02	13.4	4.7	34,487	124%	4,402
Census Tract 111	7	-1.7	32,481	116%	4,199
Census Tract 112	5.8	-2.9	35,448	127%	3,658
Census Tract 113	11.8	3.1	40,187	144%	2,625



Economic Distress Criteria— Geographic Components	Unemp. Rate 2011 ACS	Threshold Calculation	PCI 2011 ACS	Threshold Calculation	Population 2011 ACS
Census Tract 114	5.4	-3.3	36,687	131%	2,951
Census Tract 115	5.3	-3.3	27,471	98%	3,730
Census Tract 116	9.7	1	26,724	96%	3,207
Census Tract 117	8.4	-0.3	31,089	111%	1,879
Census Tract 118.01	2.7	-6	51,363	184%	2,175
Census Tract 118.02	5.2	-3.5	32,569	117%	4,184
Census Tract 120.01	4.7	-4	35,617	128%	5,718
Census Tract 120.02	13.5	4.8	28,740	103%	3,049
Census Tract 121.01	7.8	-0.9	27,632	99%	5,111
Census Tract 121.02	8.2	-0.5	31,187	112%	3,682
Census Tract 122	6	-2.7	43,380	155%	4,663
Census Tract 125.02	9.4	0.7	30,658	110%	2,505
Census Tract 126.01	3.9	-4.8	27,905	100%	2,880
Census Tract 126.02	7.1	-1.6	22,159	79%	4,916
Census Tract 127	6.2	-2.4	35,571	127%	4,657
Census Tract 128	3.8	-4.8	36,487	131%	4,174
Census Tract 129	4.6	-4.1	31,071	111%	4,175
Census Tract 130.02	9.9	1.2	55,630	199%	3,287
Census Tract 131	4.7	-4	41,198	148%	6,332
Census Tract 132	8.3	-0.4	45,240	162%	4,952
Census Tract 133	3.7	-5	39,083	140%	2,975
Census Tract 134	6.1	-2.6	37,600	135%	4,272
Census Tract 135	5.6	-3.1	40,494	145%	6,980
Census Tract 136	5.5	-3.2	29,136	104%	6,291
Census Tract 137	6.9	-1.8	28,713	103%	4,386
Census Tract 138	7.7	-1	32,590	117%	5,062
Census Tract 139	5.5	-3.2	38,073	136%	4,867
Census Tract 140.02	7.6	-1.1	33,671	121%	4,197
Census Tract 141	10.6	2	14,688	53%	1,237
Census Tract 143	7.3	-1.4	39,086	140%	4,333
Census Tract 144.02	6	-2.7	36,508	131%	6,589
Census Tract 145	7.1	-1.6	26,931	96%	6,039
Census Tract 146	10.2	1.5	32,092	115%	3,891
Census Tract 147	8.8	0.1	33,863	121%	3,729
Census Tract 148	8.1	-0.6	38,942	140%	3,423
Census Tract 149	5.9	-2.8	70,084	251%	3,670
Census Tract 150.01	2.4	-6.3	24,766	89%	4,196

Economic Distress Criteria— Geographic Components	Unemp. Rate 2011 ACS	Threshold Calculation	PCI 2011 ACS	Threshold Calculation	Population 2011 ACS
Census Tract 150.02	0.6	-8.1	28,562	102%	3,686
Census Tract 151	5.9	-2.8	37,026	133%	3,844
Census Tract 152	9.5	0.8	52,446	188%	2,174
Census Tract 153	17.6	8.9	20,105	72%	2,945

MILITARY BASE REALIGNMENT

The Massachusetts Military Reservation (MMR) covers nearly 21,000 acres – approximately 30 square miles. The MMR includes parts of the towns of Bourne, Mashpee, and Sandwich, and abuts the town of Falmouth. The base is occupied by five military commands:

- Massachusetts Army National Guard at Camp Edwards
- Massachusetts Air National Guard (102nd Fighter Wing) at Otis Air National Guard Base
- 253rd Combat Communications Group, also at Otis Air National Guard Base
- 6th Space Warning Squadron phased array radar site at Cape Cod Air Force Station
- U.S. Coast Guard at Air Station Cape Cod

The northern 15,000 acres of the MMR is the largest piece of undeveloped land on Cape Cod and is home to 37 state-listed endangered species living in a variety of habitats throughout the base. The MMR also sits atop an underground aquifer that supplies drinking water to Cape Cod. This 15,000-acre area, including most of Camp Edwards' training area, is designated as the Upper Cape Water Supply Reserve (the Reserve). The purpose of the Reserve, created by Chapter 47 of the Massachusetts Acts of 2002, is to ensure permanent protection of the drinking water supply and wildlife habitat, while allowing compatible military training.

Many branches of the armed services used the MMR intensively since its creation in the 1930s. Most of the industrial activities associated with military use were located in the southern portions of the reservation. In 1989, the MMR was added to the U.S. Environmental Protection Agency's



National Priority List (Superfund). This designation meant that the contamination at the MMR was a serious threat to the public and environment and its cleanup required EPA oversight.

Three programs are at work cleaning up and protecting the environmental resources on and under the MMR. The Air Force Center for Engineering and the Environment's Installation Restoration Program is responsible for the investigation and cleanup of soil and groundwater contamination from past military practices. The U.S. Army Environmental Command's Impact Area Groundwater Study Program manages the investigation and cleanup of groundwater contamination and its sources on and emanating from the northern 15,000 acres. The Massachusetts National Guard Environmental & Readiness Center is dedicated to conducting all training at the MMR in a manner that is protective of the environment now and in the future.

As part of the 2005 Defense Base Closure and Realignment Commission's (BRAC) process, closure of Otis was contemplated but ultimately only the Air National Guard command was realigned. Operational control of the MMR airfield at Otis Air National Guard Base was officially transferred to the Coast Guard on October 2, 2008. In addition, the fifteen F-15 aircraft assigned to the 102d Fighter Wing at Otis Air National Guard base were redistributed to Barnes Municipal Airport Air Guard Station in Westfield, MA. An economic impact analysis of the 102d Fighter Wing was completed during the BRAC process. The Air National Guard is currently evaluating new missions for Otis Air National Guard base.

SUSCEPTIBILITY TO NATURAL DISASTER

Cape Cod encompasses 412.42 square miles of land and surface water and is surrounded by the ocean waters of the Cape Cod Canal, Cape Cod Bay, Atlantic Ocean, Nantucket Sound, and Vineyard Sound. Effectively, Cape Cod is an island connected to the mainland by only two four-lane bridges and a train bridge.

Of the Cape's 412.42 square miles:

- 396 square miles (253,440 acres) are upland
- 166.88 square miles (106,804.1 acres) are in an identified wildfire risk area

- 71.96 square miles (46,056.41 acres) are in a Flood Insurance Rate Map (FIRM) zone
- 93.02 square miles (59,529.66 acres) are in a zone of potential sea, lake, and overland surges by hurricanes (SLOSH14).

The Natural Hazards Pre-Disaster Mitigation Plan, completed for Barnstable County on October 27, 2004 reported that Cape Cod is subject to the following types of events:

- Hurricanes — which can cause hazards such as flooding and storm surge, shoreline change (episodic erosion), wind, and tornadoes
- Sea-level rise — which can cause shoreline change, long-term coastal erosion, and flooding
- Winter storms / Nor'easters — which can cause wind, snow and ice accumulation, shoreline change (episodic erosion), and flooding
- Drought — which can contribute to the risk of wildfires
- Tornadoes
- Earthquakes

Of all the natural threats that might affect Cape Cod, hurricanes have the potential to cause the most property damage and loss of life. The Atlantic hurricane season runs from June 1st through November 30th. Based on the number and intensity of storms, mid-August through mid-October is defined as the peak period; which

The Hurricane of 1938

The 1938 Hurricane struck on September 21 at a high tide that coincided with the highest astronomical tide of the year, pushing a storm surge of 12 to 15 feet across the south coast and up its many bays and inlets. The destructive power of the storm surge wiped away entire villages along the shoreline. Sections of Falmouth and New Bedford were submerged under as much as 8 feet of water. Buzzards Bay Taylor Point was reduced to timbers.



overlaps with the zenith of Cape Cod's tourist season.

Often worse than the hurricane itself are the accompanying tornadoes and storm surges. Tornadoes may form in the rain bands of a hurricane and cause significant damage. There were four reports of tornadoes on Cape Cod as Hurricane Bob came ashore in 1991. Rapidly rising storm surge is the hurricane's main threat to life. Storm surge is a dome of water that moves ashore to the right of the hurricane eyewall. It can be the primary risk to life without adequate evacuations. In the case of Cape Cod Bay, storm surge will actually affect the shoreline, and particularly Wellfleet Harbor, shortly after the storm has passed.

Two of the worst hurricanes to affect Cape Cod and the Islands were the Great New England Hurricane of 1938 (see text box), which caused severe damage to the Upper Cape, and the Great Atlantic Hurricane of 1944, which heavily damaged the Middle and Lower Cape. It is not uncommon for New England to be impacted more than once in a given season. The Cape has been impacted by two or more tropical storms or hurricanes in one season a total of 11 times. The most notable season was 1954, when southeastern Massachusetts faced Hurricanes Carol, Edna, and Hazel. Carol and Edna were each rated as Category 3 storms.

In summary, regional points of vulnerability to natural hazards include:

- Summertime population is estimated to be 500,000; the actual number vulnerable to a hazard event is unknown.
- 43.2% of year-round residents (or 95,924 people) reside in a SLOSH zone. In addition, the majority of second homes are located in SLOSH zones.
- At least a quarter of the people residing in a SLOSH zone are older than 65 years of age.
- There are 85 locations at which a locally designated evacuation route intersects with a SLOSH zone.
- 179 critical facilities are located in a SLOSH zone.
- 7 critical facilities are located in a wildfire risk area.

- Cape Cod is accessible by vehicle by two four-lane bridges that are often seriously congested even without extreme weather events.
- There are 125 repetitive loss properties on Cape Cod (as of December 2002).
- There were 188 tidal restrictions identified in Barnstable County (as of December 2001).
- There is one high-hazard dam and ten significant-hazard dams in the county.

The following table, prepared as part of the Natural Hazards Pre-Disaster Mitigation Plan, grades the region's vulnerability based on the geographic breadth of the storm's impact, the probability of being hit by this type of natural hazard over 100 years, and the magnitude of the damage likely to occur as a result.

Location of Impacts

1=small (isolated to a town)

2=medium (multiple towns)

3= large (significant part of Barnstable County)

Frequency of Occurrence

0=unlikely (less than 1%)

1=possible (between 1 and 10%)

2=likely (between 10 and 100%)

3=highly likely (near 100%)

Magnitude/Severity of Damage

1=limited (injuries and/or illnesses are treatable with first aid; minor "quality of life" loss; shutdown of critical facilities and services for 24 hours or less; property severely damaged < 10%)

2=significant (injuries and/or illnesses do not result in permanent disability; shutdown of several critical facilities for more than one week; property severely damaged <25% and >10%)

3=critical (injuries and/or illnesses result in permanent disability; complete shutdown of critical facilities for at least two weeks; property severely damaged <50%, >25%)

4=catastrophic (multiple deaths; complete shutdown of facilities for 30 days or more; property severely damaged >50%)

Hazard Ranking for Cape Cod, Massachusetts				
Type of Hazard	Location	Frequency	Magnitude	Total Hazard Rank (Maximum Score: 10)
Flood	2	3	4	9
Shoreline Change	2	3	4	9
Wildfire	2	2	4	8
Snow& Ice	3	3	2	8
Wind	3	3	2	8
Drought	3	2	1	6
Tornado	1	2	3	6
Earthquake	2	1	2	5



DEPLETION OF NATURAL RESOURCES – COD/GROUND FISHERY

The National Marine Fisheries Service 2008 Report to Congress on the status of US fisheries showed that, of the Northeast region's 49 monitored fish stocks, 10 stocks are subject to overfishing, and 21 stocks are overfished. Overfishing has taken its toll on the Cape Cod fishing industry, primarily consisting of small vessel fishing under individual ownership. As stocks became threatened, government policies were established to allow the stocks to regenerate by limiting catch through quotas. The system for the sale of a limited number of fishing permits was adopted as a market-based solution to overfishing. The unintended consequence has been that as prices for permits rise, corporate fishing concerns have begun to crowd-out the independent fishermen unable to afford to buy permits. Other independent fishermen have found it is more lucrative to sell their permits and stop fishing altogether.

Government policies, particularly the implementation of the Magnuson Fishery Conservation and Management Act of 1976, have stemmed the decline of a number of fish stocks. The size of fish caught has also begun to grow since the record low weights of the early 1990s. Yet, other fish stocks are declining rapidly in recent years.

“Most of the changes in abundance are directly attributable to changes in fishing mortality. For example, increases in biomass of groundfish and flounder occurred during 1975 to 1978 when fishing effort was being reduced by international and domestic management actions. Decreases in abundance began in the early 1980s when fishing effort from domestic fleets substantially increased. The record high levels of fishing effort in the late 1980s and early 1990s resulted in rapid reduction of year classes before they were able to achieve full growth and maturity. Reductions in fishing effort, beginning in the mid-1990s in the New England area, were followed by increases in biomass of several groundfish and flounder stocks, including haddock on Georges Bank and witch flounder in the Gulf of Maine.” Status of Fishery Resources off the Northeastern US Aggregate Resource and Landings Trends; Updated December 2006

The fishing industry on Cape Cod is not only an important export sector but also is closely linked with our largest sector – tourism – which is also an export industry. The loss of the fishing industry will impact the social

and aesthetic character of our communities and the size of the regional economy.

BALANCED ECONOMY BENCHMARKS

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

- *Protect and build on your competitive advantage* – 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.

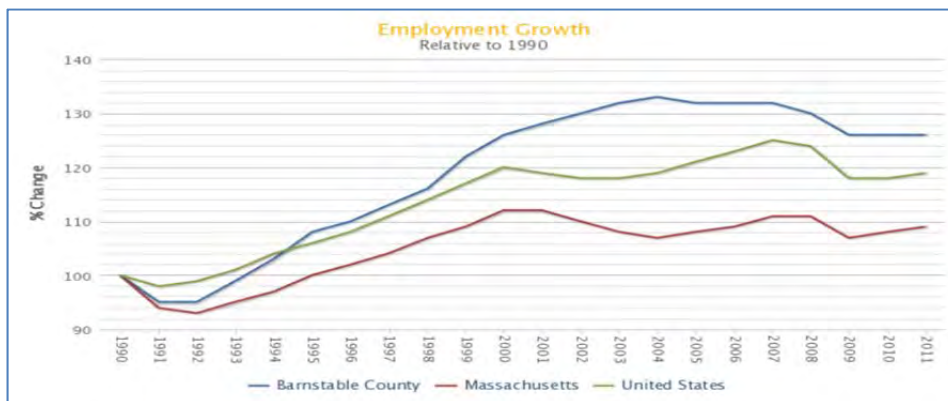
Thus far measures focus on the last two of these principles: economic balance and regional wealth. These principles correspond to CEDS goals 2: A Balanced Economy and 3: Regional Income Growth. Economic strength and sustainability benefit from a diverse mixture of industries, businesses, workers, ownership types, and employment options.

EMPLOYMENT TRENDS: JOB CREATION

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

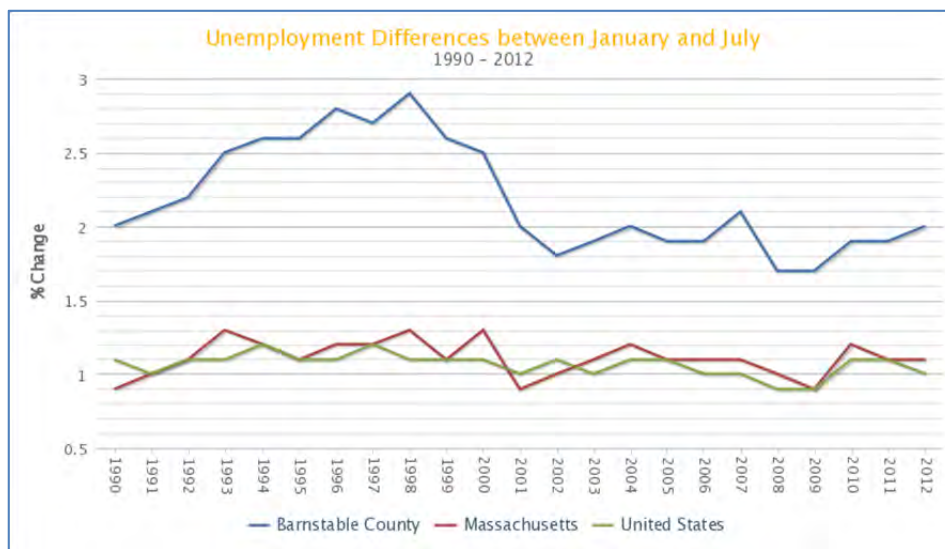


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EMPLOYMENT TRENDS: SEASONALITY

The Cape economy is significantly more seasonal than the state or the national economy. However, data showing the difference between January and June unemployment rates do suggest that the region is less seasonal than it has been in the past.

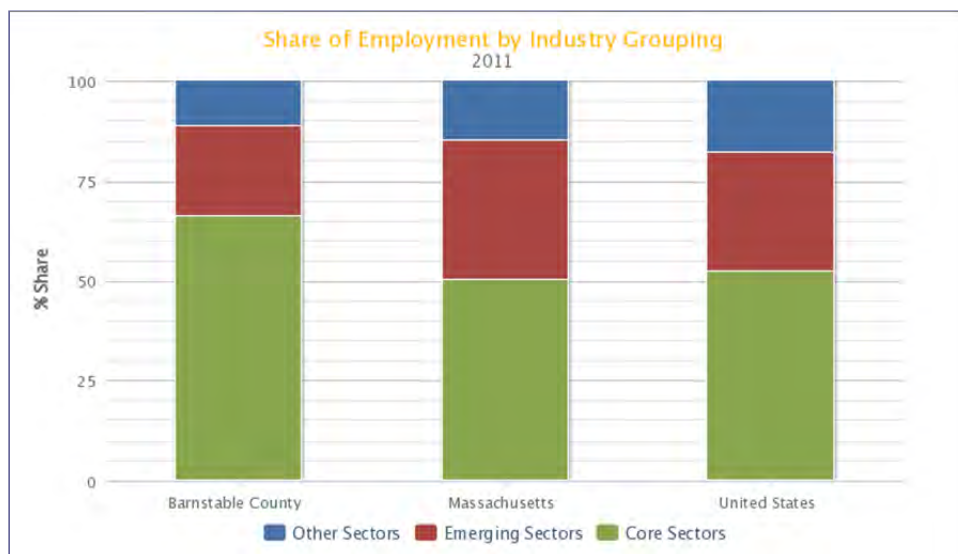


Significant effort over the last two decades has been put towards extending the tourist season into the fall and spring. Problems in keeping part-time and seasonal help have, however, made this difficult. Changes in student school schedules have forced employers to depend on foreign

workers, the visas for which have been limited themselves by the federal government. Second-home owners do support the weekend and holiday economic activity as well as the day and weekend tourists.

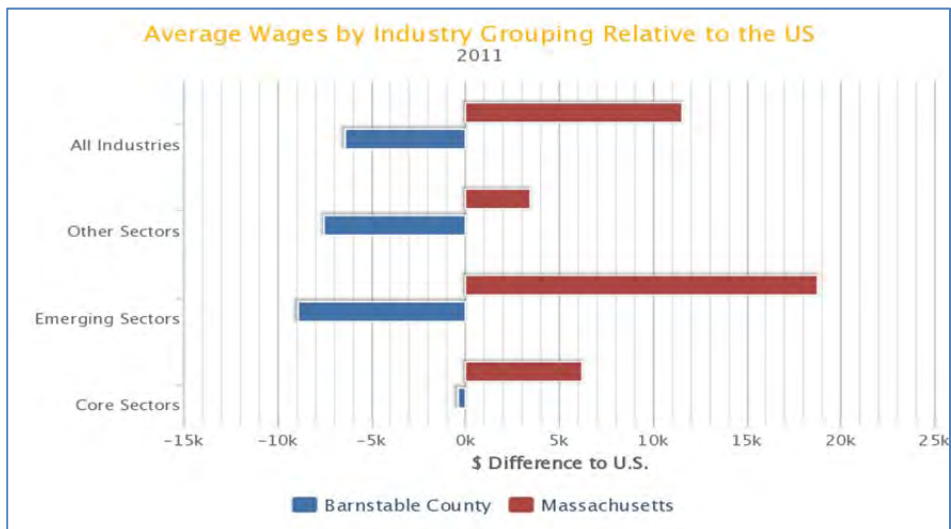
EMPLOYMENT TRENDS: INDUSTRY CLUSTERS

The Cape economy falls into three industry clusters: core, emerging, and other. The core industries include fishing, construction, real estate, retail trade, accommodation and food services, and health care. As a tourism destination many of these can be considered export activities serving people from outside the region and thereby attracting their income to Cape Cod. This explains in part why core industries form almost 20% more of the economic mix than they do in the US or in Massachusetts.



WAGE & INCOME TRENDS: INDUSTRY CLUSTERS

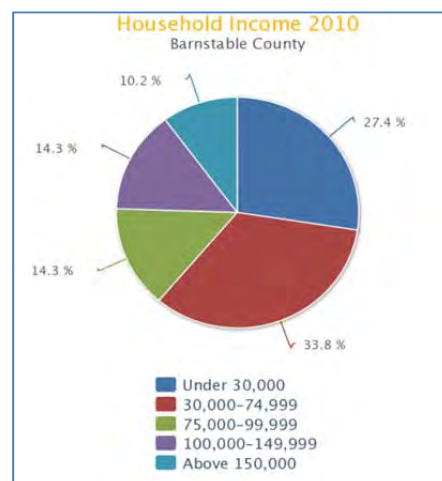
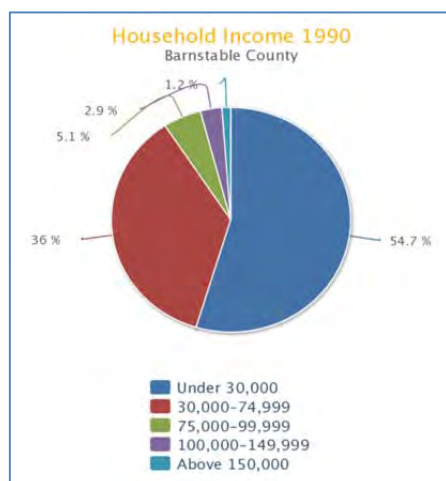
Emerging industries include Arts, Entertainment, and Recreation, Educational Services, Finance and Insurance, Information, and Professional, Scientific, and Technical Services. Businesses and economic leaders would like to see these industries grow in the future to better balance the tourism economy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



The importance of increasing industry diversity can be seen by looking at wage data. The average wage in the emerging industry cluster (\$50,048 for Barnstable County) is significantly higher than in the core cluster (\$34,130), which is relatively well paid when compared to the US but less so when compared to the state as a whole. Even so, emerging industry wages seriously lag those found statewide and in the US.

WAGE & INCOME TRENDS: HOUSEHOLD INCOME

Without controlling for inflation, there appears to be a shift towards higher income groups on the Cape between 1990 and 2010. In 1990 only 9.2% of all households earned \$75,000 or above; by 2010 this percentage



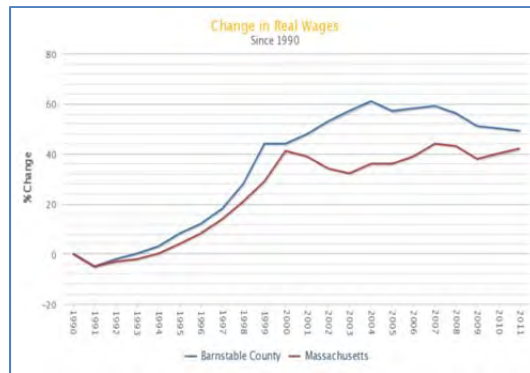


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had grown to 38.8% of all households. It is difficult to determine how much of the change in distribution is due to inflation versus increased wealth due to higher wages, in-migration of wealthier households, commuters earning higher off-Cape wages, non-earnings income growth, or other factors.

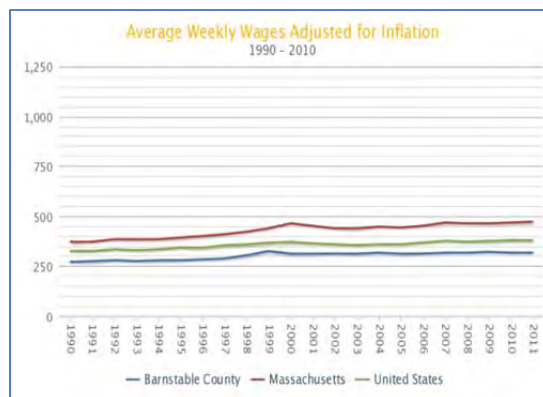
WAGE & INCOME TRENDS: TOTAL WAGES IN REAL TERMS

Since 1990, total wages on Cape Cod have grown by 50% in real terms.



Growth was very strong during the 1990s for both Barnstable County and the state. The county continued to grow until the recession hit mid-decade when the decline began to mirror the state's. Overall, however, this data shows the positive impact of job growth for both the state and county over the past two decades.

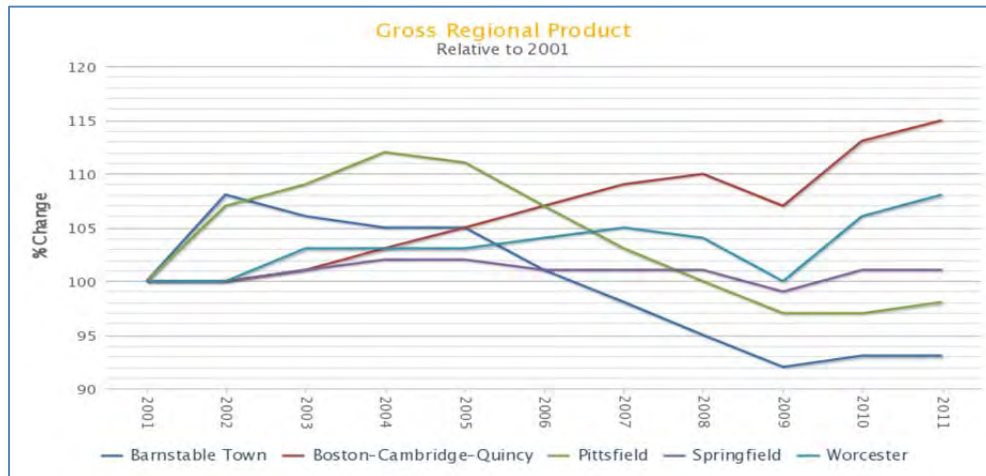
WAGE & INCOME TRENDS: AVERAGE WAGES PER JOB



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

WAGE & INCOME TRENDS: REGIONAL INCOME

Barnstable County's Gross Regional Product was stronger in the first half of this decade, dropping to below 2001 level 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.



DATA BY TOWN

New to the CEDS this year is data on the different towns that make up the Cape Cod region. The towns on Cape Cod can be very different from each other. The towns fall into four sub-regions that have similar characteristics. The sub-regions are:

1. Upper Cape: Bourne, Sandwich, Falmouth, and Mashpee
2. Mid Cape: Barnstable, Yarmouth, and Dennis
3. Lower Cape: Chatham, Harwich, Brewster, and Orleans
4. Outer Cape: Eastham, Wellfleet, Truro, and Provincetown

The Upper Cape sub-region has larger numbers of residents commuting to jobs off Cape and has relatively larger family sizes than the other sub-regions. Meanwhile, the Outer Cape has many more seasonal residents, and towns with smaller populations.

POPULATION BY TOWN

The most populous and physically large town on the Cape is Barnstable (45,193) followed by Falmouth (31,531). The town that has seen the most

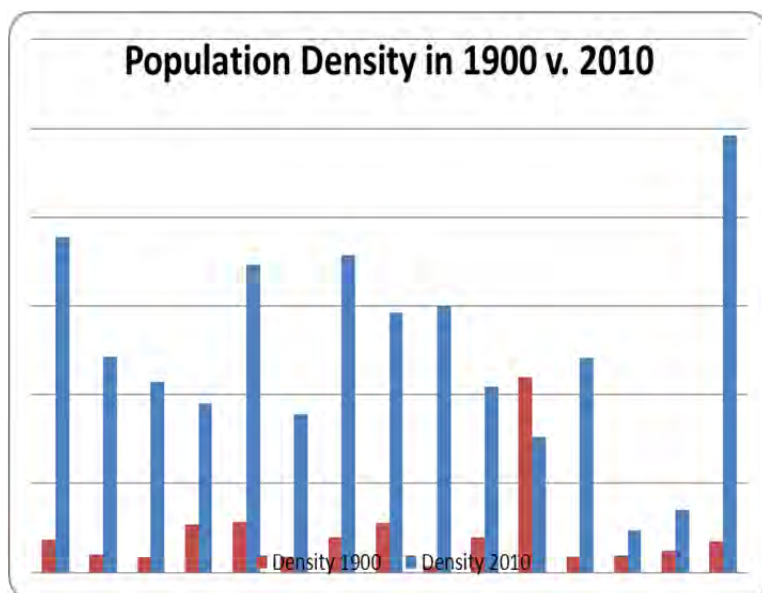


growth is Mashpee, and the only one to decline relative to 1900 is Provincetown.

Towns	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2010
Barnstable	4,364	4,676	4,836	7,271	8,333	10,480	13,465	19,842	30,898	40,949	47,821	45,193
Bourne	1,657	2,474	2,530	2,895	3,315	4,720	14,011	12,636	13,874	16,064	18,721	19,754
Brewster	829	631	688	769	827	987	1,236	1,790	5,226	8,440	10,094	9,820
Chatham	1,749	1,564	1,737	1,931	2,136	2,457	3,273	4,554	6,071	6,579	6,625	6,125
Dennis	2,333	1,919	1,536	1,829	2,015	2,499	3,727	6,454	12,360	13,864	15,973	14,207
Eastham	502	518	430	543	582	860	1,200	2,043	3,472	4,462	5,453	4,956
Falmouth	3,500	3,144	3,500	4,821	6,878	8,662	13,037	15,942	23,640	27,960	32,660	31,531
Harwich	2,334	2,115	1,846	2,329	2,535	2,649	3,747	5,892	8,971	10,275	12,386	12,243
Mashpee	303	270	242	361	434	438	867	1,288	3,700	7,884	12,946	14,006
Orleans	1,123	1,077	1,012	1,181	1,451	1,759	2,342	3,055	5,306	5,838	6,341	5,890
Provincetown	4,247	4,369	4,246	3,808	3,668	3,795	3,389	2,911	3,536	3,561	3,431	2,942
Sandwich	1,448	1,688	1,458	1,437	1,360	2,418	2,082	5,239	8,727	15,489	20,136	20,675
Truro	767	655	554	513	585	661	1,002	1,234	1,486	1,573	2,087	2,003
Wellfleet	988	1,022	826	823	890	1,123	1,404	1,743	2,209	2,493	2,749	2,750
Yarmouth	1,682	1,420	1,229	1,794	2,286	3,297	5,504	12,033	18,449	21,174	24,807	23,793

Source: Census Bureau, Decennial Censuses

The town of Yarmouth has the most inhabitants per square mile, followed by Barnstable, Falmouth, and Dennis. Population density in Provincetown has declined since its heyday in the early





1900s but it is still the Cape's best example of "smart growth" meaning high density in the center with low or no density around it.

HOUSEHOLDS AND FAMILIES BY TOWN

The population is first grouped into households and then family households. The town with the largest household and family household size is Sandwich, which also has the second largest average household income. Chatham has the highest average household income but the median is much lower, suggesting that there are outliers on the extremely wealthy side. A similar pattern is seen with family income. One anomaly, Wellfleet has a much higher average and median family income than household income – this may be due to sampling error as these data are from the American Community Survey versus the US Census.

Towns	Households	Average Household Size	Average Household Income	Median Household Income
Barnstable	20,119	2.22	81,245	62,191
Bourne	8,051	2.29	77,600	62,531
Brewster	4,354	2.17	76,771	59,321
Chatham	2,920	2.01	108,901	69,325
Dennis	6,790	2.1	68,031	51,580
Eastham	2,404	2.05	73,902	56,029
Falmouth	14,293	2.16	84,474	61,244
Harwich	5,537	2.16	74,722	57,455
Mashpee	5,753	2.4	80,488	62,763
Orleans	2,888	2.01	86,554	61,897
Provincetown	1,645	1.62	74,840	46,547
Sandwich	7,702	2.63	95,918	82,485
Truro	873	2.05	85,478	71,964
Wellfleet	1,621	1.74	83,314	59,234
Yarmouth	11,825	1.99	67,020	50,228

Source: 2007-2011 American Community Survey 5-Year Estimates

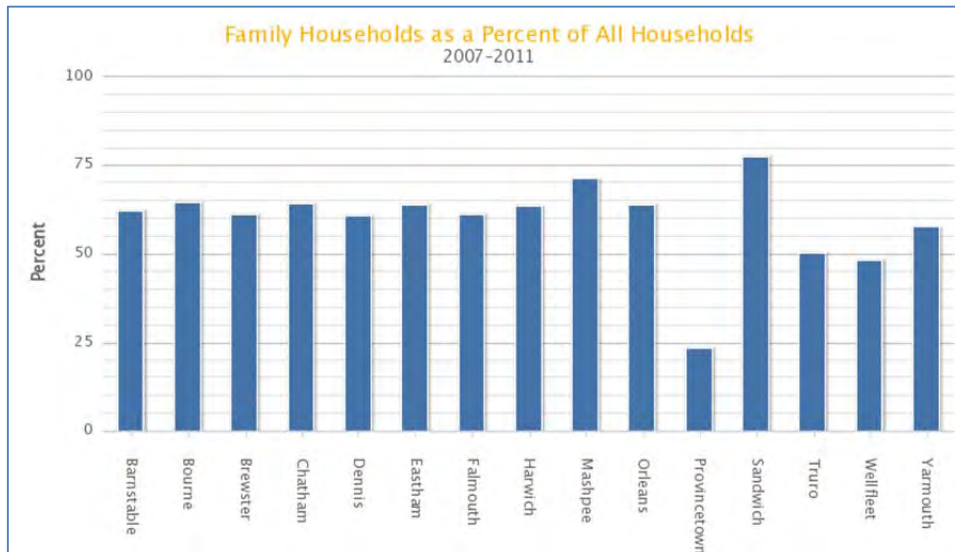
Families are made up of people related by birth, marriage, or adoption whereas households can include people who are not so related. Family size tends to be larger than household size and incomes tend to be higher

with the notable exception of Provincetown, where the average family income is lower than the average household income.

Towns	Family Households	Average Family Size	Average Family Income	Median Family Income
Barnstable	12,559	2.79	97,081	75,620
Bourne	5,195	2.83	90,446	79,613
Brewster	2,654	2.67	94,192	77,463
Chatham	1,875	2.46	140,758	97,096
Dennis	4,113	2.7	80,484	64,861
Eastham	1,531	2.5	86,992	75,803
Falmouth	8,715	2.75	106,247	77,488
Harwich	3,508	2.68	88,249	69,811
Mashpee	4,089	2.86	91,793	73,560
Orleans	1,837	2.43	106,150	84,099
Provincetown	385	2.45	84,050	87,228
Sandwich	5,956	3.04	108,826	95,273
Truro	438	2.66	96,790	85,909
Wellfleet	779	2.29	110,018	93,107
Yarmouth	6,782	2.58	78,481	63,975

Source: 2007-2011 American Community Survey 5-Year Estimates

In Provincetown only 23% of households are families. In the other towns, families constitute between 50 and 77% of households, with Sandwich (77%) having the largest share of families, followed by Mashpee (71%).



HOUSING UNITS

To get a complete sense of the development on Cape Cod it is important to look at housing units as well as population because 35.6% of all housing units are occupied not by residents but by second-home owners. This ratio varies greatly by town – again an example of how the different sub-regions have different economic realities. The towns with the greatest ratio of second homes to full-time residents are Truro and Wellfleet. However, in pure number of second homes, Dennis and Falmouth lead.

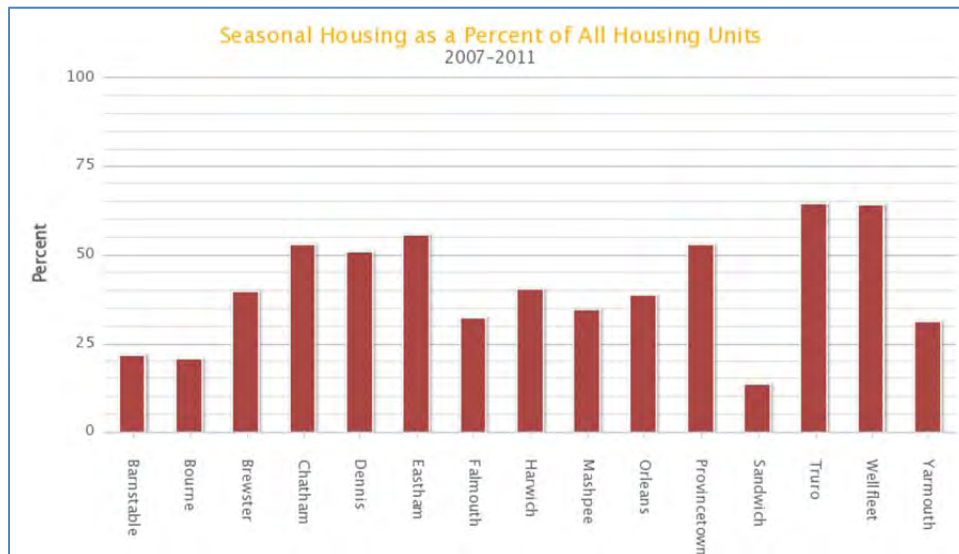
Towns	Total Housing Units	Owner-occupied Housing Units (including for sale and sold)	Renter-occupied Housing Units (including for rent and rent but not occupied)	Seasonal Housing Units	Other
Barnstable	26,343	14,931	5,371	5,793	248
Bourne	10,805	6,120	2,259	2,221	205
Brewster	7,948	3,687	1,034	3,145	82
Chatham	7,343	2,534	835	3,883	91
Dennis	15,586	5,301	2,211	7,933	141



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Towns	Total Housing	Owner-occupied Housing Units	Renter-occupied Housing Units	Seasonal Housing	Other
Eastham	5,960	2,107	426	3,328	99
Falmouth	21,970	10,939	3,650	7,100	281
Harwich	10,284	4,690	1,295	4,163	136
Mashpee	9,882	5,194	1,178	3,409	101
Orleans	5,344	2,350	846	2,054	94
Provincetown	4,494	1,070	972	2,372	80
Sandwich	9,476	6,869	1,192	1,293	122
Truro	3,077	792	248	1,987	50
Wellfleet	4,305	1,134	365	2,755	51
Yarmouth	17,464	8,716	3,106	5,427	215

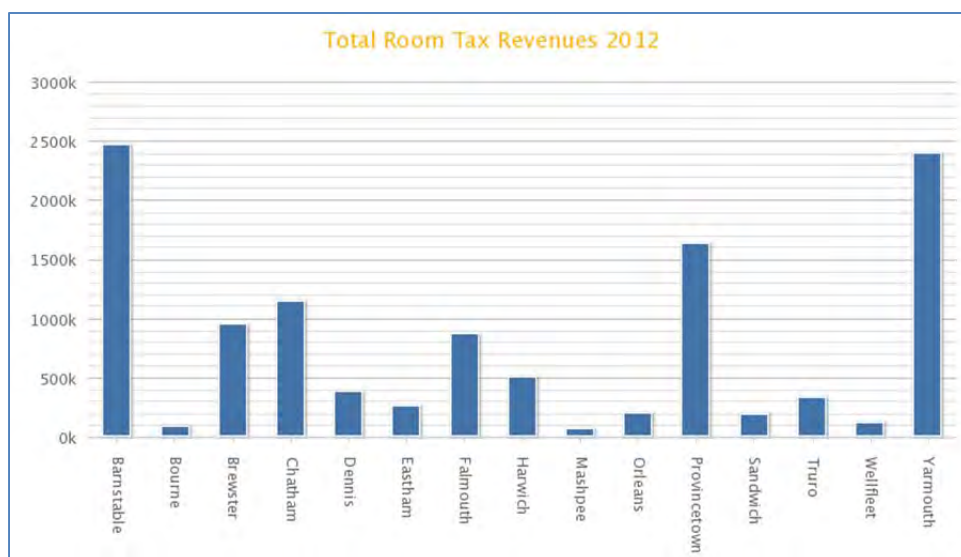
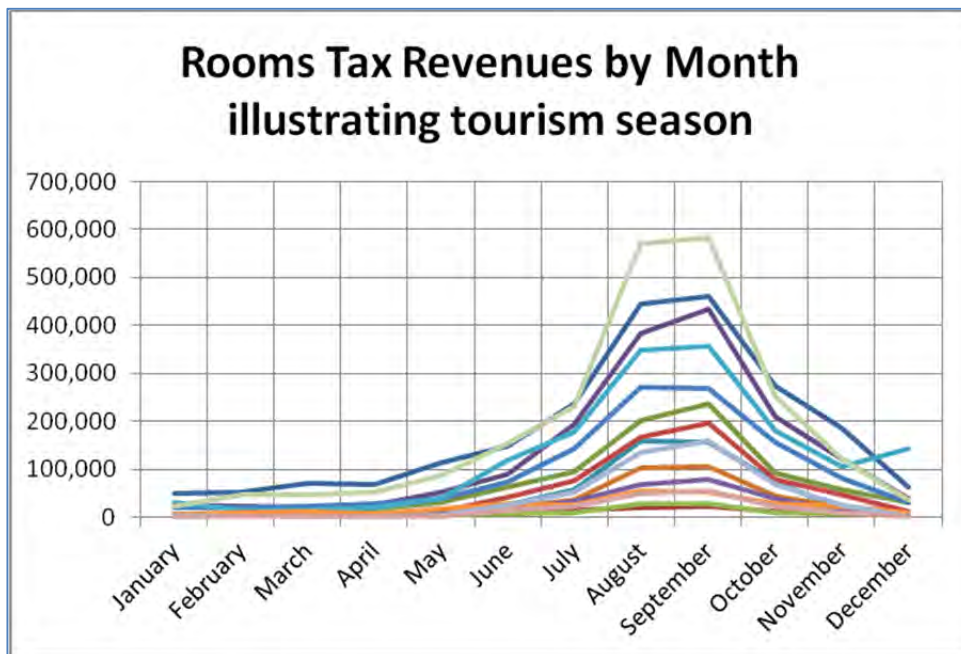
Source: Census Bureau, 2010 Census





ROOM OCCUPANCY TAX BY TOWN

Room occupancy tax is a state and local tax on accommodations costing more than \$15. The data presented here are for 2012 and are supplied by the Massachusetts Department of Revenue. The line graph below shows the pattern of room occupancy tax revenues, which are calculated the month after received – thus it shows that the peak period is July and August. The bar graph shows the revenues generated by town.





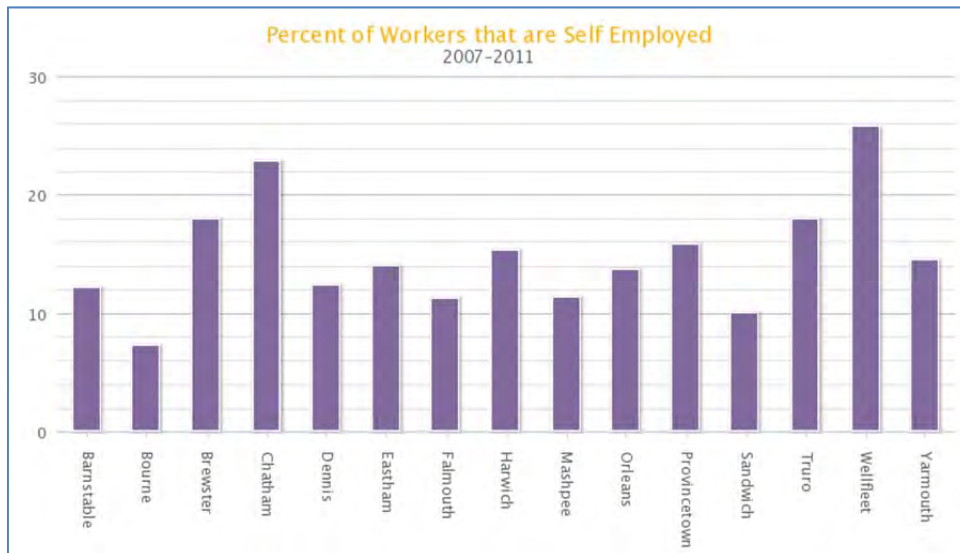
WORKERS BY TOWN

The town of Barnstable is home to 22,556 workers, the majority of whom work for private employers. Eastham, with the Cape Cod National Seashore/National Park Service and Nauset Regional High School, has the largest share of government employment. Truro leads in self-employed workers – more than a quarter of the workers living in Truro work for themselves.

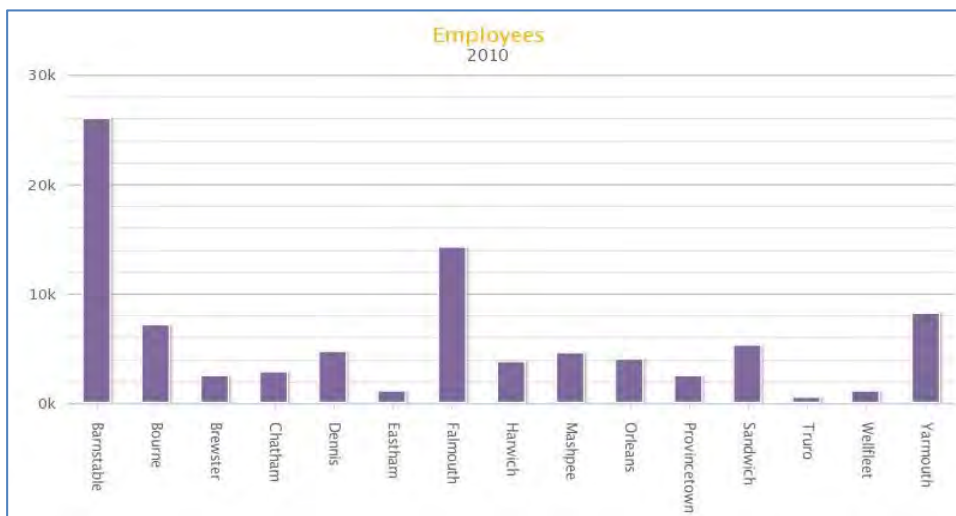
Towns	Total Workers	Private Wage	Government Income	Self Employed
Barnstable	22,556	73.6%	14.1%	12.2%
Bourne	9,193	76.5%	16.1%	7.3%
Brewster	4,661	70.8%	10.6%	18.0%
Chatham	2,840	63.0%	13.0%	22.9%
Dennis	6,226	73.2%	14.5%	12.4%
Eastham	2,304	63.5%	22.4%	14.0%
Falmouth	14,051	74.2%	14.5%	11.2%
Harwich	5,162	69.1%	15.7%	15.3%
Mashpee	6,793	74.9%	13.8%	11.3%
Orleans	2,481	77.4%	8.5%	13.6%
Provincetown	1,726	77.7%	6.4%	15.9%
Sandwich	10,523	71.1%	18.8%	10.1%
Truro	983	61.4%	20.5%	18.0%
Wellfleet	1,583	59.4%	14.9%	25.7%
Yarmouth	11,270	74.3%	11.2%	14.5%

Source: 2007-2011 American Community Survey 5-Year Estimates





EMPLOYMENT AND WAGES BY TOWN



A quarterly survey of employers by the US Bureau of Labor Statistics (“Covered Employment and Wages”) shows the number of people employed in each town and the number of business establishment that employ these workers by each town. Total payroll and average weekly wages are also provided by town. Barnstable houses the most employers but average wages are highest in Falmouth

Towns	Establishments	Total Payroll	Average Weekly Wage	Employees
Barnstable	2,241	1,108,219,491	819	26,013
Bourne	735	308,822,252	828	7,169
Brewster	314	81,454,336	615	2,549
Chatham	400	109,578,575	740	2,848
Dennis	599	160,430,237	657	4,695
Eastham	201	37,276,248	656	1,092
Falmouth	1,171	646,770,810	871	14,280
Harwich	456	147,477,601	755	3,754
Mashpee	474	150,275,844	633	4,568
Orleans	451	148,566,669	713	4,008
Provincetown	458	83,270,067	644	2,488
Sandwich	638	201,201,224	731	5,296
Truro	122	19,884,568	719	532
Wellfleet	178	39,369,085	691	1,096
Yarmouth	783	320,045,510	750	8,210

Source: Bureau of Labor Statistics, Covered Employment & Wages, 2011

COMMUTING TO WORK BY TOWN

Not surprisingly, the most common way to travel to work is alone by car. Interestingly, the town with the largest share of the worker commuting by carpool is Harwich at 8.7 %. Provincetown, Cape Cod's true example of smart growth, has 16.0% of its workers commuting by foot.

Towns	Drove Alone	Carpool	Public Transit	Walked	Other	Worked at Home	Mean Travel Time
Barnstable	83.3%	8.2%	1.2%	2.4%	0.9%	4.0%	22.8
Bourne	87.4%	4.6%	0.8%	3.2%	0.9%	3.1%	27.4
Brewster	84.1%	3.4%	1.4%	3.1%	2.3%	5.6%	23.2
Chatham	74.6%	6.6%	1.0%	3.1%	2.9%	11.7%	25.2
Dennis	81.9%	7.2%	2.5%	1.7%	0.3%	6.4%	27.2
Eastham	78.0%	7.0%	0.0%	7.7%	1.5%	5.8%	23.3
Falmouth	81.6%	7.0%	1.4%	1.6%	1.5%	6.8%	24.6
Harwich	83.1%	8.7%	0.9%	0.8%	1.2%	5.3%	20.4
Mashpee	88.2%	3.5%	2.1%	1.5%	0.5%	4.2%	24.5
Orleans	78.5%	6.2%	0.4%	6.2%	0.7%	7.9%	20.9
Provincetown	58.2%	4.8%	2.6%	16.0%	6.4%	12.0%	22.8
Sandwich	83.1%	7.6%	1.4%	1.4%	0.8%	5.7%	28.3
Truro	79.1%	1.4%	1.6%	4.3%	0.0%	13.6%	24.0
Wellfleet	72.2%	2.8%	1.3%	8.7%	1.9%	13.2%	21.7



CAPE COD
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Towns	Drove	Carpool	Public	Walked	Other	Worked	Mean
Yarmouth	82.9%	6.1%	1.7%	2.4%	2.2%	4.7%	22.6

Source: 2007-2011 American Community Survey 5-Year Estimates



Chapter 4: CEDS Action Plan

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

1. Evaluating progress on the current year's implementation plan;
2. Outlining the implementation plan for the coming year; and
3. Evaluating overall progress using key performance measures.

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

EVALUATING THE YEAR 4 ACTION PLAN

Successful implementation of the CEDS depends on continued leadership by Barnstable County. The CEDS provides a road map for the Cape Cod Commission economic development priorities for the year. The Year 4 action plan included the following areas:

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

The following table outlines the status of each task within the current action plan for the Cape Cod Commission in partnership with the CEDS Strategy Committee (Cape Cod EDC).

Cape Cod Commission / Barnstable County Implementation Plan Year 4					
Action	Activities	Complete	In Progress	Postponed	Comments
Economic Development	• Apply for EDD Status		X		High Priority



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Cape Cod Commission / Barnstable County Implementation Plan Year 4					
Action	Activities	Complete	In Progress	Postponed	Comments
Planning	<ul style="list-style-type: none"> Review Developments of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern 	X			
	<ul style="list-style-type: none"> Coordinate EDC/CEDS Strategy Committee 	X			
	<ul style="list-style-type: none"> Design & Coordinate Annual CEDS Evaluation 	X			
	<ul style="list-style-type: none"> Complete CEDS Annual Report 	X			Due June 30, 2013
	<ul style="list-style-type: none"> Manage short-term planning grant, complete reporting and proposal 	X			Grant request submitted September 2012
Research	<ul style="list-style-type: none"> Resident Survey 			X	Pending Availability of Funds
Outreach	<ul style="list-style-type: none"> CEDS Spring Summit – Evaluation 	X			Follow-on of SmarterCape Summit
	<ul style="list-style-type: none"> Survey Presentations 	X			Business Survey
	<ul style="list-style-type: none"> Meet with EDICs 	X			Coordinate semi-annual EDIC roundtable discussion
	<ul style="list-style-type: none"> Reporting on CEDS activities 	X			EDC reporting throughout the year; at least one visit to CCC and County Commissioners
Data Dissemination	<ul style="list-style-type: none"> Maintain STATSCapeCod 	X			Develop maintenance schedule as necessary
	<ul style="list-style-type: none"> Design Additional Content 	X			New maps



CAPE COD
COMMISSION

Cape Cod Commission / Barnstable County Implementation Plan Year 4					
Action	Activities	Complete	In Progress	Postponed	Comments
	<ul style="list-style-type: none"> Census 2010 Detailed Tables 			X	Partner with STATSAmerica
Regional Priority Projects – Lead	<ul style="list-style-type: none"> Regional Finance Authority 			X	Follow-up on Recommendation – convene working group
	<ul style="list-style-type: none"> Economic Centers Cost Analysis 			X	Convene technical team; design study; conduct study and produce final report
	<ul style="list-style-type: none"> Waste Minimization 	X			Pay-as-you-throw education campaign
	<ul style="list-style-type: none"> Strategic Information Office 	X			IBM Partnership
Regional Priority Projects – Partner	<ul style="list-style-type: none"> Coordinate and assist Regional Priority Project Teams 	X			
	<ul style="list-style-type: none"> Track implementation progress on Regional Priority Projects 	X			
Direct Technical Assistance to Town Economic Centers (RESET)	<ul style="list-style-type: none"> Identify development and redevelopment impediments and opportunities in areas designated for growth on the Regional Land Use Vision Map 	X			Rt. 132 Barnstable; Falmouth Spring Bars Road

YEAR 5 ACTION PLAN

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

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

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

The full plan for CEDS implementation during Year 5 is outlined in the following table. The table is organized by action area and specific tasks therein. The staff person responsible and the duration of the tasks are also included.

Cape Cod Commission / Barnstable County Implementation Plan Year 5					
Action	Activities	Lead	Start Month	End Month	Comments
Economic Development Planning	Update the economic development planning and regulatory sections of the Regional Policy Plan (RPP)	Leslie R.	July	June	Includes revising the Land Use Vision Map and related thresholds
	Review Developments of Regional Impact, Local Comprehensive Plans, Growth Incentive Zones and Districts of Critical Planning Concern	Leslie R.	Ongoing		Bring ED angle to use of special CCC land use planning and regulatory tools
	Coordinate EDC/CEDS Strategy Committee	Taree M.	Ongoing		Monthly Meetings; Grant Administration
	Design & Coordinate CEDS 5-Year Update	Leslie R.	January	May	Cape-wide conference with partner agencies



Cape Cod Commission / Barnstable County Implementation Plan Year 5					
Action	Activities	Lead	Start Month	End Month	Comments
	Complete CEDS 5-Year Update Report	Leslie R.	May	June	For continued EDA certification
	Manage short-term planning grant, complete reporting and proposal	Leslie R.	Ongoing		
	Assist Mashpee Wampanoag Tribe with development of a tribal CEDS	Leslie R.	July	Dec	Pending EDA Grant for partial support
Research	Resident Survey	Leslie R.	July	June	consultant
	Market Analysis & Fiscal Impact Model Project	Leslie R.	July	Sept	consultant
Outreach	SmarterCape Summit	Leslie R.		May	
	Reporting on CEDS activities	Leslie R.	Ongoing		EDC reporting throughout the year; at least one visit to CCC, County Commissioners, and County Assembly of Delegates
Data Dissemination	Maintain STATSCapeCod	Ryan E.	Ongoing		Develop maintenance schedule as necessary
	Design Additional Content	Ryan E.	Ongoing		
Regional Priority Projects – Lead	Wastewater in Economic Centers	Leslie R.	July	June	Regional Wastewater 208 Management Plan planning and public participation
	Strategic Information Office	Leslie R.	July	June	Data Inventory and Management Plan

Cape Cod Commission / Barnstable County Implementation Plan Year 5					
Action	Activities	Lead	Start Month	End Month	Comments
Direct Technical Assistance to Town Economic Centers (RESET)	Identify development and redevelopment impediments and opportunities in areas designated for growth on the Regional Land Use Vision Map	Leslie R.	July	June	Sandwich, Continue in Barnstable – Rt. 132

CEDS ACTION PLAN MEASURES OF SUCCESS

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

CEDS Process – Measures of Success – Year 4				
Objective	Process/In-put Measures		Outcome Measures	
	Measure	Results	Measure	Results
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	1 grants submitted; 1 pending award	\$\$ of Private Investment Leveraged	No new private investment in priority projects
Understanding of ED	# of Presentations given # of Reports published # of Articles written	3 presentations;	TBD	
Strong Partnerships	# of Partnerships # of new Partnerships	7 partnerships;	Formal Partnerships	Barnstable County & Open Cape; Cape Cod Commission & IBM; SmarterCape Partnership



CEDS Process – Measures of Success – Year 4				
Objective	Process/In-put Measures		Outcome Measures	
Easy Access to Information	Progress made on STATSCapeCod	Maps upgraded; site updated	STATSCapeCod user statistics	Visits: 3,316 Unique Visitors: 1,619

CEDS Process – Measures of Success – Goals for Year 5				
Objective	Process/In-put Measures	Goal	Outcome Measures	Goal
Capital Investment	# of Grants Submitted: \$\$ of Funds Awarded	EDD Designation	\$\$ of Private Investment Leveraged	
Understanding of ED	# of Presentations given # of Reports published # of Articles written	Increased presentations and articles written	TBD	
Strong Partnerships	# of Partnerships # of new Partnerships	Continue existing	Formal Partnerships	Continue existing;
Easy Access to Information	# new dynamic features on STATSCapeCod # new datasets available on STATSCapeCod # new resources posted on STATSCapeCod	Maintain site	STATSCapeCod user statistics	Increase by 15%



Chapter 5: CEDS Regional Priority Projects

EVALUATION OF THE REGIONAL PRIORITY PROJECTS

ACTIVE AND LISTED REGIONAL PRIORITY PROJECTS

CEDS projects fall into two categories – active and listed. Active projects are those with lead agencies and either in-kind or grant funding. Listed project are still considered priorities but either do not have a lead agency or are on hold while other projects take precedence. The active projects are in rank order.

Active Projects	Listed Projects
Canal Area Study	ADA & Building Compliance Loan
Wastewater in Economic Centers Intelligent Transportation Plan	Buy Local Infrastructure
SmarterCape Initiative: Strategic Information Office	Coastal Use Templates
Regional Finance Board	Community Green
Entrepreneurship Capital Access and Training Integrated Resource Plan SmarterCape Marketing Plan	Development in Economic Centers Cost Analysis
Energy Demand Reduction	Emerging Industry Housing
Educational Clearinghouse	Capitalize the Cape Cod Fisheries Trust
SmarterVillage Certification Program	Homeland & Marine Security Testing & Training
	Renewable Energy Generation
	Renewable Energy Testing & Training
	Specialized 4-year College

SMARTERCAPE SUMMIT 3

The SmarterCape Summit, which took place for the third year in a row this May, is an outgrowth of the CEDS. It was an opportunity to showcase the OpenCape broadband development network that is currently being built and consider how the region can take advantage of this new



infrastructure to advance balanced economic development. It is also an opportunity to showcase other CEDS projects. This year the conference included updates on the Strategic Information Office, the Intelligent Transportation Project, Wastewater Treatment in Economic Centers, and Entrepreneurship.

The SmarterCape Partnership was established as an outgrowth of the first summit and has planned the last two. The Partnership is made up of the leaders of five organizations:

- Cape Cod Commission
- Cape Cod Economic Development Council
- Cape Cod Chamber of Commerce
- Cape Cod Technology Council
- OpenCape Corporation

The SmarterCape Partnership gathered stakeholders in Fall 2011 to create a SmarterCape vision statement:

In 2025 Cape Cod is a transformative community that enhances and further develops its innovative and entrepreneurial spirit and culture of creativity through the use of technology and communication while preserving its unique history and natural beauty to create an exceptional place to live, work, and visit.

In 2012, workgroups were formed around seven subject areas with two goals in mind: (1) identify breakout speakers for the SmarterCape Summit, and (2) identify a regional priority project to present at the Summit and, if appropriate, include in the CEDS. The seven groups with their priority projects are listed below followed by summary tables on each project:

- Smarter Development: SmarterVillage Certification Program
- Smarter Economy: SmarterCape Marketing Plan
- Smarter Education: Educational Clearinghouse
- Smarter Environment: Integrated Resource Plan
- Smarter Government: Regional Umbrella Services System (RUSS)
- Smarter Healthcare: (No specific project but continued collaboration)
- Smarter Transportation: Intelligent Transportation Plan

REGIONAL PRIORITY PROJECT SUMMARY TABLE

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

Table Key	
Phase not yet started	Grey
Phase completed	Green
Phase under way	Orange
Year 4 Milestones	Yellow

The table is organized in alphabetical order with the new projects from the SmarterCape Summit in italics.

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
ADA & Building Compliance Loan Program	Regional revolving loan fund for code compliant renovations in economic centers	TBD <ul style="list-style-type: none"> Community Development Partnership Coastal Community Capital Cape Cod Chamber Local Chambers Cape Cod Commission Cape Cod Economic 				<ul style="list-style-type: none"> On hold until a partner agency steps up to lead the project

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
		Development Council				
'Buy Local' Infrastructure Development Program	Investments to encourage and facilitate use of locally produced goods and locally owned businesses	TBD <ul style="list-style-type: none"> • Community Development Partnership • Cape Cod Commission • Sandwich Chamber of Commerce • Hyannis Main Street BID • Cooperative Extension • Cape Cod Hook Fishermen's Association • Cape Cod Chamber of Commerce 	<ul style="list-style-type: none"> • No centralized planning; attempts were made in 2010 but then abandon for lack of interest and staffing capacity 	<ul style="list-style-type: none"> • No central funding. Most local programs supported by organizations membership fees. 		<ul style="list-style-type: none"> • Centralized planning on hold until a partner agency steps up to lead the project
Canal Area Assessment & Transportation Improvement	Improved transportation across the canal focused on rail to facilitate economic development	Cape Cod Commission <ul style="list-style-type: none"> • CCRTA • MPO • RTA • Cape Cod Chamber • Bridge Area Chamber 	<ul style="list-style-type: none"> • Scope of Work Completed for full area study and sub-parts 	<ul style="list-style-type: none"> • Comprehensive project postponed by funder • Design funding for Belmont and Bourne rotary – design work underway 	<ul style="list-style-type: none"> • Safety audit between Bourne and Otis rotary completed 	<ul style="list-style-type: none"> • Bourne rotary signage and striping plan implementation

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
Capitalize the Cape Cod Fisheries Trust	Fund the purchase of fishing rights for local fishermen	Cape Cod Fisheries Trust <ul style="list-style-type: none"> • Hook Fisherman's Association • Amplifier Strategies • Cape Cod Commission • Community Development Partnership • Mass Development 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • Proposal Submitted to EDA March 2010 • Proposal denied July 2010 • CCFT is securing funding from other private sources (smaller amounts than requested from EDA) 	<ul style="list-style-type: none"> • Implementation is underway with existing funding commitments • Identified triple bottom line and metrics of success • Partnership with the Community Development Partnership (CDP) 	<ul style="list-style-type: none"> • Scallop Quota Loan Program being considered at CDP • Continue to raise capital
Coastal Use Templates for Economic Development	Develop a series of options for coastal development and redevelopment that will leverage the summer season to provide employment and business opportunities year-round and reinforce the Cape's historic connection to the sea	Cape Cod Commission <ul style="list-style-type: none"> • Towns including Planners, Harbor Masters, Shellfish Wardens etc. • APCC/Business Roundtable 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • CCC & EDC 	<ul style="list-style-type: none"> • Completed report 	

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
Community Green Enterprise Center Design & Construction	Design and build Community Green Enterprise Center	Housing Assistance Corporation	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Funding secured for housing for employment clients Funding secured for initial employment staff Funding in pipeline for wastewater funding Wastewater discharge permit issued (2013) 	<ul style="list-style-type: none"> Developing microplans for different components of project CSG in first year of production and sales Curio House built and occupied; tenants are farm managers who will begin the implementation and oversee the maintenance of the Community Green Agricultural Program Employment head on board 	<ul style="list-style-type: none"> TBD
Development in Economic Centers - Cost Analysis	Development cost analysis by location to identify factors that shift growth to economic centers and reduce the higher infrastructure costs associated with sprawl	APCC Business Roundtable <ul style="list-style-type: none"> Cape Cod Commission 	<ul style="list-style-type: none"> Implementation Plan Completed 	<ul style="list-style-type: none"> CCC & EDC 	<ul style="list-style-type: none"> Secondary research phase concluded 	<ul style="list-style-type: none"> Project on hold

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
Educational Clearinghouse	a combination of a web portal, database search engine, and live human support that offers educational resources and paths	Smarter Education Committee				
Energy Demand Reduction Program - Greening Existing Buildings	Reduction in energy demand through expansion of existing energy efficiency assistance programs	Cape Light Compact <ul style="list-style-type: none"> • Program Administrators • MA Energy Efficiency Advisory Council • MA Dept. of Public Utilities 	<ul style="list-style-type: none"> • 2013-2015 Energy Efficiency Plan Completed 	<ul style="list-style-type: none"> • Rate Payer Funded • Budget \$29,888,870 	<ul style="list-style-type: none"> • Implementation of Energy Efficiency Plan 	<ul style="list-style-type: none"> • 2013kWh Savings Goal of -2.08% of sales
	Historic structures retrofit for energy efficiency demonstration project	TBD <ul style="list-style-type: none"> • Cape Cod Commission • Cape Light Compact • MA Historic 				<ul style="list-style-type: none"> • Project on hold
Entrepreneurship Capital Access & Training Program	Entrepreneurship training	Cape Cod Chamber <ul style="list-style-type: none"> • RTDC • Coastal Community Capital • C&I WIB • Community College • Cape Cod Commission • SCORE 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • Applied to EDC for seed funding Fall 2010 (denied) • Applied to EDC as part of its Spring 2011 grant program (denied) • Matching funds (both cash and in-kind) from Chamber of Commerce and other partners. REDO \$ from the State 	<ul style="list-style-type: none"> • Engaged services of a consultant, Peter Karlson, who acts as Entrepreneur in Residence, creating an atmosphere of "we speak your language here" for entrepreneurs. • Hired an administrative assistant to make appointments, track clients, file state reports for grants and help market ERS. 	<ul style="list-style-type: none"> • Goal: assist 100 businesses and help to create 150 jobs

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
		<ul style="list-style-type: none"> • SBDC • David Curtis • Peter Karlson 			<ul style="list-style-type: none"> • Convened a steering committee of regional organizations who refer clients into the system and who meet monthly to discuss progress and recommend further assistance. • Secured donation of Salesforce.com tracking tool to monitor progress of entrepreneurs. • Increased the coaches & mentors roster by 50%- who provide pro-bono assistance. • Conducted annual Entrepreneurs Weekends (now Startup Weekend) to develop a pipeline of high potential entrepreneur startups for ERS follow-up. http://capecod.startupweekend.org/ • Conducted Entrepreneurs Pitch Boot Camp to add to pipeline of entrepreneurs. • Co-sponsor annual workshop series with Coastal Community Capital to generate referrals. • Promote Cape Cod via the SmarterCape vision – as a great place to do business. 	
Homeland Security & Marine Security Technology Testing & Training Center	Establish a Homeland Security Center on the MA Military Reservation	TBD				<ul style="list-style-type: none"> • On hold until a partner agency steps up to lead the project

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
	(MMR)					
Integrated Resource Plan	Plan looking at integration between energy and waste; systems dynamics	Cape Cod Commission				Currently working on Wastewater plan but have yet to integrate it with other plans
Intelligent Transportation Plan	Plan for the implementation of smart transportation systems throughout the transportation network	Cape Cod Commission <ul style="list-style-type: none"> • Mass DOT • National Seashore 	<ul style="list-style-type: none"> • ITS Implementation plan completed 	Mass DOT has funded and is completing a design for cape-wide implementation of ITS using blue toad technology in 2014	Cameras along the canal area have been installed. Temporary ITS project last summer.	<ul style="list-style-type: none"> • Complete design and implement cape-wide ITS system
OpenCape Telecommunication Infrastructure	Establish an open access fiber and wireless backhaul network; establish a regional datacenter	Open Cape Corporation <ul style="list-style-type: none"> • Barnstable County • Towns • CapeNet 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • \$39,072,093 Cash • \$1,083,339 In-kind 	<ul style="list-style-type: none"> • Completion of the network and the data center 	<ul style="list-style-type: none"> • Operations
Redevelopment Authority - Feasibility Analysis	Feasibility analysis of regional redevelopment instruments	APCC Business Roundtable <ul style="list-style-type: none"> • Cape Cod Commission • Town of Barnstable • Yarmouth Chamber of Commerce 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • CCC & EDC 	<ul style="list-style-type: none"> • Draft Feasibility Report Completed 	<ul style="list-style-type: none"> • Finalize feasibility report and determine next steps

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
Regional Umbrella Services System (RUSS)	System for delivery of aggregated software and technology services	Cape Cod Commission Barnstable County OpenCape Towns	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Received a grant of \$500,000 from the state for e-permitting 	<ul style="list-style-type: none"> Underway – pilot due to be completed in December 2012 	<ul style="list-style-type: none"> Implementation of an e-permitting system serving three pilot towns
Renewable Energy Generation Program	Algae bio-fuel refinery pilot project	Private Sector Investor <ul style="list-style-type: none"> Barnstable County MMR WHOI/MBL Plankton Inc. New England Biofuels State of MA 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Project team seeking grant and venture funding 	<ul style="list-style-type: none"> Marine Biofuel Research Center at WHOI is open 	<ul style="list-style-type: none"> No action unless funding opportunities arise
	Ocean Energy planning framework to promote coordinated and environmentally sound development	<ul style="list-style-type: none"> Cape Cod Commission CIRENEW Cape Light Compact Self-Reliance WeeInfo UMass WHOI/MBL Energy Service Cos. Old Colony 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> CCC 	<ul style="list-style-type: none"> Ocean Management Plan Adopted 	
Renewable Energy Testing & Training Center	Testing & training around renewable energy technology development	Self-Reliance & Cape Cod Commission <ul style="list-style-type: none"> MMA 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Efforts made to find funding but not came through 		<ul style="list-style-type: none"> On hold

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
SmarterCape Initiative: Strategic Information Office & Center of Excellence for Water Quality Technologies & Innovation	Establish a Regional Information Clearinghouse (aka Strategic Information office) to centralize regional data using innovative communications technology	Cape Cod Commission <ul style="list-style-type: none"> • IBM • SMAST-UMass Dartmouth • Center for Coastal Studies • WEBNER • MA DEP 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • SIO established by the County with some funding; rest coming from CCC 		<ul style="list-style-type: none"> • Data Inventory and data management plan to be completed
	Establish a Center of Excellence for Water Quality Technologies & Innovation	RTDC <ul style="list-style-type: none"> • Cape Cod Commission • MBL • WHOI 	<ul style="list-style-type: none"> • Scoped project; hosted a planning and idea generation workshop around the overall concept 	<ul style="list-style-type: none"> • Small Planning Grant Proposal Pending (denied) • 		<ul style="list-style-type: none"> • On hold
SmarterCape Marketing Plan	To realize the potential OpenCape through a collaborative and integrated marketing plan	Cape Cod Chamber Cape Cod Commission	Ad hoc planning by SmarterCape Partnership	SmarterCape Summit sponsors	Summer radio ad campaign	<ul style="list-style-type: none"> • Draft a Marketing Plan
Smarter Village Certification Program	Certification program to encourage smart growth and best development practices among developers and	Cape Cod Chamber	Cape Cod Chamber developing concept			<ul style="list-style-type: none"> • Chamber to continue developing the concept

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
	policy makers					
Specialized 4-year College - Feasibility Analysis	Establish an independent or affiliated undergraduate institution	TBD <ul style="list-style-type: none"> • Cape Cod Community College • MMA • WHOI • MBL • Cape Cod Chamber • Hyannis BID • Highlands Center • Mass Development • Delegations • RTDC • National Graduate School 	<ul style="list-style-type: none"> • Smarter Cape Summit Workshops 			<ul style="list-style-type: none"> • On hold until a partner agency steps up to lead the project
Wastewater Infrastructure in Economic Centers	Design and build wastewater infrastructure designated for mixed-use development and redevelopment where density is desired	Cape Cod Commission <ul style="list-style-type: none"> • Cape Cod Water Protection Collaborative • Towns • MA Dept. of Environmental Management 	<ul style="list-style-type: none"> • Completed Regional Wastewater Management Plan and Watershed MVP 	<ul style="list-style-type: none"> • \$3.3 Million from MA 		<ul style="list-style-type: none"> • Complete 208 Plan

Project	Description	Lead Agency/ Project Team	Plan	Fund	Build/ Implement	Year 5 Milestones
Waste Minimization: Reduce, Reuse, Recycle	To establish regional waste minimization strategies and best management practices	Cape Cod Commission <ul style="list-style-type: none"> • CIRenew • CC Cooperative Extension • Self-Reliance • Alice Boyd, Brian Braginton-Smith, Christina Rawley 	<ul style="list-style-type: none"> • Completed 	<ul style="list-style-type: none"> • \$95,000 grant from DEP 	<ul style="list-style-type: none"> • Regional Waste Reduction Coordinator hired – started April 23rd 	<ul style="list-style-type: none"> • Provide technical assistance to municipalities on waste reduction • Pay as you throw educational campaign

LOCAL PRIORITY PROJECTS

Local capital projects are included in the CEDS to enable towns in the region to seek support from the EDA. Projects can be short-term or longer-term projects currently under discussion or in the earlier phases of design. These project remain the same as those included in the last annual report.

TOWN OF BARNSTABLE

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



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



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	<p>inspire support for the future use of the property.</p> <p>Long Term – Full build out of the project yields an important year-round resource and attraction for Hyannis and the region. The unique combination of history, arts, and culture under one roof connecting the urban core of Hyannis to Hyannis Harbor is compelling and appealing to diverse groups and individuals, ensuring the project's success.</p>		
Estimated Duration	Initial building assessment to be completed by October 2011. Project timeline will then develop.		
Estimated Total Cost	TBD	Public Share: TBD	Private Share: TBD

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

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



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

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

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

TOWN OF CHATHAM

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

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

TOWN OF DENNIS

Project Title	Depot Street Sidewalks from Upper County Road to Mill Street
Goal of the Project	Upgrade north/south sidewalk connection between higher density housing along Upper County Road and the Main Street area of Dennisport.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs and reestablish curb cuts.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.



	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$85,000	Public Share: \$85,000	Private Share:

Project Title	Division Street Sidewalks, from North Street to Hall Street		
Goal of the Project	Upgrade pedestrian facilities along one of the primary north/south connections in the Dennisport Village Center.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as one of two north/south connections in the downtown.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$81,000	Public Share: \$81,000	Private Share:

Project Title	Edwards Avenue Sidewalks from Main Street to Hall Street		
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Goal of the Project	Upgrade pedestrian facilities alongside Dennis Public Library.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$17,000	Public Share: \$17,000	Private Share:

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

Project Title	Hall Street Sidewalks from Division Street to Edwards Avenue
Goal of the Project	Upgrade pedestrian facilities along “back” access to village stores, town parking lot, Dennis Public Library, and downtown park.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.



Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$44,000	Public Share: \$44,000	Private Share:

Project Title	Hall Street Traffic Improvements
Goal of the Project	Improved traffic circulation, reduced traffic congestion.
Description	Make Hall Street one-way from Edwards Avenue to Division Street, to relieve traffic congestion at the Edwards Avenue, Telegraph Road, Main Street intersection. Improvements will allow for wider sidewalks than identified in the Hall Street Sidewalk project, and for more parking than would be capable of being accomplished within the Hall Street parking proposal.
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. Hall Street connects the Library to downtown parking and Mike Stacey Park. The one-way project will reduce traffic congestion and improve overall access to the village.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Reduced traffic congestion in downtown Dennisport. Reduced congestion and accidents at the Edwards Avenue, Telegraph Road, Main Street intersection.
	Qualitative: Reduced traffic queues.



Estimated Duration			
Estimated Total Cost	\$250,000	Public Share:	Private Share:

Project Title	Main Street and Depot Street Safety Improvements		
Goal of the Project	Reduce vehicle accidents.		
Description	Improve visibility at the intersection, reestablish curb cuts at the intersection, and erect warning signs regarding turning and stopped traffic.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The intersection is one of several that provide access between Main Street (Route 28) and Dennis beaches. Safety improvements will reduce congestion in the village and improve access to the village and Dennis Beaches.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Reduced number of accidents at the intersection.		
	Qualitative: Improved safety.		
Estimated Duration			
Estimated Total Cost	\$150,000	Public Share:	Private Share:

Project Title	Main Street Sidewalks, from Sea Street to Holiday Hill		
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Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center to connect area businesses to the village.		
Description	Upgrade existing sidewalks and fill in gaps, reset curbs, and reestablish curb cuts. Make the entire area ADA accessible.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves to connect several commercial properties and hotels to the village area.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$132,000	Public Share: \$132,000	Private Share:

Project Title	Sidewalk Improvements, Main Street, from the Harwich Town Line to Telegraph Road		
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.		
Description	Upgrade existing sidewalks, remove existing brick walkway and replace it with asphalt or etched asphalt. Create appropriate tree openings and grates, replace dead trees, reset curbs.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access to downtown stores and connects to village parking and the town library.		
Estimated Job Creation	Construction:		



	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$51,000	Public Share: \$51,000	Private Share:

Project Title	Main Street Sidewalks, from Telegraph Road to Sea Street		
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.		
Description	Upgrade existing asphalt sidewalks to make them ADA compliant. Create appropriate tree openings and grates, replace dead trees, reset curbs, and curb cuts.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the backbone of the area between the village center and the Dennisport Post Office. The stretch included the Dennis Public Library, several restaurant uses, and rental housing sites.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport. Improved property values along the stretch of roadway, and reinvestment in several deteriorating structures.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			



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Estimated Total Cost	\$91,000	Public Share: \$91,000	Private Share:
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Project Title	Mike Stacey Park Recreational Improvements		
Goal of the Project	Expand recreational opportunities for all ages at Mike Stacey Park.		
Description	Expand upon currently programmed improvements at Mike Stacey Park to create ADA-compliant trails and activities for all ages at the park; this could include picnic areas, walking trails, and features similar to those at Johnny Kelley Park.		
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The park serves as the principal recreational area for downtown residents, many of whom are in lower income brackets.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased available facilities for residents of Dennisport Village Center.		
	Qualitative: Improved quality of life, making the village a more desirable location to live.		
Estimated Duration			
Estimated Total Cost	\$250,000	Public Share: TBD could be part of the proposed District Improvement Financing (DIF)	Private Share: TBD

Project Title	Sea Street Sidewalks from Main Street to Upper County Road		
Goal of the Project	Upgrade north/south sidewalk connection between higher density housing along Upper County Road and Main Street.		



Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.		
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as a principal connection to several vital land uses in the village center.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$76,000	Public Share: \$76,000	Private Share:

Project Title	Sidewalk Amenities		
Goal of the Project	Make the Dennisport Village Center to make the area more attractive and accessible by providing street furniture and other pedestrian amenities.		
Description	Street furniture, trash receptacles, etc.		
Overall Project Benefits	The project is a part of an overall economic development strategy for the Village of Dennisport. The pedestrian amenities will make the village area more attractive and will encourage visitors to stay in the village for longer periods of time.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		



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Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration	On going		
Estimated Total Cost	\$73,750	Public Share: TBD, town is creating a District Improvement Financing (DIF) for this area	Private Share:

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



Project Title	Telegraph Road Sidewalks from Upper County Road to Main Street		
Goal of the Project	Upgrade pedestrian facilities along one of the primary north/south connections in the Dennisport Village Center.		
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.		
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as one of two north/south connections in the downtown.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.		
	Qualitative: Improved pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$22,000	Public Share: \$22,000	Private Share:

Project Title	Upper County Road Parking Lot		
Goal of the Project	Improved vehicular access to Dennisport Village Center.		
Description	Regrading, new signage, and landscaping improvements for the parking lot between Upper County Road and Main Street located west of Telegraph Road. New signage directing people to the location of parking area.		
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The parking lot serves as overflow parking for the westerly area of the village, several restaurants, and the town library.		



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Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Increased number of vehicles using the parking lot.		
	Qualitative: Increased pedestrian trips from this site to the downtown.		
Estimated Duration			
Estimated Total Cost	\$22,000	Public Share:	Private Share:

Project Title	Dennisport Village Center Wastewater Improvements		
Goal of the Project	Provide a centralized wastewater facility serving downtown businesses, at least those located in the densest portion of the village.		
Description	Upgrade septic systems and construct a shared wastewater system such as a package waste water treatment plant with a shared leaching area on town property.		
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The project will improve economic conditions in the village and remove a major obstacle to redevelopment. The project will also ensure that town affordable housing goals for the village are capable of being implemented.		
Estimated Job Creation	Construction:		
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.		
Measures of Success	Quantitative: Improved water quality, increased investment in the district, increased numbers of housing units in the district.		
	Qualitative: Improved economic conditions in Dennisport.		



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Estimated Duration			
Estimated Total Cost	\$10,000,000	Public Share: TBD Potential District Improvement Financing (DIF) funding	Private Share: TBD

Project Title	Upper County Road Sidewalks from Sea Street to Candlewood Lane
Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center connecting proposed Chapter 40R residential district to the village.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access between a proposed higher density housing project, the existing sidewalk network, and downtown stores.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.
	Qualitative: Improved pedestrian access.



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Estimated Duration			
Estimated Total Cost	\$15,000	Public Share: \$15,000	Private Share:

Project Title	Upper County Road Sidewalks from Main Street to Telegraph Road
Goal of the Project	Upgrade pedestrian facilities in the Dennisport Village Center to make the area more attractive and accessible.
Description	Upgrade existing asphalt sidewalks, reset curbs, and establish appropriate village-oriented plantings.
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as “back” access to downtown stores.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.
	Qualitative: Improved pedestrian access.
Estimated	



Duration			
Estimated Total Cost	\$39,000	Public Share: \$39,000	Private Share:

Project Title	Upper County Road Sidewalks from Telegraph Road to Sea Street
Goal of the Project	Upgrade pedestrian facilities adjacent to the Dennisport Village Center connecting existing residential uses to the village.
Description	Upgrade existing sidewalks, fill in gaps, reset curbs, and reestablish curb cuts.
Overall Project Benefit	The project is a part of an overall economic development strategy for the Village of Dennisport. The sidewalk serves as the principal access between several higher density housing projects and downtown stores.
Estimated Job Creation	Construction:
	Permanent: The Dennisport Village Center redevelopment strategy could create up to 180 new jobs in the village.
Measures of Success	Quantitative: Increased numbers of pedestrians visiting downtown Dennisport.
	Qualitative: Improved pedestrian access.



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Estimated Duration			
Estimated Total Cost	\$94,000	Public Share: \$94,000	Private Share:

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



Measures of Success	Quantitative: Reduced congestion in the downtown Dennisport.		
	Qualitative: Improved parking and pedestrian access.		
Estimated Duration			
Estimated Total Cost	\$250,000	Public Share:	Private Share:

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

Measures of Success	Quantitative: Reduced traffic congestion in the downtown Dennisport.		
	Qualitative: Improved vehicle circulation, and shorter lines of cars at the intersection on summer weekends.		
Estimated Duration			
Estimated Total Cost	\$250,000	Public Share:	Private Share:

TOWN OF HARWICH

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



Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	2011 – 2016 with additional phases thereafter		
Estimated Total Cost		Public Share: \$10 million	Private Share: \$20 million

Project Title	Harwich Center Arts and Culture Project (Note: This project was also on the 2009 CEDS Local Capital Projects list.)		
Goal of the Project	Create a destination based on arts and culture.		
Description	Wastewater treatment infrastructure and road improvements are needed to realize the full potential of Harwich Center.		
Overall Project Benefit	Increase direct employment in arts and culture. Additional visitor use will increase use of local restaurants and stores.		
Estimated Job Creation	Construction: 20		
	Permanent: 30		
Measures of	Quantitative:		



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Success	Qualitative:		
Estimated Duration	2011 - 2015		
Estimated Total Cost		Public Share: \$750,000	Private Share: \$750,000

Project Title	Wastewater Infrastructure – East Harwich and Harwich Port
Goal of the Project	Enhance one historic village center and facilitate growth potential in another village center.
Description	Harwich Port is a traditional village that is rebounding from a declining economy. Planning efforts in East Harwich seek to transform the center into a mixed-use pedestrian-friendly economic center. Both areas will benefit from improved wastewater infrastructure.
Overall Project Benefit	Increase employment opportunities in a village setting. Also, create additional housing and commercial uses.
Estimated Job Creation	Construction: 100 jobs
	Permanent: 200 jobs
Measures of Success	Quantitative:
	Qualitative:



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Estimated Duration	2011-2020		
Estimated Total Cost		Public Share: \$50 million	Private Share: \$100 million

TOWN OF SANDWICH

Project Title	Sandwich Village Improvement Project
Goal of the Project	To preserve and improve significant historic features in Sandwich adjacent to the recently restored Town Hall. Upgrades to an artesian water fountain, fish ladder, grist mill dam, and pedestrian accessibility are all elements of this project that will enhance a major village attraction for both residents and tourists, both critical to Sandwich's economy.
Description	The Sandwich Village Improvement Project entails reconstruction and restoration of functional scenic and historic features as well as providing safe accessibility to these features in Sandwich Village. Improvements to a fish ladder, grist mill dam, artesian water fountain and new pedestrian sidewalk and bridge are major elements of this project. Conceptual plans are complete and design is at 25%.
Overall Project Benefit	This project will complement the recently restored Town Hall. The artesian water fountain, fish ladder, and grist mill dam located in Sandwich Village are all major attractions for both residents and tourists. Improving these features and accessibility to these attractions would preserve the historic and scenic qualities of this area and provide a boost to Sandwich's economy. Business owners in Sandwich rely heavily on tourism so it is essential that these features be preserved for today and future years. Pedestrian facilities are critical to this project to provide safe and contiguous access to Sandwich's historic sites. These historic and scenic features draw needed tourists who, in turn, support 25 to 30 businesses in the village, with hundreds of employees working at these locations.
Estimated Job Creation	Construction: 40 to 45



	Permanent: 20 to 25		
Measures of Success	Quantitative: Number of tourist/visitors to village area. Sales of local businesses.		
	Qualitative: Improved water quality at fountain. Visual upgrade of village area and improved quality of life.		
Estimated Duration	Start in Fall 2011 and complete in Spring 2012		
Estimated Total Cost	\$2 million	Public Share: TBD	Private Share: TBD

Project Title	South Sandwich Business District Infrastructure (Note: This project was also on the 2009 CEDS Local Capital Projects list.)		
Goal of the Project	To provide infrastructure to the South Sandwich Business District in an effort to attract business to this designated growth area. Infrastructure such as roadways, pedestrian, and transit amenities are critical to provide an incentive to develop town-owned land in the district.		
Description	Transportation improvements include constructing an internal road on town-owned land to provide access to existing and future land-uses within and adjacent to a 55-acre parcel, including retail, residential, recreational, and office. Pedestrian sidewalks and transit facilities both within the town-owned land and on adjacent public roads would enhance alternate modes of transportation in the district. Design completion of sidewalks, transit routes, and roadways range from conceptual to 100% design stages.		
Overall Project Benefit	Enhance economy in South Sandwich Business District by providing an incentive for development in this growth center. This, in turn, will attract more visitors, shoppers, and workers to this area.		
Estimated Job Creation	Construction: 500		
	Permanent: 250		
Measures of Success	Quantitative: Sales, commercial square footage, visitors.		



	Qualitative: Quality of life improvements, new facilities, and amenities for residents and tourists.		
Estimated Duration	Start in Spring 2012 and complete in Fall 2013		
Estimated Total Cost	\$4 million	Public Share: TBD	Private Share: TBD

Project Title	Town Neck Beach & Boardwalk Bathhouse		
Goal of the Project	To enhance visitor accommodations by constructing a bathhouse at Sandwich's Town Neck Beach and Boardwalk.		
Description	Town Neck Beach and the Sandwich Boardwalk are major attractions to residents and tourists experiencing the beautiful Sandwich Harbor area. Visitors are currently inconvenienced by lack of bathrooms at this location. The bathhouse will provide visitors a safe, convenient, ADA-accessible and sanitary facility to change and use the restroom facilities. Construction will include an elevated septic tank and underground utilities. Concessions will also be provided at the bathhouse during the summer season.		
Overall Project Benefit	The bathhouse will enhance the beach and boardwalk experience and increase tourism to this area. This project will also complement recent town efforts to minimize pollution to Mill Creek and Sandwich Harbor, resulting in re-opening of shellfish beds for the first time since 1985.		
Estimated Job Creation	Construction: 50		
	Permanent: 10		
Measures of Success	Quantitative: Number of visitors.		
	Qualitative: Quality of life improvement. Improved water quality - allowing continued shellfishing in this area.		
Estimated Duration	Fall 2011 to Spring 2012		
Estimated Total Cost	\$700,000	Public Share: TBD	Private Share: TBD



CAPE COD
COMMISSION

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

TOWN OF TRURO

Project Title	South Jetty Restoration		
Goal of the Project	To restore the foundation of a 1957 jetty at the entrance to Pamet Harbor		
Description	The south jetty of Pamet Harbor is a stone jetty that is collapsing. It was built in 1957. If it is not repaired, the area will scour through, causing a public safety hazard and a wildlife hazard.		
Overall Project Benefit	Safety, wildlife habitat, and keep commercial fishing and recreational use possible.		
Estimated Job Creation	Construction:		
	Permanent:		
Measures of Success	Quantitative:		
	Qualitative:		
Estimated Duration	November 2011 – April 2012		
Estimated Total Cost	400,000	Public Share: 100%	Private Share:



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- END -



CAPE COD
COMMISSION

Appendices

2013 Annual CEDS Report



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APPENDIX 4: CEDS PRESENTATION AT SMARTERCAPE



CAPE COD
COMMISSION

Appendix 1: CEDS Strategy Committee Meeting Agendas & Minutes



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: September 6, 2012

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
Guest Speakers:
Chuck Wade & John Higgins, Interisle Consulting Group on
Barnstable County Telecommunications and Information Technology Survey
3. CEDS Implementation Update
4. SmarterCape Update
5. Grant Committee Report
REDPP East Harwich Village Center Initiative Grant, 2006-2009
5. Other

Attachments:

- Minutes from previous meeting

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



Cape Cod Economic Development Council

Minutes, September 6, 2012

Council Members:

Alice Boyd, M. Pat Flynn, John Harris, Felicia Penn, Allen White, Dan Wolf, Jay Zavala

Also Attending:

CCC Staff: Paul Niedzwiecki, Anne Reynolds, Leslie Richardson, Kristy Senatori, Taree McIntyre

Felicia Penn called the meeting to order at 5:05 PM in the conference room of the Cape Cod Commission.

Council Vice Chair's Report:

Felicia Penn introduced Chuck Wade and John Higgins of Interisle Consulting Group for a preliminary report on the Barnstable County Telecommunications and Information Technology Survey (BCITS). Mr. Wade and Mr. Higgins informed the Council of varying IT equipment, software programs, and communication systems utilized by Barnstable County and Cape Cod towns, schools, and emergency responders. It was decided that a more detailed presentation should be scheduled to include County & Town Officials and Department Heads, School Superintendents, Open Cape and Cape Net, and SIO Personnel. Feedback from the presentation will be included in the final report from Interisle Consulting along with recommendations on improving communications Countywide.

CEDS Implementation Update:

Leslie Richardson stated that the 2012 CEDS report was submitted as required to the US Economic Development Administration (EDA) on June 30, 2012. Martha's Vineyard, Nantucket, and local Native American Tribes have been contacted about joining with Cape Cod for the Economic Development District (EDD) designation as per EDA's recommendation. A phone meeting with EDA regarding EDD designation is scheduled for October. Also, the Cape Cod Commission is pursuing an EDA disaster relief grant.

SmarterCape Partnership Update:

Felicia Penn announced that the Partnership initiated a new marketing campaign to encourage businesses to relocate to Cape Cod. Ms. Penn also stated that the Partnership is preparing an application due in September to the Intelligent Community Forum for designation as an intelligent community.

Grant Committee Report:

Ms. Penn informed the Council that the three year funding to the Town of Harwich for the East Harwich Village Center Initiative through the Regional Economic Development Pilot Program is currently under review by the Grant Committee. The Committee is focusing on the scope of work and budget as they relate to the original proposal. A recommendation for action will be presented to the Council at a future meeting.

Other:

Ms. Penn stated that upon the advice of Counsel, the CCEDC would not pursue the 501(c)(3) status of the Regional Technical Development Corporation.

The meeting was adjourned at 6:27 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: October 4, 2012

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
 - June, 2012/September, 2012
2. Council Chair's Report
3. Grant Committee Report
 - Barnstable County IT Survey Update
4. Nominating Committee Report
 - Term Expirations
5. SmarterCape Partnership Update
 - Intelligent Community Forum Application
6. CEDS Implementation Update
 - EDD Designation
8. Data Center Update
9. Other

Attachments:

- Minutes from previous meetings



Cape Cod Economic Development Council

Minutes, October 4, 2012

Council Members:

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

Also Attending:

CCC Staff: Paul Niedzwiecki, Leslie Richardson, Taree McIntyre

David Willard called the meeting to order at 5:06 PM in the conference room of the Cape Cod Commission.

Board Minutes:

Upon a motion by Allen White, second by Alice Boyd, members approved the minutes for both the June 7, 2012 and September 6, 2012 meetings.

Council Chair's Report:

David Willard announced that after many years of serving as Chair of the Nominating Committee, Felicia Penn would be stepping down and Paul Rumul would assume the position. Members with terms expiring December 31, 2012 are Felicia Penn, Paul Rumul, and Rick Presbrey. Mr. Rumul will be contacting Members regarding their interest in remaining on the Council.

Grant Committee Report:

Felicia Penn stated that the Interisle Consulting Group is close to completing the Barnstable County IT and Communications Survey. The contract has been extended to December 31, 2012 to allow Interisle to present their findings for feedback and complete the final report. A presentation of the collected data is being planned for Monday, November 5, 2012, 9:00-noon, at the Harborview Room in the Barnstable County Complex. Invitees will include Town and County Administrators and IT Departments, Police and Fire Chiefs and IT personnel, School Superintendents and IT Departments, Open Cape and Board Members, CCEDC and SmarterCape Partnership Members, and a few other interested individuals. Interisle will be looking for feedback and visioning to be included in the final report.

Ms. Penn reported that the Grant Committee review of the Town of Harwich REDPP Grant for the East Harwich Village Center Initiative is ongoing. The Grant Committee has met separately with David Spitz, Harwich Town Planner and Ted Nelson, Chair of the EHVC Collaborative to gather information on the status of the project. David Ryan, Harwich Finance Director has been asked to submit the full grant budget along with in-kind and matching funds from 2006 to present. The Grant Committee will be meeting to review the budget and conflicting circumstances involving the grant and will have a recommendation for the full Council at the next CCEDC meeting November 8, 2012.

Ms. Penn announced that the Cape Cod Museum of Art's mentoring program pairing high school students with local artists has been transferred to Heritage Museums and Gardens because of the financial difficulties of the Museum. Mr. Willard stated that David Augustinho, Executive Director of the C&I Workforce Investment Board, was instrumental in the creation of the program and will continue to work with Heritage to grow the program. Senator Wolf shared that some of the artwork is displayed in the State House in Boston and that CCEDC Members should consider other locations that the artwork might be displayed.

SmarterCape Partnership Update:

Ms. Penn informed the Council that, with a joint effort, the Members of the SmarterCape Partnership submitted an application to the Intelligent Community Forum to be designated as one of the "Smart21 Intelligent Communities for 2013" based on the Open Cape innovation. The top twenty-one community applicants worldwide will be selected in October with a further narrowing to the announcement of the top seven in January in Hawaii. The top seven contenders will meet in New York for the announcement of the "Top Intelligent Community of the Year" award in June, 2013.

License Plate Funds Update:

Paul Rumul shared a revenue update of the C&I License Plate Fund and stated that first quarter sales for fiscal year 2013 are up from last year. The increase can be attributed to the new local marketing campaign and to the reduction in sales of the Red Sox Plate. The recent ads of local Entrepreneurs who received CCEDC grant awards demonstrate how the funds were used to benefit the whole of Cape Cod.

CEDS Implementation Update:

Leslie Richardson stated that the Mashpee Wampanoag Tribe has responded with interest to jointly seeking the Economic Development Designation (EDD) as recommended by the US Economic Development Administration (EDA). Terms are currently being negotiated and a final agreement will require resolution of the Tribal Council. Ms. Richardson explained that the process is moving forward and she will be seeking the required letters of support from the State and each of the Cape towns.

Data Center Update:

Ms. Richardson urged the Council to view the StatsCapeCod.org website for new upgrades, new benchmarks, and easier downloads. Ms. Penn suggested that the square footage of available commercial real estate in each town would be useful information for businesses seeking locations on Cape Cod. Ms. Penn expressed the importance of building a knowledge workforce to entice new business with developers who want to be part of the solution for Cape Cod's economic development.

Other:

Alice Boyd informed the Council that she attended a recent meeting of the Department of Housing and Community Development (DHCD) and Housing and Urban Development (HUD). One topic was the de-allocation of funds from Cape Cod as the Administration believes the need does not exist on Cape Cod. Mr. Willard expressed the need for the Housing Agencies of Cape Cod and the Public to take a proactive stance on this matter. Ken Cirillo advocated for information of available properties suitable for housing, determining the best use, and then approaching developers.

Mr. Willard announced that Dan Vortherms, new CEO of Open Cape, was being invited to speak at the November CCEDC meeting. Paul Niedzwiecki offered for Gail Coyne, Fiscal Manager of the Cape Cod Commission, to attend the November meeting and explain the Barnstable County Finance system and the CCEDC funds.

The meeting was adjourned at 6:10 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: November 8, 2012

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Board Minutes
2. Council Chair's Report
Guest Speakers:
 - EDC Budget – Gail Coyne, CCC Fiscal Manager
 - Open Cape – Dan Vortherms, CEO
3. Nominating Committee Report
4. Grant Committee Report
 - Barnstable County IT Survey Update
 - Harwich REDPP Grant – East Harwich Village Center Initiative
5. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

Minutes, November 8, 2012

Council Members:

Alice Boyd, M. Pat Flynn, Spyro Mitrokostas, Felicia Penn, Rick Presbrey, Paul Rumul, David Willard, Dan Wolf

Also Attending:

CCC Staff: Leslie Richardson, Gail Coyne, Taree McIntyre
Linda Cebula, Chair, Harwich Board of Selectmen

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

Board Minutes:

Upon a motion by Alice Boyd, second by Felicia Penn, members approved the minutes from the October 4, 2012 meeting.

Council Chair's Report:

Gail Coyne, Fiscal Manager of the Cape Cod Commission, outlined the flow of funds through the Barnstable County Finance system to aid the Council for future financial planning. Ms. Coyne offered to meet with Felicia Penn to review the status of the CCEDC accounts in more detail.

Dan Vortherms, CEO of Open Cape, updated the Council on the progress of the Open Cape fiber optic project since he replaced the now retired CEO, Dan Gallagher. Mr. Vortherms spoke of challenges posed by performance delays with N-Star and Verizon. Also, Hurricane Sandy caused many local work crews to be sent to devastated areas for emergency relief. The delays may force the need to amend and extend the grant contract. Mr. Vortherms is focused on the future of Open Cape Corporation and keeping it viable in a competitive field after the initial laying of the fiber optic cable.

Nominating Committee Report:

Paul Rumul motioned to add Brian Mannal and Jay Zavala to the Nominating Committee, Felicia Penn seconded and all approved. The new Nominating Committee will be contacting each Member to inquire of their interest in remaining active on the CCEDC.

Grant Committee Report:

1. Harwich REDPP – East Harwich Village Center Incentive

Felicia Penn summarized previous Grant Committee meetings regarding the funds granted to Harwich for East Harwich Village Center. Ms. Penn presented a draft letter of findings and requirements to return funds to the EDC agreed on by the Grant Committee. She made a motion that the letter be approved for sending to the Harwich Board of Selectmen, Paul Rumul seconded and all approved. Linda Cebula, Harwich Select Chair, stated that the Town of Harwich would comply with the letter and requested that the funds to be returned to the

CCEDC be defined. Leslie Richardson suggested attaching documentation to the letter. Taree McIntyre agreed to submit the letter as requested.

2. Barnstable County IT Survey Update:

Felicia Penn updated the Council on the November 5, 2012 presentation of technical data collected by Interisle Consulting to the Cape Cod participants of the survey. Ms. Penn explained the need for collaboration and focused conversations on continuing and maintaining the flow of information. Interisle Consulting expects to finalize the project by December 31, 2012.

The meeting was adjourned at 6:17 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Date: January 3, 2013
Time: 5:00 PM
Location: Cape Cod Commission Conference Room

1. Board Minutes
 - November 8, 2012
2. Council Chair's Report
 - Guest Speaker – 2nd Barnstable District State Rep. Brian Mannal
3. Grant Committee Report
 - Harwich REDPP Grant – East Harwich Village Center Initiative
 - Barnstable County IT Survey Update
4. Nominating Committee Report
 - Term Renewals
5. CEDS Implementation
 - SmarterCape Initiative Update
9. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

Minutes, January 3, 2013

Attending Council Members:

Ken Cirillo, M. Pat Flynn, John Harris, John Kilroy, Brian Mannal, Felicia Penn, Paul Rumul, David Willard, Dan Wolf

Attending Remotely: Jay Zavala

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

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

Board Minutes:

Upon a motion by Dan Wolf, second by John Kilroy, Members approved the minutes from the November 8, 2012 meeting.

Grant Committee Report:

1. Harwich REDPP – East Harwich Village Center

Felicia Penn reported that a letter was received from David Spitz, Harwich Town Planner, in response to the Committee's request for a grant extension and the return of funds. Included with the letter was a check for unexpended grant funds. Ms. Penn stated that the Committee's decision was to only accept a response from the Harwich Board of Selectmen as they were the Grantee on the contract. David Willard and Ms. Penn met with Linda Cebula, Harwich Select Chair, to discuss a resolution to be presented for a vote at the next Harwich Board of Selectmen meeting.

2. Barnstable County IT Survey Update:

Ms. Penn stated that the draft reports from the technical survey have been received and are currently being reviewed by the Grant Committee. A BCITS Steering Committee made up of stakeholders and IT personnel from the various towns will be tasked with deciding the best usage for the data and a way of keeping the data current. John Kilroy, who has a background in IT, volunteered to serve on the Steering Committee.

Nominating Committee Report:

Paul Rumul reported that all members of the CCEDC were contacted and indicated a desire to remain on the Council. Mr. Rumul stressed the importance of attendance at meetings and involvement in activities and committees. The three year terms of Felicia Penn, Rick Presbry, and Paul Rumul expired December 31, 2012. Ken Cirillo motioned to recommend to the Barnstable County Commissioners that the terms of these three Members be extended to December 31, 2015, Dan Wolf seconded and all approved. Dan Wolf motioned to recommend to the Barnstable County Commissioners that David Willard remain CCEDC Chair and Felicia Penn remain CCEDC Vice Chair for the 2013 calendar year, Brian Mannal seconded and all approved. Mr. Rumul suggested the



Cape Cod Economic Development Council

Minutes, January 3, 2013

Members consider a Strategic Planning Session since it has been several years since the last session. It was suggested that any facilitator contracted be required to read the CEDS document and know the functionality of the CCEDC.

SmarterCape Partnership Update:

Ms. Penn announced that the SmarterCape Summit would be held May 13, 2013, at the Cape Codder Resort, 1225 Iyannough Road, Hyannis, MA. The Summit will feature updates of the CEDS priority projects and other regional initiatives.

Council Chair's Report

David Willard introduced newly elected 2nd Barnstable District State Representative Brian Mannal to speak of his transition into politics. Mr. Mannal spoke briefly of his campaign and transition from his law office to the State House and thanked Senator Wolf for his guidance while becoming acclimated. Mr. Mannal focused on his legislative priorities including budgets, deadlines and program cuts.

The meeting was adjourned at 6:22 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: February 7, 2013

Time: 5:00 PM

Location: Cape Cod Commission Conference Room

1. Council Chair's Report
2. Board Minutes
3. CEDS Implementation
 - Canal Study Update
Glenn Cannon, CCC Technical Services Director
 - Annual CEDS Report Update - Leslie Richardson
4. Grant Committee Report
 - REDPP Grant – East Harwich Village Center
 - BCITS Steering Group
5. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

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

Minutes, February 7, 2013

Present:

John Harris, John Kilroy, Felicia Penn, Paul Rumul, Allen White, David Willard

Absent:

Alice Boyd, Ken Cirillo, M. Pat Flynn, Brian Mannal, Theresa Martin, Rick Presbrey, Dan Wolf, Jay Zavala

Also Attending:

Paul Niedzwiecki, Leslie Richardson, Glenn Cannon, Taree McIntyre,

David Willard called the meeting to order at 5:01 PM in the conference room of the Cape Cod Commission. Upon a motion by John Kilroy, second by Allen White, the minutes of the January 3, 2013 meeting were approved.

Council Chair's Report:

David Willard announced that he is proceeding with arrangements for a strategic planning retreat. Warren Rutherford, former Barnstable Town Manager and current owner of the Executive Suite, will be the Facilitator. Paul Rumul has arranged the use of the Thirwood Place conference room and members will be polled for availability on April 17th or 24th.

CEDS Implementation:

Glenn Cannon, Cape Cod Commission Director of Technical Services, presented information on the Canal Area Study, the top CEDS priority project. Mr. Cannon explained that financing does not currently exist for a comprehensive area-wide land use and transportation study. Mr. Cannon is focused on getting funding for two sub-projects in Bourne to reconfigure the Bourne rotary and the Belmont Circle which should lend some relief to the area. Mr. Cannon spoke briefly of the Hyannis Access Study which has just concluded and will begin the implement stage. Mr. Cannon will be available to present the full Hyannis Access Study if the Council is interested.

Leslie Richardson announced that the Wampanoag Tribal Council has agreed to support the request for Economic Development District (EDD) designation suggested by the EDA. Ms. Richardson has received letters of support from every town on the Cape and from Governor Duval Patrick. The application will be submitted by the end of February. Ms. Richardson stated that the Cape Cod Commission has applied for a third round of EDA grant funding. As per the CEDS workplan, the Commission is planning to do a residential survey before the next Regional Policy Plan (RPP) update.

Paul Niedzwiecki and Ms. Richardson updated the Council on various projects currently in progress by the Cape Cod Commission. This year, the Commission is doing RESET projects for Barnstable on Iyannough Road and Falmouth on Spring Bars Road. A general discussion ensued regarding various locations across the Cape in need of smart growth improvements.

Grant Committee Report:

Felicia Penn informed the Council that Harwich returned all funds requested by the Grant Committee regarding the REDPP Grant for East Harwich Village Center.

Ms. Penn stated that Interisle Consulting has concluded all final reporting for the Barnstable County IT Survey (BCITS) and their contract has been paid in full. A BCITS Steering Committee has been formed to discern the best usages of the data and a plan for keeping it current. The Committee is consulting with the Cape Cod Tech Council regarding future IT planning.

Mr. Willard adjourned the meeting at 6:22 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: March 7, 2013

Time: 5:00 PM

Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
2. Council Chair's Report
 - Steve Spitz, Vice President, Commercial Loan Officer, Cape Cod Five
 - Cape Cod Commercial Real Estate Market Status
 - SmarterCape Summit Sponsorship
 - Discussion and Potential Vote
3. CEDS Implementation Update
 - Public Participation Plan
 - Year 5 Work Plan Approval
 - Discussion and Potential Vote
4. Data Center Update
 - Market Analysis & Fiscal Impact Model Proposals
 - SIO Data Inventory & Management Plan RFP
5. Public Outreach
 - Assembly of Delegates
 - Economic Development Update, February 27, 2013
6. Other

Attachments:

- Minutes from previous meeting

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Cape Cod Economic Development Council

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

Minutes, March 7, 2013

Present:

Ken Cirillo, M. Pat Flynn, John Kilroy, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, David Willard, Dan Wolf, Jay Zavala

Absent:

Alice Boyd, John Harris, Brian Mannal

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

Council Chair's Report:

Guest Speaker -

Steven Spitz, Vice President and Commercial Loan Officer, Cape Cod Five Bank, summarized the current state of the commercial real estate climate on Cape Cod and the surrounding area. Mr. Spitz spoke of large development projects in progress in Wareham which may have a negative effect on Cape Cod businesses. Mr. Spitz stated that the value of Cape Cod commercial real estate has not risen but sales are reportedly up and, while banks have money available for lending, the qualification criteria continues to be stringent.

Strategic Planning Session –

A summary of potential agenda items for the Strategic Planning Session, decided upon by David Willard, Felicia Penn, Paul Rumul, and Facilitator, Warren Rutherford, was distributed. Ms. Penn asked that Council members review and reply to her with any comments before the agenda is finalized. Mr. Willard reminded everyone that the Retreat is scheduled for the morning of April 17, 2013. Paul Rumul and Thirwood Place will provide a luncheon from 12:00 to 1:00 pm. Dan Wolf requested that the CCEDC's most and least successful projects be discussed as a starting point to aid in future planning. Ms. Penn agreed to have that information available for review. Mr. Rumul will provide a current Cape and Islands License Plate budget report to begin the Retreat.

SmarterCape Summit –

Felicia Penn and David Willard reminded Council members of the importance of continuing sponsorship for the SmarterCape Summit to promote smart growth on Cape Cod. Ms. Penn motioned to recommend to the County Commissioners that the CCEDC contribute \$2500.00 for a bronze sponsorship of the SmarterCape Summit, Paul Rumul seconded and all approved.

CEDS Implementation Update:

Public Participation Plan –

Leslie Richardson distributed a draft document outlining the public participation process leading up to the submission of the CEDS Annual Report to the Economic Development Administration. Ms. Richardson asked Council members to review and reply with comments. Ms. Richardson stated that the current 5 year CEDS plan will end June 30, 2014; the development of a new 5 year plan will be a priority during fiscal year 2014.

The Economic District Designation application was submitted to the Economic Development Administration on February 28, 2013 and Ms. Richardson hopes to have a reply by June. The Cape Cod Commission's wastewater and Strategic Information Office (SIO) projects are moving forward rapidly and Ms. Richardson expects to present progress to the Council within the next few months.

Data Center Update:

Market Analysis & Fiscal Impact Model Proposals –

Ms. Richardson stated that the proposals for the Market Analysis & Development of a Fiscal Impact Model RFP have been received and are being reviewed. The market analysis will represent some office space but mostly retail. The model will be for town use and the estimated time frame for the model to become a tool is 3-6 months.

SIO Data Inventory & Management Plan RFP –

Ms. Richardson reported that the project has been scoped for an SIO Data Inventory & Management Plan and an RFP will soon be posted on the Barnstable County procurement website. The end product will merge information for a regional database accessible by county and by town. An assessment will be done by the Collins Center to evaluate Barnstable County's IT system for the ability to manage the hardware and software.

Public Outreach:

Assembly of Delegates Presentation –

Ms. Richardson distributed a power point presentation that was given at the Assembly of Delegates meeting on February 27, 2013. The presentation is a summary of current economic development goals, tasks, and projects at the Cape Cod Commission.

Other:

Dan Wolf requested that Ms. Richardson provide summaries and budgets of projects financed by the CCEDC grants to the Cape Cod Commission and the downfall of not continuing that support. This information will be distributed at the April 4, 2013 meeting of the CCEDC for review before the Strategic Planning Session, April 17, 2013.

The meeting was adjourned at 6:05 PM.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: April 4, 2013
Time: 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - February 7, 2013
 - March 7, 2013
2. Council Chair's Report
3. CEDS Implementation Update
 - Response to Public Participation Plan and Workplan
 - Accomplishments and Lessons Learned
4. Other

Attachments:

- Minutes from previous meeting



Cape Cod Economic Development Council

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

Minutes, April 4, 2013

Present:

Ken Cirillo, John Harris, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, David Willard

Absent:

Alice Boyd, M. Pat Flynn, John Kilroy, Teresa Martin, Dan Wolf, Jay Zavala

Also Attending:

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 Paul Rumul, second by David Willard, the minutes of the February 7, 2013 and March 7, 2013 meetings were approved.

Council Chair's Report:

David Willard stated that there was nothing new to report.

CEDS Implementation Update:

Response to Public Participation Plan and Workplan –

Leslie Richardson asked for any comments regarding the CEDS Public Participation Plan and Workplan distributed at the previous meeting, to which there were none.

Cape Cod Commission Accomplishments and Lessons Learned-

As a precursor to the CCEDC Strategic Planning Session scheduled April 17, 2013, Ms. Richardson presented accomplishments and lessons learned regarding the use of grant funds provided to the Cape Cod Commission by the CCEDC since 2009. Discussion afterward focused on deliverables not being apparent to the public and the need to foster recognition. Suggestions included press releases, real time reporting on the CCEDC website for each project, and increased participation of the CCEDC members. Ms. Penn stated that the focus of the planning session should not be the CEDS priority projects as there are many other stakeholders involved.

Other:

Ms. Penn reminded Members of the planning session scheduled for April 17, 2013 at Thirwood Place, South Yarmouth beginning promptly at 9:00 am with lunch provided at noon. Members were asked to comment with any agenda suggestions/changes as soon as possible before it was finalized. Ms. Penn stated that, although Paul Niedzwiecki was unable to attend the planning session, he would provide a video or Skype the meeting regarding the affect the CCEDC grant funds have on the Cape Cod Commission.

Ms. Penn reminded Members to pre-register for the SmarterCape Summit scheduled for May 13, 2013 at www.smartercapsummit.com.

The meeting was adjourned at 6:10 pm.



Cape Cod Economic Development Council

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

Agenda

Discussion Workshop, April 17, 2013

Thirwood Place, 237 N. Main St, So.Yarmouth, MA

(please come early enough to be ready to begin @ 9:00)

9:00: Brief Review of our evolution over last five years: felicia

9:15: Paul Niedzwiecki: Responds to our questions....via Skype

9:30: What are our Opportunities?

The CEDS?

White Papers?

Grants?

Infrastructure?

SmarterCape/Intelligent Community?

10:15: Managing our \$

Best ROI

Finance Committee?

Budgeting the License Plate Funds?

11:00: Break

11:15: Next 3-5 Years

Next Steps

Noon: Adjourn to Lunch

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



Cape Cod Economic Development Council

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

Minutes, April 17, 2013

Strategic Planning Session

Thirwood Place
237 North Main Street
South Yarmouth, MA 02664

Present:

Ken Cirillo, M. Pat Flynn, John Harris, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, David Willard, Dan Wolf, Jay Zavala

Absent:

Alice Boyd, Allen White,

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre; Remotely - Paul Niedzwiecki

Barnstable County Commissioners: Bill Doherty, Sheila Lyons

Facilitator: Warren Rutherford

Felicia Penn called the meeting to order at 9:03 AM in the conference room of Thirwood Place. Ms. Penn began a brief history of the Cape Cod Economic Development Council (CCEDC) but chose to move the meeting along when Paul Niedzwiecki joined the meeting remotely from a planning conference in Chicago.

Mr. Niedzwiecki was asked to address the effect on the Cape Cod Commission (CCC) if there was no continued grant funding from the CCEDC. Mr. Niedzwiecki responded that the funds were used for Economic Development staffing and The Regional Economic Strategy Executive Team (RESET) which undertakes several municipal technical assistance projects a year. The funds are also used to leverage additional grant funds, currently from the Federal Economic Development Administration. Contracting project consultants is sometimes necessary and the grant funds help make that possible. Mr. Niedzwiecki stated that without the support of the CCEDC grant funds, the Cape Cod Commission's ability to provide services to the region would be diminished. Mr. Niedzwiecki excused himself from the meeting.

Ms. Penn introduced Warren Rutherford, former Barnstable Town Manager and current owner of The Executive Suite, Hyannis, MA. Mr. Rutherford instructed each person present to state their ideas for the direction of the CCEDC over the next three to five years and then they would be given a second chance to comment on follow-up. After a break, the discussion focused on identifying specific action steps based on the ideas developed in the first exercise. Notes from the consultant are attached.

The meeting was adjourned at 12:05.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: May 2, 2013
Time: 5:00 PM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
 - April 04, 2013
 - April 17, 2013
2. Council Chair's Report
 - Strategic Planning Session Summary Discussion
 - White Papers – John Kilroy
3. Nominating Committee
 - Committee Appointments
4. CEDS Implementation Update
 - Regional Priority Projects Update
5. Other

Attachments:

- Minutes from previous meetings
- Facilitator notes - Strategic Planning Session



Cape Cod Economic Development Council

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

Minutes, May 2, 2013

Present:

Ken Cirillo, John Harris, John Kilroy, Brian Mannal, Felicia Penn, Rick Presbrey, Paul Rumul, Allen White, David Willard

Absent:

Alice Boyd, M. Pat Flynn, Dan Wolf, Jay Zavala

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

David Willard called the meeting to order at 5:01 pm in the conference room of the Cape Cod Commission. Upon a motion by Paul Rumul, second by Felicia Penn, the minutes of the April 4, 2013 and April 17, 2013 meetings were approved.

Council Chair's Report:

Committee Appointments-

Following up on suggestions from the Strategic Planning Session, Mr. Willard announced that Paul Rumul, Felicia Penn, and Rick Presbrey agreed to form a Finance Committee in order to keep the Council better apprised of the flow of funds. Allen White motioned to approve, Brian Mannal seconded, and all approved. Ms. Penn stated that the Finance Committee would be reporting to the Council quarterly.

Mr. Willard also announced the formation of a CEDS Advisory Committee including John Kilroy, Ken Cirillo, and John Harris. This committee will be tasked with assisting Leslie Richardson with management of the CEDS Priority Projects and modeling of the next CEDS Five Year Plan. Allen White motioned to approve, Brian Mannal seconded, and all approved.

Ms. Penn suggested that we send a representative from the CCEDC to the Barnstable County Commissioners' meetings quarterly to stay in tune with their priorities and update them on CCEDC actions. Ken Cirillo suggested that members pair-up for the presentations and Brian Mannal requested that a reporting template be created for a consistent format to the presentations. Taree McIntyre will create a sign-up sheet. Allen White motioned to approve, Brian Mannal seconded, and all approved.

White Papers-

To continue a discussion initiated at the April retreat, John Kilroy distributed an outline and information regarding the creation of white papers. A discussion ensued which touched on possible subjects, consultant expense, recognizable branding, distribution, expected outcome, and the cost of keeping the documents current.

Nominating Committee:

Mr. Willard noticed that Alice Boyd submitted a letter of resignation due to business and personal commitments. Paul Rumul motioned to accept the resignation, Allen White seconded, and all approved. Mr. Rumul asked members to contact him with any new member recommendations.

CEDS Implementation Update:

Leslie Richardson distributed a report on the status of the CEDS Regional Priority Projects. Ms. Richardson requested help from the Council over the next fiscal year to establish a new CEDS five year plan. Issues to be addressed are deciding priorities, forming working groups, and finding lead agencies.

Other:

Budget-

Mr. Rumul distributed and reviewed an updated revenue accounting of the Cape & Islands License Plate Fund. Ms. Penn suggested that pooling revenue with other recipients of the license plate fund might leverage increased funds. Ms. Richardson commented that soliciting a new member to the Council from the Regional Chamber of Commerce could be beneficial.

The meeting was adjourned at 6:09 pm.



Cape Cod Economic Development Council

Monthly Meeting Agenda

Meeting Date: June 6, 2013
Time: 5:00 PM
Location: Cape Cod Commission
3225 Main Street, Barnstable, MA 02630

1. Board Minutes
2. Council Chair's Report
3. Finance Committee
 - Revenue update
4. Comprehensive Economic Development Strategy Implementation (CEDS)
 - CEDS Advisory Committee - Report on initial meetings
 - Approval of the Annual CEDS Report for FY2013
5. Other

Attachments:

- Minutes from 05/02/2013 meeting
- Minutes from CEDS Advisory Committee meeting 5/15/2013

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



CAPE COD
COMMISSION

Appendix 2: CEDS Subcommittee Agenda & Minutes



Cape Cod Economic Development Council

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

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

Meeting Date: Wednesday, May 15, 2013
Time: 10:00 AM
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Selection of Committee Chair
2. Review of CEDS Projects to Date



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

**Comprehensive Economic Development Strategy (CEDS)
Advisory Committee
Minutes - May 15, 2013**

Present:

John Harris, John Kilroy, David Willard

Absent:

Ken Cirillo

Also Attending:

CCC Staff: Leslie Richardson, Taree McIntyre

John Kilroy called the meeting to order at 10:22 am in the small conference room of the Cape Cod Commission. Leslie Richardson distributed worksheets detailing the current status of the CEDS Regional Priority Projects.

As this was the initial meeting of this committee, Ms. Richardson reviewed the timeline for the next steps in the CEDS process. Fiscal year 2014 is the final year of the CEDS current five year plan. Throughout the next year, it will be necessary to identify the purpose(s) for the next five year plan. Ms. Richardson stated that the main obstacles related to the success of the projects have been finding lead agencies for the projects that will commit and follow through and determining milestones. John Harris suggested that keeping the Cape Delegation informed and involved might energize lead agencies.

The committee reviewed the Priority Projects and ranked them from 1-5 by priority to the region and current progress. Ms. Richardson agreed to reformat the worksheet by project ranking and include the current lead agency on each project for the next meeting.

David Willard motioned for John Kilroy to Chair the CEDS committee, seconded by John Harris and approved by all.

Committee members scheduled the next meeting for Thursday, June 6, 2013 at 4:00 pm. Mr. Kilroy adjourned the meeting at 11:39 am.



Cape Cod Economic Development Council

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

Comprehensive Economic Development Strategy (CEDS) Advisory Committee

Meeting Date: June 6, 2013
Time: 4:00 pm
Location: Cape Cod Commission Conference Room
3225 Main Street, Barnstable, MA 02630

1. Committee Minutes
2. Committee Chair's Report
3. Review of CEDS Regional Priority Projects
4. Other

Attachments:

- Minutes from previous meeting
- Regional Priority Projects Status Report



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COMMISSION

Appendix 3: SmarterCape Summit 3 Agenda and Attendees

Outline of Events

Monday, May 13, 2013

JFK Ballroom, Cape Codder Resort & Spa, Route 132, Hyannis

8:00 am	REGISTRATION OPENS	COFFEE & MUFFINS & NETWORKING
8:50 am	WELCOME & OPENING COMMENTS	Dorothy Savarese, Cape Cod Five
9:00 am	BUILDING A VIBRANT ECONOMY	<i>Greg Bialecki, Secretary of Housing & Economic Development, State of Massachusetts (pending)</i> Leslie Richardson, Chief Economic Development Officer, Cape Cod Commission Wendy Northcross, CEO, Cape Cod Chamber of Commerce
10:00 am	OPENCAPE ON!	Dan Vortherms, CEO OpenCape Alan Davis, CEO, CapeNet
10:45 am	BREAK	
11:00 am	SMARTER INFRASTRUCTURE	Paul Niedzwiecki, Executive Director, Cape Cod Commission Community PlanIt, Emerson Game Lab, Emerson College
12:00 pm	LUNCH	
12:15 pm	SMARTER MARKETING	Wendy Northcross, CEO, Cape Cod Chamber of Commerce Bert Jackson, Board Member, Cape Cod Technology Council Kevin Howard, Executive Arts Foundation of Cape Cod
1:00 pm	SMARTER PERMITTING	Kristy Senatori, Deputy Director, Cape Cod Commission Accela, Inc., E-permitting
2:00 pm	SMARTER EDUCATION	<i>Bob Cody, Dean of Science, Technology, Math, and Business, Cape Cod Community College</i>
2:45 pm	BREAK	
3:00 pm	SMARTER PROJECTS	Guest Speakers
4:00 pm	SMARTER LEADERSHIP	Dan Wolf, Senator, Massachusetts General Court
5:00 PM	COCKTAIL SOCIAL	

ATTENDEES - SMARTERCAPE SUMMIT 3

First Name	Last Name	Title	Company
Sarah	Colvin Nelson	Broadcast Journalist	Town of Barnstable
Pauline	Tessein		
Richard (Dick)	Swee		EDR, Inc.
Elaine	Swee	CFO	EDR
Mary	Sullivan	Assistant Professor	Cape Cod Community College
James	Sullivan		Cape Cod Makers
Debra	Walsh	Field Marketing Officer	Cape Cod Five Cents Savings Ba
Sidney	Snow		Snow s Home & Garden
Paul	Gandillot		
Ginny	Hewitt	Library Director	Brooks Free Library
Donna	Walcovy		Marking Burials
Emily	Milan		Brooks Free Library
Kathleen	McMahon	Digital Director	Cape Cod Media Group
Katherine	Garofoli	Resource Development Offic	Barnstable County RDO
Eugene	Curry	Attorney	Law Office of Eugene R. Curry
Carl	Persson	President	Ocean Solutions, Inc.
Judith	Barrigas	HR Manager	Convention Data Services
Mary	Mulloy	President	Abacus Group, Inc.
Richard	Pommet	President	Nelson Communications, Inc.
Maggie	Downey	Administrator	Cape Light Compact
LINDA	SANDHU		Cape Cod Community Media Cente
Melinda	Ailes	Regional Director	MSBDC
Jari	Rapaport		League of Wome Voters CCA
Bruce	Douglas	Vice President	Natural Systems Utilities
Peter	Cook	Information Systems Dept.	The Falmouth Public Libraries
MARY	O KEEFFE	SR. MANAGER GOVT AFFAIRS	COMCAST
Andrew	Nicholl		
Daniel	Blanchard	Senior Advisor to CIO	University of Mass Amherst
Paul	Lagg	GIS Coordinator	Town of Chatham
Lisa	Franz	Executive Director	Chatham Chamber of Commerce
Debra	Rogers	Executive Director/CEO	Falmouth Community Television
Robin	Wilkins	Educator	
Chuck	Sherwood	Principal	Community Media Visioning
Bob	Wren	Owner	Wrencom
Chuck	Wade	Consultant	Interisle Consulting Group
Gary	Anderson	Operations Manager	Comcast
Andrea	Reed		Orleans Community Partnership
Moira	Finley	Owner	Pixles Place
Desiree	Moyer	Environmental Engineer	EPA
Tony	DaSilva	VP, Sales and Business Dev	CapeNet
Steve	Powers		Forestdale Village
Josh	Giampietro		Forestdale Village
John	McCormack	Vice Chair	Cape Cod Commission
James	Poplasky	Accounting Manager	Life Inc.
Edward	Gardella	retired	retirec

ATTENDEES - SMARTERCAPE SUMMIT 3

Elizabeth	Gardella	retired	retired
Chris	Galazzi	CEO	Zenergy, Inc.
Lois	Andre	Director	Cape Cod Community College
Paula J.	Magnanti, MT(ASCP)	Smarter Healthcare Committ	Strategic Healthcare Solutions
Joseph	Foote	Writer	Joseph Foote Associates
David	Mitchell		
Bill	Goodbody	Consultant/Contractor	
Phillip	Petru	Head of School	Cape Cod Academy
Lenore	Bavota	VP	WVS Global
Woody	Bavota	President	WVS Global
Sara	Cushing	Healthcare Copywriter	Axon Communications, Inc.
Tim	King	Asst Town Admin.	Town of Wellfleet
Tabitha	Harkin		Cape Cod Commission
Doug	McGuire	Business Unit Executive	IBM
Paula	Hersey	Chair/President	Cape Cod Technology Council
Diana	Jennings	Director Regional Outreach	Bridgewater State University
Susan	Leven	Town Planner	Town of Brewster
Kelly	Moore	Sr. Department Assistant	Town of Brewster
Jo Anne Miller	Buntich	Director, Growth Managemen	Town of BARNstable
Mike	Trovato	Economic Development	Town of Barnstable
Martha	Powers		
Sue	Rohrbach	District Director	Sen. Dan Wolf
H. Carter	Hunt, Jr	VP Defense Sector Initiati	MassDevelopment
Chris	Bailey	Consultant	Bailey Brokerage & Consulting
Kathy	Zagzebski	President/Exec. Director	National Marine Life Center
John	Wheeler		
Mark	Montgomery	Industry Specialist	Green Mountain Communications
Shawn	MacInnes	IT Director	Town of Yarmouth
Michael	Hoffman		Comcast Business
Steve	Dager	Sr VP & Treas.	Bradford s Ace Hardware
Greg	Harper	Cultural Res. Specialist	Apex Companies, LLC
Anne	Van Vleck	Executive Director	Cape Cod Young Professionals
Jill	Talladay		CARE for the Cape & Islands
Kevin	Adolph	CEO	SoftRight
Stephen	Tom	Director of Development	Intelligent Community Forum
Kris	Chalke	Realtor	William Raveis Real Estate
Diane	LeDuc	Independent Associate	Viridian Energy
Beau	Jackett	MIS Director	Town of Provincetown
Michael	Mathewson	General Manager	McLane Research Labs Inc
Helen	Bresnahan	legislative liason	league of women voters cape co
Charles	Bresnahan	retired teacher	
m	m		
Bett	McCarthy	EVP	Kinlin Grover Real Estate
Pamela	Pollock	Chair	CCICSW
Robert	Loyot	director of IT	marine biological Lab
Gerald L	Schmeer Jr	Programmer / Web Designer	Cape Cod Arts Network
Andrew	Newman	owner	Andrew Newman Design

ATTENDEES - SMARTERCAPE SUMMIT 3

Mary	Lyons	Career Academy Co-ordinato	Barnstable High School
Bill	Kelly	Director	CapeNet
Dave	Fravel		20Mile Interactive
Kathy	Murphy	Account Executive	CELT
Roanld	Glantz	President	B.A.R.S.
Robert	Silva	Past President	BARS
Marcia	MacInnis		
Bob	Temkin	CPA	
Andrea	Aldrich	Mitigation Planner	FEMA
Carole	Ridley		
Chris	Janson		Ciena
Sean	Moroney	Network Administrator	Mashpee Public Schools
Dan	Gallagher		
Felicia	Penn		CCEDC
Marsha	Ostrer	Attorney	Family Mediation of Cape Cod
Heidi	Grinsell	Attorney	Law Office of Eugene R Curry
Luke	Hinkle	President & CEO	My Generation Energy, Inc.
Joseph	Santangelo		
Dana	Kirby	Project Manager	Netversant Solutions
Foster	Banford	IT Director	Town of Harwich
Judy	Sterling	Vice President, Marketing	CapeNet
Alan	Davis	President and CEO	CapeNet
Paul	McTiernan	Partner	Access Bandwidth
Andrew	Putnam	Falmouth Representative	Cape Cod Commission
Harry	Dunne	Partner	Access Bandwidth, Inc.
John	Condon	President	Stonewall Solutions
Erin	Jackson	Spec Projects Coordinator	Cape Cod Commission
Taree	McIntyre	Admin Assist	Cape Cod Commission
Glenn	Cannon	Technical Services Directo	Cape Cod Commission
Diane	Secours	Systems Manager	CLAMS
f	f	f	f
Cathy	Marques	Business Systems Manager	Town of Falmouth
Sue	Rohrbach	District Director	Senator Dan Wolf
Colin	Strutt	Principal	Interisle Consulting Group LLC
michael	saul	principal	main street solution llc
Melissa	Ellis	Office Administrator	Cape Cod Young Professionals
patricia	doon	business manager	cape cod academy
david	faus	Headmaster	Falmouth Academy
David	Roy	Business Development Mgr.	Sertex Utility Services
Paul	Rumul	Cheif Operating Officer	Davenport Companies
Stefanie	Coxe	District Representative	Congressman William Keating
Fletcher	Boyle	Commercial Loan Officer	Cape Cod Five Cents Savings Ba
David	Hammett	Cash Management Officer	
Susan (Sam)	McCaffrey	Mortgage Loan Officer	Cape Cod Five Cents Savings Ba
Cathy	O'Neill	Mortgage Loan Officer	Cape Cod Five Cents Savings Ba
Robyn	Thibodeau	Director of Marketing	Cape Cod Five Cents Savings Ba
Daniel	Balkin	Chief of Marketing	Cape Cod Five Cents Savings Ba

ATTENDEES - SMARTERCAPE SUMMIT 3

Dorothy A.	Savarese	President & CEO	Cape Cod Five Cents Savings Ba
Peter	Dubay	General Manager	South Sandwich Village
Andrea	Baerenwald	Marketing Director	Artisan Impressions
Herb	Rice		Cotuit Solar
Melinda	Gallant	Manager	South Cape Village
earle	fucillo	owner	compost guys
Marjorie	Macy	Vice President	TD Bank
Joan	McDonald	Dir. Youth Svcs/Programs	C&I Workforce Investment Board
Kevin	Klein	Associate	Norfolk Ram Group, LLC
RICHARD	LEARNED		NORFOLK RAM GROUP, LLC
Michael	Blake	Senior Project Manager	Applied Geographics, Inc.
Lev	Malakhoff	Sr Transportation Engineer	Cape Cod Commission
john	dirkmaat	owner	Murphy Business Brokers-Cape C
Anne	McGuire	Community Relations	Cape Cod Commission
Judith Sanchez	Perez		NY Hair Co and Spa
David	Willard	Community Relations	Cape Cod Five
Jay	Coburn	Executive Director	Community Development Partners
Chris	Raber	SVP, Chief Real Estate Off	Cape Cod Five
Bert	Talerman	EVP, Chief Lending Executi	Cape Cod Five
Scott	Horsley	President	Horsley Witten Group, Inc.
Bob	Cody	Dean	Cape Cod Community College
Matt	Cole	President/CEO	Cape Associates, Inc.
Lisa	Guyon	Director	Cape Cod Healthcare
abigail	adams	Dir Business Development	Secure Networks
Lynn Grant	Major	IT Director	Town of Falmouth
Forrest	Allen	Staff	F.W. Schumacher
Adrienne	Baumann		Geek Girl
Ellen	Spear	President and CEO	Heritage Museums & Gardens
Ed	Fouhy	Economic development Comm.	Town of Chatham
Donald	Allen	Owner	F.W. Schumacher Co.
Stephen	Buckley	Collaboration Engineer	OpenGovernment Metrics
Judith	Underwood	President	B2G Energy
Richard	Neitz	Owner/Broker	NEITZ Real Estate
Wendy	Northcross	CEO	Cape Cod Chamber of Commerce
Deanna	Ruffer	Comm Dev Director	Town Of Chatham
Arthur	Gaylord	Chairman	OpenCape / WHOI
Anne	Reynolds	GIS Director	Cape Cod Commission
Teresa	Martin		
Melissa	Sheedy		Cape Cod Chamber of Commerce
Stephen	Hayes		Hayes & Hayes Attorneys at Law
Peter	Karlson	Entrepreneur In Residence	Cape Cod Chamber of Commerce
Bill	Fallon	Financial Advisor	Fallon Financial Services
Jessica	Wielgus	Cape Cod CommissionCounsel	Cape Cod Commission
Chris	OBrien	Director of UX	20Mile Interactive
Dara	Bryan	Program Officer	Cape Cod Foundation
Todd	Mello	President	Granite Block Global Data Cent
Steve	Brabant	CTO	Granite Block Global Data Cent

ATTENDEES - SMARTERCAPE SUMMIT 3

David	Kaplan	Co-Chair	Cape Cod Theater Coalition
David	Augustinho		
Nancy	Secours	Owner	Au Secours Consulting LLC
Bob	Zakarian	President and CEO	Community WISP, Inc.
Gayle	Simundza	Executive Director	CLAMS Library Network
Paula	George	Deputy Administrator	Cape Cod Regional Transit Auth
Melinda	Baker	Senior Marketing Consultan	Cape Cod Broadcasting
Bill	Catania	President	Catania HospitalityGroup
Bob	Egan	Founder and CEO	Sepharim Group
Stefanie	Egan	President	Vagabond View Photography
Rick	Gurnon	President	Massachusetts Maritime Academy
Molly	MacGregor		Cape Cod Coffee Roasters
Philip S	Detjens Jr	GIS Database Admin	Cape Cod Commission
Bethann	Orr	Director of Technology	Barnstable Public Schools
Arden	Cadrin	Affordable Housing Coordin	Town of Barnstable
Hartley	Hoskins	Network Group	Woods Hole Oceanographic Inst.
Barry	Neagle	Business Coach	Neagle & Associates, Ltd.
Linell	Grundman	Consultant	Grundman Advisory
Douglas	Denninger	Intellectual Property Atty	Douglas E. Denninger, Esq.
Sean	O Brien	OpenCape Board Member	
Joseph	Bayne	Treasurer	OpenCape Corp
Dennis	Galvam	Mgr, Comm Rel / Eco Dev	Northeast Utilities
Joanne	OKeefe		
Nancy	Hardaway	President	Listening 2 Leaders
Karen	Holzman		
Shari	Hayes	Commercial Loan Officer	Cape Cod Five
Paula	Bacon		Dennis Economic Development
John D	OBrien	Economic Development Coord	Town of Barnstable
Dave	Schropfer	President	Enviroderm
Cliff	Robbins	Sr Business Advisor	UMass SBDC
Beth	Russell	President	Servpro of Cape Cod & Islands
Bill	Doherty	Commissioner	Barnstable County
Wendi	Monahan	Client Unit Executive	IBM
James	Merriam	Town Administrator	Town of Harwich
Jessica	Sylver		Hyannis Area Chamber of Commer
David	Rehm	CEO	HopeHealth
Teri	Whelan	District Manager	Aflac
Kevin	Howard	Executive Director	Arts Foundation of Cape Cod
Jeni	Landers	Attorney	Wynn & Wynn
John	Kilroy		Cape Cod E.D.C.
Doug	Crabtree		Crabtree CPA & Associates
Jennifer	Kent	Director of Development	Heritage Museums & Gardens
Gary	Delius		OpenCape, Corp
Alicia	Rose	Network System Technician	Woods Hole Oceanographic Inst
Matt	Yorston	Network Technician	Woods Hole Oceanographic Inst
Garrett	McCarey	Executive Director	Lower Cape TV
Mary Pat	Flynn	County Commissioner	Barnstable County

ATTENDEES - SMARTERCAPE SUMMIT 3

Wendy	Haskell	Director of Technology	Falmouth Public Schools
Tom	Lee	Senior Wastewater Engineer	Horsley Witten Group, Inc.
Shannon	Silvus	CTO	CapeNet
Gerry	Nye	State Committeeman	Mass GOP
Brian	Braginton-Smith	President/CEO	AquaGen Systems
Karen	Gallagher	Vice President	Eastern Bank
Steve	Buss	MIS Director	Town of Dennis
Dan	Proto		Town of Dennis
Randy	Davidson	Business Development Exec.	Accela, Inc.
Jason	Plaisted	Solution Architect	Accela, Inc.
Patnawon	Thung		Rochester General Hospital
Mike	Aucoin		TVCapeCod
peter	read	director of it	cape cod healthcare
Rob	Wolters	DC Consultant	Hewlett-Packard
David	Curelli	IT Instructor	
Sallie	Riggs	Executive Director	Bourne Financial Development C
Robert	Lamkin	Consultant	Lamkin Associates
Steve	Baty	OWNER	ALL MEDIA PRODUCTIONS
Victor	Smith	Systems Analyst	Datatech Computer Solutions
Ken	Anketell	Dir Technology	Cape Cod Five
Nathan	Angrick	Technical Director	Payomet Performing Arts Center
John	Bologna	President / CEO	Coastal Engineering Co., Inc.
Allyson	Pocknett	Executive Assistant	OpenCape Corporation
Midge	Rose	Sr Vice President	Bryden & Sullivan Insurance
Tom	Fox	Technology Consultant	
Clare	O Connor	Director Econ. Initiatives	Cape Cod Chamber of Commerce
Jocelyn	Duffley		Hyannis Country Garden Inc.
Mairead	Graf	Training Specialist	Cape Cod Five
Ali	Maloney	Owner Broker	AMG Realty
Jack	Slavin	MIS Dirctor	Town of Eastham
Patricia	Siegel		Pixles Place
Kristin	Carey	Dir. Internet Advertising	Cape Cod Chamber
Duncan	Gibson		
John	Cox	President	Cape Cod Community College
Terri	Ahern	Vice President	Cape Cod Healthcare
Patti	Lloyd	VP of Sales	Cape Cod Chamber/CVB
Roland (Bud)	Breault	Airport Manager	Barnstable Municipal Airport
Patty	Daley	Deputy Director	Cape Cod Commission
Leslie	Richardson	Chief Economic Development	Cape Cod Commission
Ruth	Provost		Boys & Girls Club of Cape Cod
Jon	Idman	CRO	CCC
James	Sherrard	Hydrologist	Cape Cod Commission
Shawn	Goulet		
Lisa	McNeill	President	Cape Cod Volunteers
Steven	Tupper	Technical Services Planner	Cape Cod Commission
Kathryn	Moorey	FinancialEducation Officer	Cape Cod Five Cents Savings
Elizabeth	Jenkins	Principal Planner	Town of Barnstable

ATTENDEES - SMARTERCAPE SUMMIT 3

Kristy	Senatori	Deputy Director	Cape Cod Commission
Charlie	Ritch	Owner	Ritch Financial Solutions
Philip	Dascombe		
Michael	Scott	Esq.	Nutter, McClennen & Fish
Maryclare	Querzoli	Client Executive	IBM
David	Still II	Special Projects Coordinat	Cape Cod Commission
Theresa	Huff	Community Planner/Adult Ed	Cape Cod Community College
Dana	Henrique		
RJ	McGrail		MassDevelopment
Kerri	Driscoll	Regulatory Officer II	Cape Cod Commission
Phyllis	Whitney	Director	CCCC
Bert	Jackson		Koa Media
Stephen	Walter		Engagement Game Lab
Paul	Niedzwiecki	Executive Director	Cape Cod Commission
Maegan	Storey	Membership Director	Cape Cod Chamber of Commerce
eric	turkington	chair	falmouth water quality managem
Ken	Borden		
Karen	Cummings	Fiscal Manager	Cape Cod Chamber of Commerce
Errol	James	Managing Partner	SoundView Partners
Patrick	Murphy		Barnstable Schools
Ryan	Ellison	Data Center Research Analy	Cape Cod Commission
Tim	Sullivan	ITD Municipal Liaison	Commonwealth of Massachusetts
Ward	Cunningham	Sales Director	Ciena
Michael	Sweeney	Owner	Compass Business Communcations
Richard	Bienvenue	Director	Richard Bienvenue, CPA
Deborah	Battles	Career Navigator	Cape Cod Community College
William	Traverse	Interim Director of IT	County of Barnstable
Robert	Fallon	Senior Sales Engineer	Integration Partners
Gray	Saunders	Senior Account Manager	Integration Partners
Ron	Rutherford	Interim CIO	Jordan Hospital
andy	tricia		
Julian	Suso	Town Manager	Town of Falmouth
JD	HARRIS	CHAIR, CAPE COD COMMISSION	
Kenneth	Buckland	Principal	The Cecil Group
Alicia	Messier	GIS Coordinator	Town of Dennis
John	Lipman	President	Lipman Development Strategies
Michael A	Bell	President & CEO	Emerging Technology Group, Inc
Etta	Jewelry by Etta	President	Jewelry by Etta
Michael	Forgione		
Jennie	Wiley	Director	Cotuit Library
JOHN	CAMPBELL	CIO	SPAULDING REHABILITATION NETWO
Charles	Spooner		
Dennis	Downey	President	TextTelevision
Nancy	Griffin	Realtor	Robert Paul Properties
Trish	Griffin	Realtor	Robert Paul Properties
Paul	Sebra	Registered Representativ	New York Life
Michael	Peterson	Senior Account Executvie	Arrow S3

ATTENDEES - SMARTERCAPE SUMMIT 3

Nick	Mavroides		Cape Cod Chamber
Michael	Bishop		
Kathleen	Kirby	Exec. Director	CONNECT
Lynne	Johnson Marchant	IT Training	Cape Cod Community College
Barbara	Cotton	Executive Director	Cape Cod Children s Museum
David	Kern	Owner	Tax Free Family Wealth
Chris	Connors		
Dan	Vortherms	CEO	OpenCape
Secretary Gregory	Bialecki		State of Massachusetts
Senator Dan	Wolf		Massachusetts General Court
Judy	Laster	Executive Director	Woods Hole Film Festival
Sec`y Gregory	Bialecki		State of Massachusetts
Judy	Laster	Executive Director/Founder	Woods Hole Film Festival
Melissa	Sheedy		Cape Cod Chamber of Commerce



Appendix 4: CEDS Presentation at SmarterCape Summit 3

BUILDING A VIBRANT CAPE COD ECONOMY

WORKING TOGETHER

FOR A

SMARTER FUTURE



HOW DO WE BUILD A VIBRANT CAPE COD ECONOMY?

WE START WITH A SET OF GOALS.

THEN TOGETHER WE MAKE A PLAN.

AND THEN WE TAKE ACTION.



COMMONWEALTH GOALS



COMMONWEALTH GOAL 1:

ECONOMIC
INNOVATION &
ENTREPRENEURSHIP



COMMONWEALTH GOAL 2:

WELL

MAINTAINED

INFRASTRUCTURE

A photograph of a crowded business conference or networking event. Numerous people, mostly men in suits and ties, are seen from the back or side, engaged in conversations. The lighting is dim, typical of an indoor evening event. The text is overlaid on the left side of the image.

COMMONWEALTH GOAL 3:

FAIR AND FAST
BUSINESS
CLIMATE



CAPE COD REGIONAL POLICY PLAN GOALS



RPP GOAL 1:

PRESERVE &
ENHANCE OUR
ENVIRONMENT

RPP GOAL 2:

CREATE A BALANCED & DIVERSE ECONOMY



A satellite view of the Earth from space, showing the Western Hemisphere. The Americas are visible in the center, surrounded by the Atlantic and Pacific Oceans. The text is overlaid on the left side of the image.

RPP GOAL 3:

CREATE
REGIONAL
INCOME
GROWTH

A THREE PART PLAN OF ACTION

1

RESEARCH AND DATA
DISSEMINATION

REGIONAL PRIORITY
PROJECTS

3

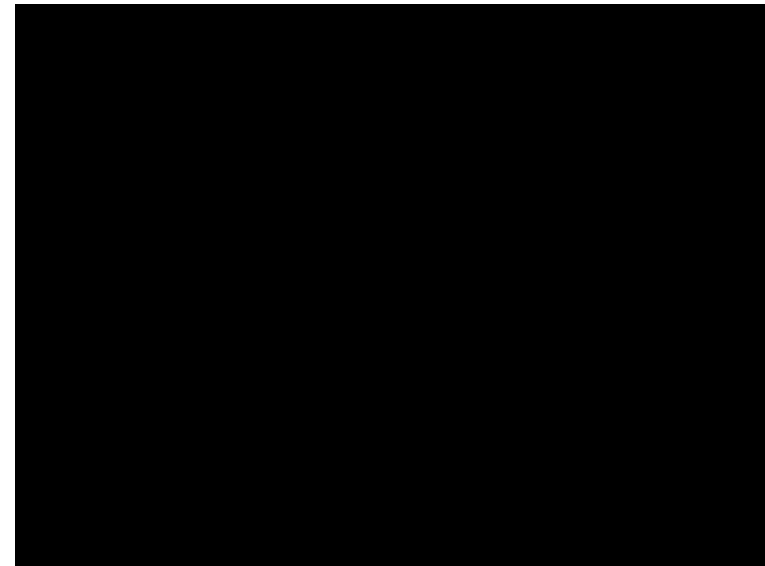
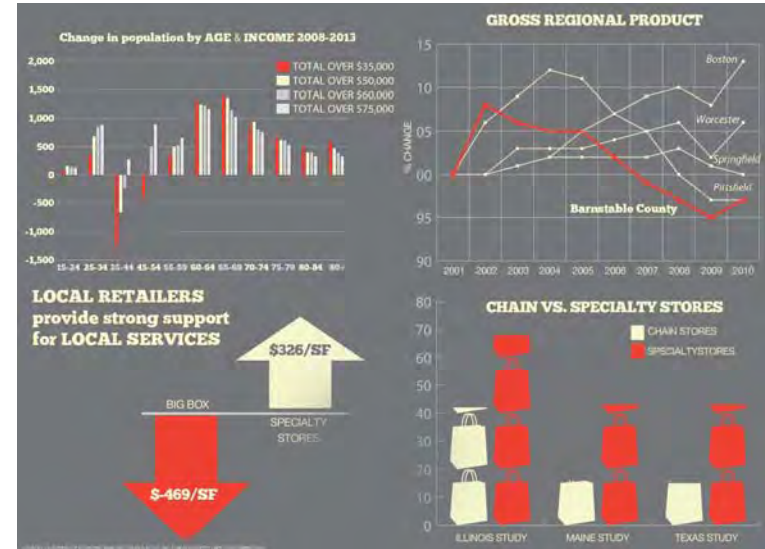
A THREE PART PLAN OF ACTION

2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS

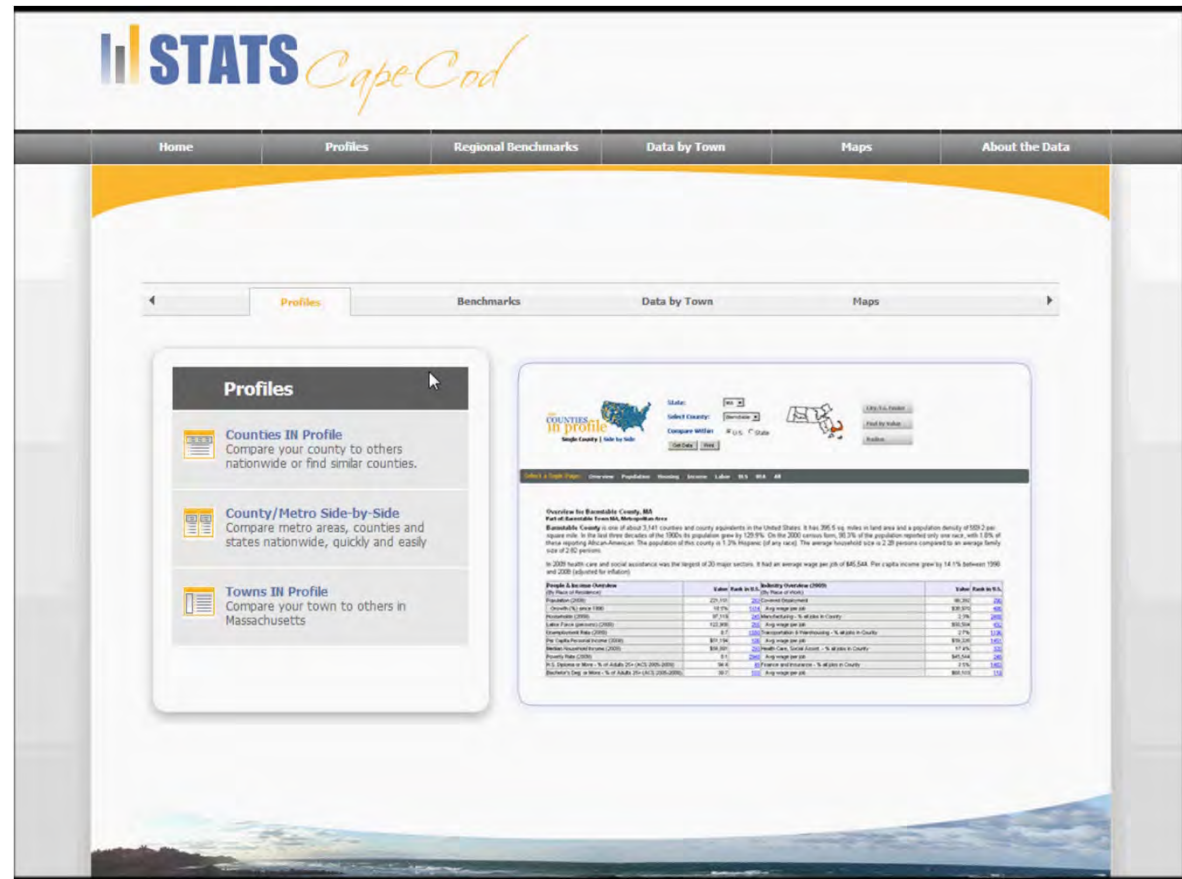
1

RESEARCH AND DATA DISSEMINATION





RESEARCH AND DATA DISSEMINATION



A THREE PART PLAN OF ACTION

2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS



2

REGIONAL ECONOMIC STRATEGY EXECUTIVE TEAM (RESET) PROJECTS

YARMOUTH RESET (2010)

- Land Use analysis
- Zoning Recommendations
- Conceptual Site Planning



2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS

BOURNE RESET (2011)

- Wastewater Planning
- Grant Writing
- Regulatory Tools
- Land Use Planning

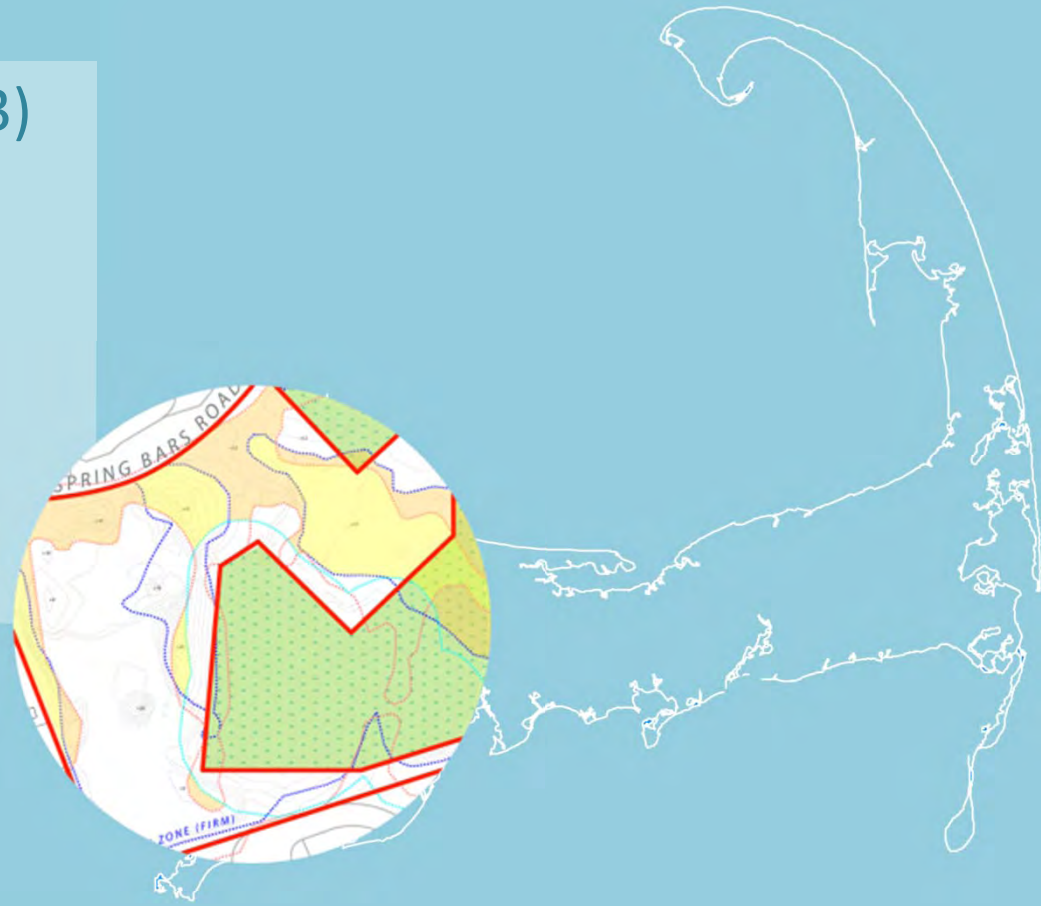


2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS

FALMOUTH RESET (2013)

- Site analysis
- Technical Assistance
- Conceptual Site Planning

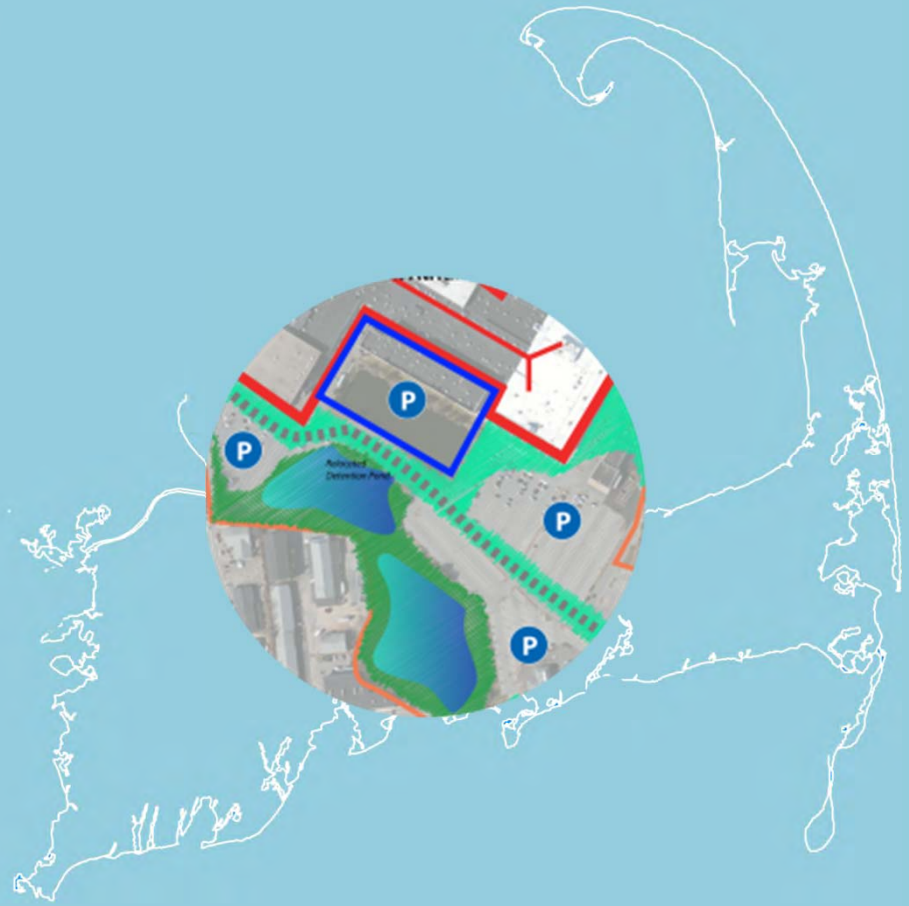


2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS

BARNSTABLE RESET (2013)

- Land Use analysis
- Regulatory Recommendations
- Conceptual Site Planning



2

REGIONAL ECONOMIC
STRATEGY EXECUTIVE TEAM
(RESET) PROJECTS

REGIONAL PRIORITY
PROJECTS

3

A THREE PART PLAN OF ACTION

REGIONAL PRIORITY PROJECTS

3





TOGETHER
WE HAVE MET
AND EXCEEDED
OUR GOALS



**WE OWE THIS
SUCCESS TO OUR
COMMUNITY
PARTNERS**



COLLABORATION HAS
BROUGHT US THIS FAR.

NOW WE CAN ONLY ASK--

WHAT'S NEXT?

AND MORE
IMPORTANTLY...

WILL YOU JOIN US?