



**Town of Barnstable**  
**Growth Management Department**  
**Economic Development Commission**

[www.town.barnstable.ma.us/economicdevelopmentcommission](http://www.town.barnstable.ma.us/economicdevelopmentcommission)

**EDC Meeting Minutes**  
**October 25, 2016**

**Members Present:** Alan Feltham, Chris Kehoe - Chair, Hartley Johnson, Hank Farnham, Tom Geiler, Ted Wurzburg **Absent:** Michael Schulz

**Also Present:** Mark Ells - Town Manager, Town Councilor - Eric Steinhilber, Stacey Hurwitz - Administrative Assistant

**Chris Kehoe called the meeting to order at 2:31 pm**

**Approval of Meeting Minutes:** *Motion made by Farnham to accept the minutes of September 27, 2016 as written, the motion was seconded by Wurzburg. All Aye. Minutes were accepted as written.*

**New Business: Town Manager - Mark Ells: Internal Regulatory Audit:**

Kehoe: What is the town going to do for an audit of the regulatory process?

Steinhilber: The audit is also part of the strategic plan, that is our only strategy (for regulatory). We will go back to the drawing board, tear it down and build it back up, do a full audit of regulatory services in the Town.

Feltham: We have continuously brought up the regulatory department and regulatory review topic, on and off. I attended the Cape Cod Chamber Blue Economy Conference last night. Falmouth is impressive, they are doing a lot (economically). The conference was very impressive.

Geiler: Zoning is the biggest issue, can we get Falmouth's zoning or zoning from another town to look at how they do it? I don't see an unwillingness of staff to work with people, the existing zoning doesn't allow things to happen.

Johnson: Thinks there is a lack of passion, drive, motivation & experience to develop the area economically. He thinks Falmouth would have similar zoning, however maybe their interpretation is different.

Falmouth's zoning & business environment discussed (EDC to look at Falmouth's Zoning).

Wurzburg: 1) Need to deal with regulatory impediments 2) It would be interesting to see what Falmouth has in terms of incentives and regulatory process.

Feltham: Falmouth has a privatized group that is aggressive (business membership based) who goes out & pursue new businesses. The Blue Economy is a global trend (marine technology industries).

Ells: To undertake this we need to assess Barnstable; our strengths, weaknesses, threats & where our opportunities are. Decide where we are going & make sure our Town Council is on board with where we are going. I worked in Falmouth for five years (as a consultant). The Blue Economy all stemmed from Woods Hole and grew from there. No different than our medical district or transportation district or now the interest in sports & sports related industries, that is developing here.

Johnson: There have been numerous studies that show our strengths and weaknesses. We want to target where we have opportunities & strengths and then build a model. We had a tremendous failure here, we lost the

airport training program. We need to know why it failed so we don't do it again.

Steinhilber: It was a private party, they wanted a certain amount for the lease and they wouldn't budge on it. They got more money from a private party in Plymouth. There was quite a difference.

Ells: We don't have the ability to make decisions the way you are describing, by law, most of the time. There was a big difference Ells could not recall the exact number (possibly a million dollars). In this case it became a procurement issue. Where is the State in this discussion? It is the town of Barnstable, it isn't the municipal government that had any authority over this. We stepped in because the airport was a potential location at which the State, through a State procured contract, would offer a program that would be beneficial to our community. It might be best if you ran this like a case study to see why it was lost, and what could be done to change it so it something like that doesn't happen again.

Farnham: Let's go there (Plymouth) and see how it happened. Procurement laws are extremely strict.

Johnson expresses his dis-satisfaction with the outcome. It was determined that decisions are made differently in public sector than the private sector.

Ells: We are tied up in a public process with fairly rigid guidelines. We do not have an option to deviate from those. There was no one who was pushing harder to keep the program here than Bud Breault. I agree we lost an opportunity, so get the state, airport & the town together and see how to get it back here (when the lease is up.) Advised the EDC to have Bud Breault, from the Airport, in to talk about what happened.

The EDC has not had a discussion with the airport to date about this topic. Kehoe advises Johnson to talk to the school in Plymouth that won the bid for the aircraft training program.

**Medical Zoning Update:** Next step is a joint meeting with the Planning Board & the Town Council for a read through of the Medical Zoning Changes to be set up by Growth Management. Steinhilber states the Town Council has not gotten any communication on this.

The rationale behind the Gateway Medical District Zoning changes are discussed by the BEDC. It is determined that it would be easiest to have staff write the Gateway Medical District Zoning Changes Rationale.

**Marketing Plan / Request For Proposal (RFP):**

Steinhilber: The marketing plan is written into the Town Council's Strategic Plan.

Kehoe asks Ells for assistance in obtaining budget numbers from the Growth Management Department (GMD) for the RFP.

Johnson strongly suggests the Town Manager consider a person with an Economic Development background for Assistant Town Manager.

Steinhilber: In the strategic plan we wrote: 'new staff, use existing staff or hire a consultant' (so there are options). There was a lot of talk about zoning & housing, a lot of the pieces build on each other. We are launching a committee in December to review zoning/regulations at the Council level. There will be a member from the BEDC will be on that committee.

Local Comprehensive Plan – The Economic Development section to be sent out to the BEDC.

**Internal Audit Clarification - Regulatory:**

Steinhilber: We will finalize the strategic plan in November. The Town Manager will put together a strategy how to go through the audit. We will bring in the Assistant Manager as piece of the puzzle to move it along.

Ells: As we move forward with the audit it will be more valuable if we are clear about what we want to achieve from the audit and then get that from the audit. We will focus on certain processes; the permitting process, customer service, organizational structure & interaction between different departments. We need to be clear. We need to know what we want to do with the audit post evaluation & make sure we achieve that goal. I have

heard; customer service, streamlining the process & creating an environment that doesn't create barriers for businesses to come to Barnstable.

Steinhilber: Wants to make sure efforts aren't being duplicated, things are happening concurrently. SenCorp White has submitted their letter of intent. Whether they want to do a TIF or an STA special tax assessment, we endorse them on that. They are going to make a presentation to the Council. Cape Cod Five is moving their headquarters from Orleans to the old Ethan Allen location. It will bring 250 jobs into town. We will meet with them in December. A Modular Home company is also showing interest. We are trying to change the perception that we are not open to new business. We are starting to see positive feedback from companies.

Ells: Just signed a letter of support (for grant) for a company that is going to build the Barnstable Innovation Center. It is a Collaborative Work Space focused on Coastal Building Segments of the Blue Economy. Something that is being done around the state to advance the Blue Technologies and we would do it here in Barnstable. They asked for support to go in before of Mass Development Finance Agency for funding. Focusing on different fabrications for modular homes & other technologies. We have a lot of companies calling my office now.

Johnson: Wants us to be calling the businesses in addition to businesses calling the town. We need jobs that will allow people to afford to live here.

Steinhilber: There is an excitement among the council and the town right now. We are moving forward. There are so many opportunities coming up.

Councilor Steinhilber leaves the meeting at 3:15 pm.

Ells would like to see an actual plan come out of the audit. He wants Economic Development to be peers with Planning, Building Commissioner and Regulatory, as a team.

Johnson thinks we should be writing Grants. He states the Town Council & Maria Marasco were surprised we hadn't applied for Grants.

Ells: That is somewhat misleading. We have received grants from them, just not in the last round. We are looking at Seaport & Mass Development money right now, we always do. We have been pretty successful in obtaining grants. We need to have an aggressive plan which lays out our path moving forward, & not just react.

Geiler: Is there someone that can pull together zoning codes in other towns? Identify communities that put out manuals so we can review them?

Ells: What do you want to look at, Commercial Zoning? Residential Zoning? Ells has spoken to Paul Niedzwiecki about our zoning issue, he is on board to give us support on this. We need to look at all of the zoning.

#### EDC Suggestions:

- Round table discussions to talk about opportunities (Blue Economy, Healthcare/Devices, Aviation)
- Pinpoint what businesses/industries we can support here
- Create an Inventory of available land
- Keep an updated Vacant (land / building) list. The list was very time consuming to create & difficult to keep up to date in the past.

Ells: If we are the economic center of Southeastern MA, it would be worth the effort to update the vacant list. We have the information & the technology to sort it any way we want. Ells advises the EDC to go directly to him with any issues or requests. I feel a sense of frustration. All you have to do is ask & I will be here. I feel badly about your frustration, I want you to feel we are moving in a positive direction. I am going to ask Bud Breault to write a white paper and explain how it happened (loss of airport training program), so we can stop it from happening again.

Town Council & the strategic plan discussed. The strategic plan focuses on the Quality of Life & Economic Development as a way to create & stabilize quality of life. The EDC states they need to understand what our strengths & what our opportunities are.

Ells states he needs to see the big picture of where we are going & needs to measure objectives to see how we are doing and how we are getting there.

**Economic Development Constraint: Rising Costs & Taxpayer “overload”**

Feltham: Cost containment; looking ahead and listening about Blue Economy. There was concern about the rising costs of living here. We need to look at what is valuable and what is not, which will mean jobs.

The EDC questions the town budget (benefits & salaries - now and in the future). Ells advises they have Mark Milne to speak at a future meeting.

Ells: There are 3 major categories; Municipal, Schools & Fixed Costs. Benefits are 30% on top of salaries. Costs of retirees are now required to be funded. The biggest immediate challenge we have is with Hyannis Water & correcting some of the contaminants and what we are doing with some of our wells. This is in response to major changes from the EPA, without prior notification. We are pretty stable in our budget. We have major infrastructure challenges we are very sensitive land. Those challenges are going to get greater over time and we will have to find better ways to manage the challenges.

Mark Ells leaves the meeting at 3:45 pm.

**Future Guest Speakers:**

- Megan Mayo-Brown scheduled for January meeting (superintendent of schools) Questions for the superintendent handed out (Exhibit C). Mayo-Brown has an Economic Development background.
- Kehoe will contact Mark Milne - February meeting.
- Feltham to invite the Cape Cod Chamber Blue Economy representative - November or December.
- Kehoe will contact Mike Lauf, Cape Cod Healthcare - March or April meeting.
- Other suggestions: Rectrix CEO, Cape Air CEO, Woods Hole, State Senator & Representatives.

**2017 Meeting Dates:** Schedule distributed (Exhibit D). The meeting will continue to be held on the 4<sup>th</sup> Tuesday of the month. The meeting time is changed to 3:00– 4:30 pm as of the November meeting.

**Additional EDC Comments:** Johnson believes the town budget process is broken. Geiler requests a minimum of 2 EDC members to be in attendance at meetings, to represent the EDC. Chair Kehoe will not be at the November meeting.

Wurzberg made a motion to adjourn, the motion was seconded by Feltham. Meeting adjourned at 4:17 pm.

**Next BEDC meeting November 22, 2016**

List of documents / exhibits used by the Commission at the meeting

- Exhibit A: Agenda dated October 25, 2016
- Exhibit B: Minutes dated September 27, 2016
- Exhibit C: Questions for the Superintendent
- Exhibit D: EDC 2017 Meeting Dates

Respectfully submitted,  
Stacey Hurwitz,  
Administrative Assistant

Public files are available for viewing during normal business hours in the Growth Management office  
located on the 3<sup>rd</sup> floor of Town Hall, 367 Main Street, Hyannis

*\*\* Further detail may be obtained by viewing the video via Channel 18 on demand at <http://www.town.barnstable.ma.us> \*\**