



**Town of Barnstable**  
**Planning & Development Department**  
**Economic Development Commission**

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

**EDC Meeting Minutes**

**January 2, 2018**

**Members Present:** Alan Feltham, Hank Farnham, Joyce Flavin, Hartley Johnson

**Absent:** Chris Kehoe, Tom Geiler, Michael Schulz

**Also Present:** Eric Steinhilber – Town Council President, Mark Ells – Town Manager, Mike Trovato – Economic Development Specialist, Stacey Hurwitz - Administrative Assistant, Bronwen Howells Walsh – Barnstable Patriot

*Chair Alan Feltham called the Economic Development Commission (EDC) meeting to order at 8:06 am.*

Mark Ells & Eric Steinhilber: Economic Development (ED) thoughts for the BEDC: Ells speaks to setting objectives with Planning & Development, to establish, with your guidance, objectives (strategy & goals) which are longer term & general direction. I would like to put them into a document and use them as a tool to measure ourselves against.

**Economic Development (ED) Plan - FY18** (Economic Development handout – Exhibit B): Mike Trovato reviews the handout. Economic Development is about job creation & retention. He clarifies that government doesn't create jobs. The private sector creates jobs. Our primary responsibility/objective is active engagement. Our secondary objective is to support private sector (to create jobs). New ED Initiatives include;

- Applying for Transformative Development Initiative (TDI) through MassDevelopment: The focus here is on the East End. If our application is accepted there is a possibility of technical assistance, financial assistance & a possible fellow (3 year support).
- Non-residential Zoning, Re-zoning of all Commercial Districts & Town Infrastructure needs
- Housing Development Incentive Program (HDIP) application which would provide for state & local housing incentives
- Modernize marketing & public relations efforts – the old school and traditional ways are no longer the trend
- Additional ongoing initiatives are reviewed for the EDC

Ells: Town of Barnstable Economic Development Strategic Plan FY 18-19 (Exhibit C). Goals are shorter term, 1 year or less. Average growth in Barnstable is about 1%. It is equally tied to the economy & opportunities that present themselves. The goal is 2-3% growth. We trying to craft a strategy to achieve that goal. There are a lot of ongoing discussions with colleges, existing businesses, potential new businesses. I reach out to CEO's for retention, it isn't a measurable objective but it is an expectation of the leadership. It is important having me out there talking to existing businesses & make sure we are growing in the way we want to on Cape Cod. I have seen a better relationship with Mass Economic Development & a better relationship with Jay Ash and his staff. That is actively occurring, now we are poised for the next step. We need your input & support as a second set of eyes & expertise.

Feltham asks the Town Manager: What things should we be doing to help support this and you?

Ells: Asks that the BEDC fully understand the mission of our organization & to advise the Town Manager /Town Council if the plan that is in place is consistent with our mission and the priorities under that.

Mark Ells asks the EDC to specifically take a look at the Economic Development Plan for FY 18 and give their feedback on it.

Feltham: Strategic thinking is really important. Johnson asks what is the source of the 1% growth rate?

Ells clarifies the 1% average growth is based on revenue brought in from tax income, new growth from companies/real estate, from revenue growth - new growth. We are trying to not only hold the position we have in the market place, but to provide better services so Barnstable continues to live up to the reputation we have. With the increase in costs, it is challenging. It is clarified that the source is from municipal revenue. Historically, I don't know if we had these discussions of growth. We have over the last two years.

Johnson: Do you think that is a good measure of economic growth? Do we have better services, Public Works, Schools, Police etc.?

Steinhilber: When we talk growth, we talk about new growth. It's brand new construction, brand new companies coming in.

The group discusses economic growth. Johnson would like to see higher paying jobs where younger people can stay & live here. The question was posed how to obtain growth in jobs and wages?

Flavin: You measure growth through revenue through the town. Has there been an increase in the number of jobs (permanent & seasonal)? Have wages increased? Mixed Zoning downtown is also a measurement.

Farnham: In the past, through studies and workshops, we come up a lot of really good stuff, and then it goes away in 5 years. Development Authorities (DA) were brought into assess this and then it went away.

Ells states John O'Brien updated the DA information & gave it to him. The EDC state they would like to see the DA information.

Farnham: Commercial Development is so important, it takes some of the tax burden off the residential tax payers. I would like to see if there is a program that fits the Town of Barnstable to could go ahead with the DA for the town. Every other town in the MA gets more money back than we do.

Steinhilber: We just re-authorized the tax factor, we kept it at 1. We renewed the 20% residential tax exemption because for every \$1 tax dollar is \$7 for commercial. It is a Capewide challenge to get back what we send up to Boston. We get back about .25 on the dollar. Four years ago there was a big shift on the Town Council in the direction of ED. The Town Manager has changed in the last 18 months. We have gone on meetings with companies & the State. We have a much better relationship with the State, which was previously non-existent. Current projects:

- Zoning changes; to open up some areas in town for re-development. There are multiple steps to every little change we make. Re-Zoning is not an easy thing to do. Zoning also helps housing.
- Infrastructure planning - this is a major expense. We are trying to do this without a tax burden.
- Categorize town owned assets (land/parcels). Identify what we can put back into the private sector.
- Zoning & Density. We don't have enough market rate housing. We don't have the housing/density to support rapid job expansion. Zoning is how you fix the Housing issue – we have to relieve the density issue. Cape Cod Healthcare (CCH), our number 1 employer in town, they are expanding and will continue to grow.

Steinhilber speaks to housing. It is clarified that market rate housing is lacking in Barnstable. We have to do the foundational work first. There are 60 units on Pleasant St. there is another proposal for 40 Units in the East End, another proposal for 90 units on Rte. 28. There are two other parcels; one residential neighborhood and another that is 46 - 49 units on Rte. 28. We are talking hundreds of units of market rate housing. We have challenges right now with the underlying zoning & estuary issues. We have to bring infrastructure in and relieve the density. That has been a lot of our focus this year. This year we will actually be able to bring this in front of the Council so we can move forward. That will be a huge economic driver. We are talking about a UMass Cape Cod. If you talk to people they say it's not easy to get workers you can count on here. We need workforce education so businesses have a pool they can pull from. This stuff does take a long time but we are constantly pushing forward. We continue to drive all these things forward.

Johnson believes he sees a need (for the EDC) to shift our attention from going out & making things happen to the overall plan.

Steinhilber: Planning & Development and The Cape Cod Commission have been holding public stakeholder meetings getting feedback. The meetings are a tool to help shape how we want the community to look so the town is shaping how the town grows.

Ells: It would be helpful for the EDC to take a step back & look at how the Cape & Barnstable are trending. If the fastest growing market right now is our seniors & we're looking to bring in younger professionals to fit CCH needs, technology, etc. They need to align. If I am a business looking to move here and there isn't a population to staff my business, why would I come here? A decade & a half ago there were 2 choices for schools in Barnstable, now there are 16 (includes online). I can go anywhere as a young professional but I have 6 kids, I am looking at the education options for my children. Why am I going to come here unless there are excellent options for my children. Services which allow us to have growth.

Steinhilber: Young professionals can go anywhere. When you are 29 or 30 you are looking for quality of life. They are out 4-5 nights a week, If there is nothing to do (for a social life) they aren't going to relocate there. Main Street façade, bars, restaurants - what's open all year round? These factors play into how young professionals make a decision where to live. It's an important part of it.

#### **Alan Feltham: January 2, 2018: Introductory Comments by Alan Feltham for BEDC (Exhibit D - Handout)**

The document is reviewed for the EDC by Alan Feltham – major points include:

- No "one" person should ever be dominant in thought or in discussion
- BEDC is an advisory – not policy making - volunteer group.
- BEDC "reports" to the Town Council and Town Manager
- BEDC serves to function as a "think tank" in culture and in meeting functionality
- BEDC members must at all times follow appropriate rules of order
- BEDC members are encouraged to contribute original thought even when such may run counter to the status quo. BEDC should never be a "rubber stamp"

It was suggested Kehoe be the monitor in charge of keeping order. BEDC Member Involvement: Feltham encourages members of the EDC to get more involved - attend groups & meetings to find out what is going on. There needs to be a set of Objectives: To be discussed. Guiding Philosophy & Purpose of the EDC: Assist in the improvement of the economic quality of life of all of its citizens.

We need strategic innovative thinking to provide a competitive advantage to get people to Cape Cod. Feltham asks for continuous improvement including periodic audits. BEDC Recruitment: We need some good people, this is very important.

Flavin asks about the objectives? Feltham clarifies the objectives will be for this group and for the calendar year.

Minutes: Motion made by Farnham to accept the December minutes as written. Motion is seconded by Johnson. Vote: All, Aye.

The topics of membership, recruitment and resignations are discussed.

**Planning & Development Update: Mike Trovato**

- Cape Cod Five is under construction
- Dockside was referred back to the Planning Board and not sure of its status, it is up to the applicant.
- Snyder's-Lance was acquired by Campbell Soup. The Hyannis plant is moving forward with the visitor experience expansion. Phase 2 is on hold for now.
- Sea Captain's Row project was approved (Regulatory Agreement).
- The Furman project was not approved by the Hyannis Main Street Historic District Commission. The applicant has filed an appeal.
- New Businesses: Lorena's Bakery, Harborview Restaurant, Island Caribbean Restaurant. Plum Porch is under new ownership (Barnstable High School graduates), Cape Cod Coffee opened up in the Barnstable Airport.
- Interested Businesses: Popcorn business & Pasta business.
- Ten Pin Eatery, a family entertainment & dining concept with bowling, laser tag & arcade, to open in the Cape Cod Mall.

Discussion on ongoing active efforts - Ells & Steinhilber: CCRTA, Cape Cod Community College linking the science building with some innovation opportunities, Cape Cod Commission (CCC) – for the town to have more control over the Rte. 132 corridor which would streamline redevelopment. Ells states if there is a clear vision, people can pull together and get things done. We want consistent messaging; We need to have one clear message or we won't be as effective.

**Future Speakers Discussed:** Wendy Northcross head of Cape Cod Chamber of Commerce or Paul Niedziewiecki, CCC. Farnham asks about the status of the Cape Cod ED Commission?

It is determined that it would be beneficial for the EDC to review the town's objectives and make sure they are in line with the Cape Cod Commission and Cape Cod Chamber objectives. Mark Ells believes another set of eyes would be beneficial towards this end.

Ells: The Greater Hyannis Chamber of Commerce is in the process of finding a New Director, the EDC might want to talk to them.

Adjourn: Motion made by Farnham to adjourn the meeting. The motion is seconded by Flavin. Vote: All, Aye. Meeting is adjourned at 9:33 am.

**Next BEDC meeting February 6, 2018 at 8:00am**

**List of documents / exhibits:**

Exhibit A: Agenda dated January 2, 2018

Exhibit B: Economic Development Handout

Exhibit C: Town of Barnstable Economic Development Strategic Plan FY 18-19

Exhibit D: January 2, 2018: Introductory Comments by Alan Feltham for BEDC

Respectfully Submitted,  
Stacey Hurwitz,  
Administrative Assistant

Public files are available for viewing in the Planning & Development 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 [www.town.barnstable.ma.us](http://www.town.barnstable.ma.us) \**