



Town of Barnstable
Growth Management Department
Economic Development Commission

www.town.barnstable.ma.us/economicdevelopmentcommission

EDC Meeting Minutes
September 27, 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, Michael Trovato – Economic Development Specialist, Elizabeth Wurfbain – Hyannis Main Street Business Improvement District, Stacey Hurwitz - Administrative Assistant

Chris Kehoe called the meeting to order at 2:33 pm

Approval of Meeting Minutes: *Motion made by Farnham to accept the minutes of August 23, 2016 as written, the motion was seconded by Kehoe. All Aye. Minutes were accepted as written.*

New Business: Town Manager - Mark Ells:

I hear that you are looking to go out & get more economic activity. I understand the economic model has changed these days. You used to go out & actively recruit businesses, create incentives etc. it seems more now the successful communities that are bringing in businesses are creating an infrastructure and expedited regulatory process, so businesses become interested in re-locating (to your town). We have transportation economy, hotel/motel, retail district & a huge educational corridor that is successful here (Barnstable High School Division 1 school). I get a lot of interesting calls from people looking for this. I see a lot of interest in developing sports based industry here. The HYCC is a premier facility in the country. We need to market & grow these areas. We do have an opportunity for some light industry but we have limitations based on our geography. We are also looking at zoning & rezoning in order to achieve our Economic Development & Housing goals.

I have heard criticism regarding what happened with Cape Cod Community College & keeping the airport training program here rather than having it off cape & I think there is some misinformation out there. We had those talks with the people involved. They wanted to charge significantly more than the other option by large amounts of money, we didn't necessarily control that decision. We participated & we tried to keep it here. I think the perception is that we didn't do anything, we just let it go and that wasn't the case. We are interested in developing a larger marine program through the college. I have no problem with trying to secure the funds to hire a consultant to generate economic development however, if we are to be successful in securing funding, we are going to have to show what we are going to get back from this effort.

Mark Ells opens the discussion up to the EDC

Johnson: We (EDC) have been talking about this for quite a while. Originally we opened this plan up to market the town and we wanted to go piece by piece (Johnson summarizes the components of the Marketing Plan). We have developed a foundation for the Marketing Plan. In terms of Economic Development how do you see the execution of the Marketing Plan? I see a lot of strategic planning, a lot of words, but not the execution of it. We don't take it to the level we need to. I'm curious to see how you see the Town Manager & your staff implementing the plan (internally, consultants, task force?) We want jobs here - we're going to need a lot of help.

Ells: Economic Development & keeping a balanced quality of life for people here along with being the economic center of the region, are priorities. I think we are doing a lot of what you are saying & and I am thinking it's just not being communicated very well. We are the 6th largest commercial tax base in the state. We are the economic

center, regional transportation center, medical center, education center & we are certainly the center of commerce. We are seeing growth in the largest employer in the town (Cape Cod Healthcare.) We are doing well. We are looking at the 4 major retail centers & looking at zoning. We are setting the stage but may not be good at communicating it. It can't be hidden under Growth Management; I think Economic Development is its own entity. Ells refers to Planning, Economic Development & Regulatory services. We have to see how all of those inter-relate. We have done a great job & need to communicate it. It is a priority to make the regulatory process easier. I am looking at restructuring. The goal is to get everyone united with the same positive message - Staff, Consultant Support, Committees, Town Council, Organizations (BID, Hyannis Chamber & Cape Cod Chamber). The goal is to market our town in an appropriate way, using the appropriate channels. I think we have seen changes on the Main Street and you will continue to see more changes.

Johnson sees a project like this as a task force (including various entities – ie. internally, a consultant, CCYP).

It was established that the EDC is a Commission. Task Force vs. Committee differences discussed.

Ells: The term task force might be better received and better for this project, than a Committee/Commission.

Farnham: Six years ago the last Town Manager hired the Economic Development Specialist. At that time I requested Economic Development fall under the Town Manager instead of GMD. I think it was a mistake to put him under GMD. I hope the new Town Manager rethinks that decision. Alan put together a letter to ask for financing for a consultant to analyze Barnstable's regulatory process. We hope this gets someone's attention. This Commission is anxious to help out. When we helped the Planning Board come up with the Comprehensive Plan it was really good. What do you recommend for us to do?

Elizabeth Wurfbain arrives at 2:52 pm

Ells Goals: Hire an Assistant Town Manager (by January). Re-structure GMD & Regulatory Services. Regulatory Services & the Head of Planning & Economic Development will report directly to the Assistant Town Manager. We are going to actively look at all of our zoning. We are going to do an Operational Audit of the Regulatory Services Division using external, internal resources along with the Cape Cod Commission. We should be looking at all of our functions this way. The Town Council sees the importance of this. Ultimately I see all of this building on what we currently have (adding value), not tearing it apart. Not to change, just to change.

Draft of Alan Feltham's letter which was given to Mark Ells (Exhibit C)

Geiler: Has concerns about the current EDC. Concerns & Suggestions;

- Need to have discretion with the business process - it's not an open/public process
- In regards to the review of Regulatory Services & GMD – State/Federal Regulations can't be changed
- Sees a need for customer review (even though there is fear of retribution)
- Feels E-permitting will be very helpful

Ells: I would focus on communication - interdepartmentally to help a business to move through the process & so they know the process when they walk in. I hear the complaint about retribution if I heard personally that this happened - I would immediately correct the situation. We need to constantly train & be there to oversee. Ells sees the issue being resolved through training & reinforcement of good customer service. We have people that know what they are doing, there could just be a better way to deliver the information.

Wurzberg: Looks like you are working on two things; 1) Changing a culture of service - how do we help people through the process and 2) Identifying where the process itself is broken. You need both of those things.

Johnson: Maybe you communicate and let your staff know about our Economic Development project. Get ideas from your internal staff. People can be very creative when they are asked.

Ells: I don't want you to waste your time either. I wouldn't ask you to push for something that isn't going anywhere. I will come here to the degree that it is useful. I will be here on a regular basis over the next year or so.

It is suggested that Mark Ells, Chris Kehoe & Mike Trovato should work through the marketing plan together. Identify the deliverables. Take a look at funding opportunities & then go from there. Mark Ells advises the commission to reach out to him if need be. He reiterates there is a lot of positive activity going on right now.

General funding discussion. Feltham asks the Town Manager to take a look at what Falmouth has done in a marketing attempt with their blue economy. Mark Ells leaves the meeting at 3:25 pm

GMD Update:

Parking is discussed. EDC expressed concerns with parking and also the Hyline expansion of their fleet. It is clarified the Regulatory Division is in charge of parking enforcement.

Mike Trovato Updates:

- Parking Study Update: October stakeholder meetings. November 30th is the tentative Public Meeting with Nelson Nygaard. This will be a comprehensive plan for downtown.
- Total Athletics: The EDC might want to weigh in on this project at public hearings. It is a huge project.
- CVS / Citizens Bank: Town Council approved this project (regulatory agreement).
- Hyannis Access Implementation Plan has been accepted. Design is done now waiting on funding to re-work the Airport Rotary.
- Intersection of Yarmouth Rd. & Rte. 28 is going to be worked on.
- Intersection of Bearse's Way & Rte. 28 is going to be worked on.
- Marriott Courtyard is looking to build a two floor addition (add 50 rooms).
- Housing – Village of Barnstable 55+ community being proposed with 225 units. Received it's Approval Not Required from the Planning Board. This will be higher end housing.
- Dockside Condos moving forward. Will be going in front of the Planning Board (regulatory agreement).
- 3 Grand Openings: Audi, World Market, 99 Restaurant (renovated).
- Chelsea Swimwear, Ocean Street Deli both opening downtown.
- Luke's Liquors took over the Parkers Liquors on Rte. 132.
- Chic-fil-A in process of building.
- Top of Shop Housing: Creating background material for property owners on Main Street. The material will let owner's know the process of building residential over their shops (mixed use).
- Marketing Plan: Request For Proposal is still with the Manager.
- Gateway Medical District Zoning Changes – EDC to submit the rationale to Growth Management.

Election of Officers:

- Motion made to nominate Vice Chair: Chris Kehoe nominates Alan Feltham. The nomination was seconded by Hartley Johnson. Vote All Aye.
- Motion made to nominate Chair: Ted Wurzburg nominates Chris Kehoe. The nomination was seconded by Alan Feltham. Vote All Aye.

Old Business:

Marketing Plan – Request for Proposal (RFP) Business Attraction, Expansion & Retention Strategy: (Exhibit D). Johnson reviews the components of the Marketing Plan.

The EDC weighs in on the Town Manager's feelings regarding the RFP based on today's discussion. Feltham asks the EDC if they should move forward or if it will be moving forward with the new Town Manager anyways?

- Wurzburg: He made the distinction between committee & task force. We are a committee that acts like a task force sometimes. What Hartley is pushing to get accomplished may need a task force.
- Feltham: Not sure if Mark Ells is on board with the RFP because he said he wouldn't want to waste anyone's time. He also said he was redefining a lot of things. He might already be working on this.
- Kehoe: GMD will be split between Regulatory & Economic Development and he will be taking on regulatory review.
- Farnham: I am excited with what he is proposing to do. I agree with Alan.
- Wurzburg: I am on board too. It looks like the Town Manager is working on this and we might get more than what we are asking for. He is behind this, it just may not be in the exact format you propose.
- Geiler feels the EDC should sit on it until the Town Manager gets back to the group.
- Johnson thinks the EDC should review the RFP & send the edits to GMD.

- Farnham: Would like to get specific feedback on the RFP from the Town Manager.

Kehoe & Feltham agree to meet with Mark Ells this month to get feedback on the Funding Letter & the RFP.

Gateway Medical District Zoning:

Kehoe: The next step on Medical District Zoning is drafting the rationale to move it forward to the Town Council. The EDC agrees the rationale on the original re-zoning of this district needs quite a bit of tweaking before they submit the new rationale. Kehoe was taken aback by the Planning Board Chair who stated the property owners need patience. The original zoning change was 15 years ago, how much patience should the property owners have? The Planning Board Chair was very skeptical of the changes at the September meeting.

Process: There will be a joint meeting with the Planning Board & Town Council, then a public comment period.

Town Council Strategic Plan:

- Feltham emailed Eric Steinhilber requesting the Town Council create a Vision.
- Kehoe to ask Councilor Steinhilber for a summary of the Town Council Strategic Planning Workshop.

Day & Times of Meeting: Stacey to send out alternate meeting times to the EDC before the October meeting. The meetings will continue to take place at 2:30 pm on the 4th Tuesday of the month for now per Chair Kehoe.

Grant Opportunities Draft Letter:

Kehoe thinks the EDC should move forward with this regardless of what the Town Manager's Office is doing.

Feltham heard that Mark Ells has some thinking to do that might change this.

Farnham: Ells said he doesn't want to duplicate efforts. Farnham wants to hand it over to the Town Manager & have him run with it. Farnham is hoping for Mark Ells' input on the funding letter.

The EDC agrees the Town Manager is already working on some of the Marketing Plan & Regulatory Review.

Kehoe states he gave Mark Ells the draft letter to show him what the EDC is working on. Advised Feltham to speak with Ells to get feedback. If this is something he is already doing, maybe it is a waste of our time.

Farnham: We should ask to be the official support on this. We can support whatever he has on his agenda. Farnham to send a follow up email to the Town Manager to thank him and ask for feedback on the letter.

Suggested Future Speakers: October / November: Meg Mayo Brown, Superintendent of Barnstable School System (Kehoe), Felicia Penn (Farnham) & Mark Milne.

Feltham made a motion to adjourn, the motion was seconded by Geiler. The meeting adjourned at 4:26 pm.

Next BEDC meeting October 25, 2016

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

- Exhibit A: Agenda dated September 27, 2016
- Exhibit B: Minutes dated August 23, 2016
- Exhibit C: Draft Funding Letter
- Exhibit D: Request for Proposal; Business Attraction, Expansion and Retention Strategy

Respectfully submitted,
Stacey Hurwitz, Administrative Assistant

Public files are available for viewing during normal business hours in the Growth Management office
located on the 3rd 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> ***