

**Introduction**

This economic development section incorporates the visioning of the villages and integrates their economic development goals within the town wide goals and strategies. This section is intended to be used as an action plan and does not include sections dedicated to inventory or data.

Several studies are included in the Appendices as Section 3 Inventory. Additional information about population, economic conditions and housing can be found at the Census Bureau's American Fact Finder - [http://factfinder.census.gov/home/saff/main.html?\\_lang=en](http://factfinder.census.gov/home/saff/main.html?_lang=en). Enter the term "Barnstable Town" as the City. Because of the age of this data, Census 2000, it is not included here.

Another information source is the Massachusetts Department of Workforce Development. The Regional LMI (Labor Market Information) Profile, Annual Profile for the Cape and Islands Workforce Area includes a thorough analysis of this topic and can be found at - [http://lmi2.detma.org/lmi/pdf/profiles/Cape\\_Regional\\_Profile.pdf](http://lmi2.detma.org/lmi/pdf/profiles/Cape_Regional_Profile.pdf). The Appendices include this report.

The Goals, Actions and Strategies presented here were developed through an inclusive process with participants whose knowledge of Barnstable is thorough and comprehensive. This economic development section incorporates the visioning of the villages and integrates their economic development goals within the town wide goals and strategies.

Several goals in the 1997 Local Comprehensive Plan Economic Development section call for defining, planning and implementing growth management strategies for various Activity Centers. To this end, the Downtown Hyannis Growth Incentive Zone was approved by the Cape Cod Commission on April 6, 2006 to manage growth of this important regional resource.

The Town of Barnstable has many economic advantages. It is centrally located and a regional center for economic development on Cape Cod. These regional resources include: the seat of County Government; Cape Cod Community College, the only higher educational institution on Cape Cod; the region's largest mall; major medical services and the Cape Cod Hospital ambulatory, surgical and emergency services; major embarkation point for air, sea, and ground transportation for commercial, visitor and residential use; has vibrant Main Streets in Hyannis as well as in the outlying villages; a working commercial harbor; a vital industrial park; and Internet connectivity. The Town has the potential for growing its commuter connection capacity in the future. Hyannis is the focal point of the most frequently asked question by visitors: "Where's the Kennedy compound?" The Town of Barnstable is a regional economic center for visitors and residents.

**Regional Solutions**

While the town's provision of regional services is valued, this responsibility has direct consequences. The town experiences critical growth management issues such as inadequate roadways, traffic congestion, inadequate parking, environmental impacts, lack of workforce and affordable housing and insufficient employment opportunities.

There are several regional initiatives underway that may help address infrastructure related issues, namely wastewater, environmental preservation and transportation issues. A regional solution to these issues is deserving of the town's support and participation since water and traffic are not contained within town borders. The Town of Barnstable has a unique opportunity, as the largest town on Cape

Cod, to join with abutting towns to explore these regional initiatives. Acknowledging that our environment is our economy creates opportunities for the town to preserve its open space and estuaries while we grow and redevelop.



**Town Solutions**

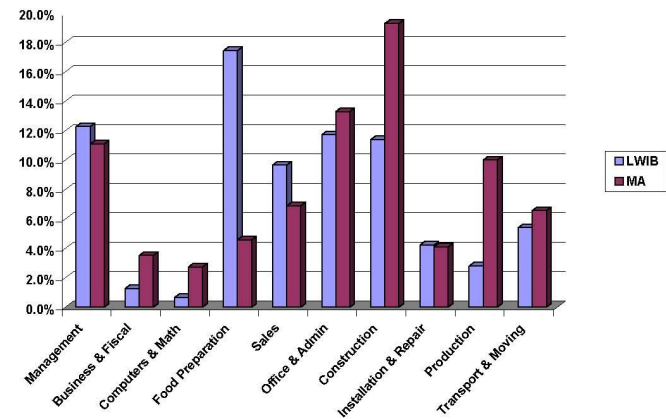
1. Create a plan that works for positive economic change and establish zoning changes and regulatory tools to implement plan goals.
2. Integrate sustainable development planning principles.
3. Build and maintain appropriate infrastructure that supports the plan. This infrastructure includes adequate and efficient roadways, sufficient parking facilities, wastewater solutions, water supply protection, creating and preserving safe, decent, affordable workforce housing and developing a reliable and dependable public transportation system.
4. Work to simplify and increase predictability of Town and Cape Cod Commission permit processes e.g. Growth Incentive Zone throughout the town.
5. Encourage and grow new economic sectors that pay livable wages to balance low-end service sector jobs. For example, marine and environmental technology and sciences, alternative and renewable energy, medical support, business support services and technology. (see wage data)
6. Enhance visitor-based economy and give visitors more reasons to come to Barnstable and stay in Barnstable.
7. Create and maintain educational opportunities that support existing and new economic sectors.
8. Strengthen the creative economy.
9. Capitalize on our recreational assets for residents and visitors by enhancing harbor access, walkways and pathways.
10. Create an economic analysis tool to evaluate the economic contributions of development and redevelopment.
11. Develop and maintain a true town-wide municipal financial analysis of the cost of community services from development and redevelopment.
12. Preserve and enhance the unique character of each village.
13. Support plan implementation through the Town's capital and operating budget process.
14. Ensure that by-laws and regulations are consistent with this plan.

**Principles for a Vital Economic Community**

The following principles set a strategic foundation from which this section's goals and strategies develop. The principles provide a consistent framework for economic development.

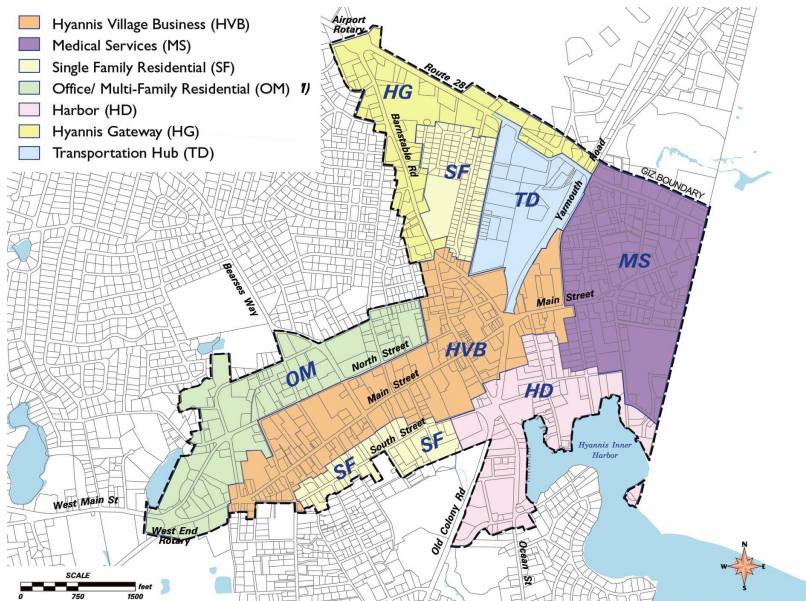
1. Promote mixed land uses making our communities more diverse and active while reducing dependency on the automobile.
2. Maximize density to minimize sprawl and loss of open space. Increased densities can reduce infrastructure costs for roads, sewers and water supply.
3. Offer more diversity and affordability in housing type, opportunity and choice.
4. Walking neighborhoods are essential elements for community vitality.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Use planned public spaces as economic and community development drivers.
7. Preserve critical environmental areas. Our natural environment is our economy.
8. Direct development toward appropriate land use areas.
9. Provide reliable and accessible public transportation choices.
10. Make development review and permitting predictable, fair, timely and cost effective.
15. Encourage community and stakeholder collaboration on development and redevelopment decisions.
16. Analyze economic impacts of major developments.
17. Assure that new development and redevelopment is consistent with the Comprehensive Plan.
18. Work towards incorporating sustainable development in decision making.

Cape and Islands Work Force Area (LWIB) vs. MA Employment Clusters



**Hyannis Growth Incentive Zone**

One of the major challenges outlined in this section has been met for the Downtown Hyannis area of Barnstable. The Town has embraced an effort to revitalize downtown Hyannis. The Hyannis Growth Incentive Zone (GIZ) was approved by the Cape Cod Commission on April 6, 2006. The GIZ streamlines regulatory review in within the GIZ boundaries, defines density bonuses and offsets and creates design and infrastructure parameters for development and redevelopment.



As stated in the Town’s application, the purpose is:

“This Growth Incentive Zone will allow the Town to direct opportunity to the center of the Village of Hyannis by supporting village-scale density and mixed use zoning furthering a town-wide plan to create a healthy community and a sustainable economy. Downtown Hyannis is an area of Barnstable with existing growth infrastructure and capacity, but has many underperforming properties. This plan maximizes the infrastructure advantage while minimizing the negative impacts of growth. It highlights the potential for people to live and work on a smaller environmental footprint reinforced by steps taken to offset

growth in areas of Town where development threatens those human and environmental measures that determine our quality of life...

This ...supports a revitalization plan aimed at literally and figuratively bridging that gap. It encourages redevelopment along historic footprints investing not just in plastic recreations of neighborhoods but also in real neighborhoods. It capitalizes on a unique opportunity for people of varied means to live as neighbors unified by a common desire for active social interaction and a livable, workable, walk-able village rooted in the historic draw of Hyannis Harbor, Lewis Bay and Nantucket Sound.

Cape Cod faces the challenge of balancing human interaction on a fragile peninsula. A comprehensive approach weaving together social, environmental and economic needs is necessary. This effort strikes a balance by creating incentives to develop in areas with existing infrastructure and disincentives for development in areas with limited ability to process the effects of sprawl. For generations Hyannis has carried many burdens for the region. Realizing the potential of Main Street Hyannis will demonstrate the balance required as stewards of our community character and quality of life for generations to come.”

**Consistency**

This plan adopts the Regional Policy Plan Goals 3.3, 3.2 and 3.3. In lieu of adopting the Minimum Performance Standards, the following sections outline Barnstable’s action plan in support of these goals.

**Goals and Actions**

Economic Development goals and actions are set out in three sections: Infrastructure, Economic Sector Development and Growth Incentive Zone Implementation. Other economic development goals and actions are found in Section 1 Land Use Action Plan and Section 2.5 Open Space & Recreation Action Plan.

**Planning and Fiscal Responsibility**

**Goal 3.1: Encourage economic development that expands the town’s tax base and respects and strengthens quality of life, community character and environment. Engage in a focused strategic economic development planning process encompassing the economic development vision included for each village including the Hyannis Growth Incentive Zone.**

**Action 3.1.1** Proactively share development and comprehensive plan policies with developers.

**Action 3.1.2** Implement a balanced real estate tax policy that is fair to residents while preserving the tax base. Tax assessing methodology specifically regarding commercial properties shall be re-examined as part of this policy development.

**Action 3.1.3** Inventory and analyze impacts and capacity to implement mitigation formulas for development and redevelopment projects. Create an economic impact assessment tool to determine the net fiscal impact of development proposals. The project's tax revenue, infrastructure, service and resource impacts shall be analyzed. This economic impact analysis shall be completed before the commencement of Site Plan Review.

**Action 3.1.4** Determine feasible and attractive incentives to encourage local developers and business owners to reinvest profits in Barnstable and implement this incentive program.

**Action 3.1.5** Work in partnership with the County to coordinate economic development and related planning efforts.

**Action 3.1.6** Identify areas for "down-zoning" or undevelopment to offset areas designated for higher density.

### Development Review

**Goal 3.2: Revise and simplify land use regulations including zoning to foster economic development.**

**Action 3.2.1** Facilitate the Growth Incentive Zone and Design and Infrastructure Plan.

**Action 3.2.2** Promote Smart Growth principles, including cluster developments, green space planning, mixed uses and public open space that promote social exchange and the building of community.

**Goal 3.3: Establish a design review process for commercial development.**

**Action 3.3.1** Amend the town's Site Plan Review Zoning Ordinance to add design review criteria for coordination of design standards throughout the Town of Barnstable.

### Business Retention and Support

**Goal 3.4: Retain and strengthen business in the Town of Barnstable.**

**Action 3.4.1** Increase the commercial tax base by encouraging economic development in areas identified as appropriate for growth.

**Action 3.4.2** Make the permitting process predictable and timely through the creation of Development Agreements with the town and other regulatory agencies.

**Action 3.4.3** Determine feasible and attractive incentives to encourage locally owned developments to reinvest profits in our community and implement a program to utilize these incentives

**Action 3.4.4** Provide resources and technical assistance to applicants and investors by all means available including public/private entities, outsourcing, local initiatives and data sharing.

**Action 3.4.5** Retain in-house community development and planning resources. Collaborate with economic development efforts at the municipal and county levels.

### Infrastructure

**Goal 3.5: Provide infrastructure required for growth centers and redevelopment areas.**

**Action 3.5.1** Develop, apply for and support creative funding mechanisms to build and maintain infrastructure needs: workplace housing, renewable energy, wastewater treatment, public water supply, educational support, public transportation, parking and efficient roadways.

**Action 3.5.2** Seek out and support upgrades to telecommunication infrastructure for public and commercial broadband access within Barnstable. Support the creation of Wi-Fi networks such as Open Cape.com or other similar networks.

**Action 3.5.3** Continue to participate in and implement solutions from the state Hyannis Access Study to improve traffic flow.

**Goal 3.6: Support the maintenance and development of recreational activities for residents and visitors. Fund and implement findings and actions from the state approved Open Space and Recreation Plan included in Section 2B of the Comprehensive Plan.**

**Actions 3.6.1** Increase availability of public access to the water. Increase maintenance of existing public access to the water. Use Chapter 91 for this purpose.

**Action 3.6.2** Develop and maintain essential recreational facilities such as fields and parks with supporting amenities.

**Action 3.6.3** Increase maintenance for trails, walking trails, riding trails, public beaches and scenic destinations.

**Action 3.6.4** Complete bike and walking pathways throughout town connected to the County pathway network. Publicize and maintain walking and riding trails, public beaches and scenic destinations.

**Action 3.6.5** Support water-dependent activities with amenities both public and private.

**Action 3.6.6** Support and maintain town owned golf course(s).

**Action 3.6.7** Support the youth and community center.

**Action 3.6.8** Retain the Hyannis Mets and Cotuit Kettleers.

### **Economic Sector Growth and Development**

**Goal 3.7: Provide for the growth of existing sectors and development of new sectors and enterprises that create stable employment and livable wages for residents at diverse economic levels.**

**Action 3.7.1** Establish, through data collection and analysis, an economic development sector database to make town and County economic data available for use by private developers, the public, and town staff engaged in economic development efforts.

**Action 3.7.2** Identify, plan, implement incentives and fund infrastructure for redevelopment opportunities.

**Action 3.7.3** Identify and actively support the development of economic sectors offering stable employment, livable wages and career advancement opportunities.

**Action 3.7.4** Provide technical support for projects that conform to the CP.

**Goal 3.8: Education Sector: Continually work to establish the Town of Barnstable as a place where education “happens”. Emphasize educational efforts that serve as economic drivers to expand collective intellectual capital and support an emerging workforce. Our educational focus begins at kindergarten level and includes higher educational opportunities.**

**Action 3.8.1** Support development of educational curricula that connects to existing or desirable employment opportunities and career advancement such as renewable energy, medical services and sciences and technologies focusing on coastal, marine and environmental sectors.

**Action 3.8.2** Support the development of entrepreneurial enterprises.

**Goal 3.9 Cultural Sector: Encourage continued development of the creative economy to capture sector dollars and to position the Town as a cultural destination.**

**Action 3.9.1** Reconstitute the Cultural Council to advise policymakers about the Town’s creative economy.

**Action 3.9.2** Facilitate the development of arts economic development in Downtown Hyannis. This development should include artist residences, studios, classrooms, galleries, related retail, performances space and public assembly space.

**Action 3.9.3** Work with local creative, cultural and economic development entities to identify funding, planning and development resources to support the creative economy.

**Action 3.9.4** Foster support of new and existing local cultural entities and expansion of museums.

**Goal 3.10: Visitor Based Sector. Strengthen and enhance our visitor-based economy to make Barnstable a year round destination.**

**Action 3.10.1** Conduct a feasibility study for a Hyannis Conference Center.

**Action 3.10.2** Dedicate 7-10% of the current room occupancy tax revenue to visitor marketing and promotion.

**Action 3.10.3** Enhance and expand the Walkway to the Sea to encompass more of the harbor front, the Cape Cod Maritime Museum, the end of Ocean Street and Kalmus Park.

**Action 3.10.4** Improve traffic plan for visitors including a roadway signage system. Mark roadways, travel lanes, barriers and limit access where necessary for safety and efficiency.

**Action 3.10.5** Create a simple, legible wayfinding system for attractions, destinations and parking where needed.

**Action 3.10.6** Publicize walking trails, riding trails, public beaches and scenic destinations.

**Action 3.10.7** Provide user friendly hours for beaches and parks use.

**Action 3.10.8** Work with appropriate public and private transportation entities to ensure provision of year round, reliable transportation and trolley service.

**Action 3.10.9** Identify locations for parking garages downtown, at the Regional Commercial Center, the Transportation Center, the hospital and the harbor. Where feasible, expand existing facilities to provide adequate parking for recreational areas.

**Action 3.10.10** Support the continued development of eco-tourism, tourism that explores, experiences, and observes nature.

**Action 3.10.11** Consolidate all restaurant, hotel and motel operating permits and fees into one process with a single time frame. Continue to allow Town department inspections on an appropriate schedule.

**Goal 3.11 Healthcare Sector. Healthcare is an important economic sector. This sector provides needed services for visitors and residents while providing a range of livable wage job opportunities.**

**Action 3.11.1** Encourage healthcare providers to locate offices and services within the designated medical services districts in Hyannis. In addition, determine alternative “campus sites” for major expansions that require significant additional infrastructure support.

**Goal 3.12: Hyannis Growth Incentive Zone. The Cape Cod Commission approval of the Hyannis Growth Incentive Zone set several economic development conditions included here as goals and strategies.**

**Action 3.12.1** The Town of Barnstable shall adopt a Business Development Plan prior to issuance of Certificate of Compliance #2. The Plan should include the following:

- Existing Business Inventory: Types of businesses by industry, ownership, number of employees, physical size, lease or own space.
- Existing Business Survey: Identification & analysis of needs and potential for growth.
- Business Development Strategy: Based on inventory and survey, identify specific actions designed to support and attract businesses to the GIZ over the next five years. This should be a collaborative effort with BID, Hyannis Chamber, and other stakeholders. This strategy should link to other plans including the Harbor Plan and the Historic Properties Inventory.

- Site Specific Redevelopment Strategy: An inventory of potential redevelopment sites, procedures for preparing sites for redevelopment from remediation to clearing title issues, site planning / pre-permitting for specific parcels.